



Impact Evaluation Summary and Social Value Statements

Prepared for
Levenshulme Market
February 2018

Five years on
Understanding progress
made and value created by
Levenshulme Market CIC



Contents

Executive summary	5
Introduction	5
Key findings from this report	5
The social value commitments	6
Conclusions	6
Methodology	7
Recommendations	7
Findings from stakeholder engagement	8
Context and history	8
Mission, vision and values	8
Timeline and key milestones	9
Levenshulme Market's social value proposition	10
Community-led organisational model	10
Environmental improvement	10
Economic development	11
Wider economic ripple effect	12
How the community and wider stakeholders engage with the market	16
Key findings - Market trader perspectives	16
Who are the traders?	16
Engagement	17
Impact and value	18
Future suggestions and recommendations from traders	21
Key findings - customer perspectives	21
Who are the customers?	21
Spending habits	22
Value and impact	22
Future suggestions and recommendations from customers	25
Wider community stakeholder perspectives	26
Who are the stakeholders?	26
Value and impact	26
Future suggestions and recommendations from stakeholders	28
Supplementary focus group activities - summary and perspectives	29
Key recommendations from the focus groups to improve the Market and its impact	29
Summary	30

Levenshulme Market Fund summary	31
Fund winner case studies	32
Valerie O’Riordan – Levenshulme Contemporary Arts Centre	32
Sharlene Decourcey – Decourcey Designs	32
Kamini Patel – Samosa Shack	32
Intentions, outputs, impact and value	33
Levenshulme Market’s social value commitments	34
Hard outcomes	35
Soft outcomes	36
How the social value being created at Levenshulme Market aligns with policy	37
Community business and social enterprise models - doing business well	37
Economic development and job creation in Greater Manchester	37
Supporting diverse enterprise start up whilst supporting inclusive growth	38
Social Isolation in Greater Manchester	38
Community-led regeneration and active citizenship	39
Conclusions and recommendations	40
Appendix - social value report – validation statement	42

Executive summary

Introduction

Levenshulme has a long history of markets, although until recent times the presence of a market in the area has been sporadic. However, Levenshulme Market CIC was established in 2013, born out of the need to sustain the recently-revived Manchester City Council-led market at a point when it was due to close down and the local high street was in need of a boost.

Levenshulme Market was designed to regenerate the high street and retail environment in Levenshulme, whilst building skills, creating jobs and regenerating the economy through sales and income. The social business model is unique in that the Market has a specific remit to empower the community of Levenshulme to take ownership of their retail environment and build the skills, confidence and capacity of local people to create earning potential and increase the range of choice and opportunity in the area. To date in excess of 1600 traders have enquired to trade at the Market and £170,000.00 has been invested in Levenshulme via the market (not including income to resident market traders and knock-on spend).

Manchester City Council capital investment	£30,000
Wages to residents 2013 - 2018	£79,000
Manchester Airport Clean Cities funding (in partnership with Incredible Edible)	£26,500
Levenshulme Market Fund	£15,000
UnLtd / HEFCE start up and growth funding	£12,500
DCLG funding for high street report	£5,000
Other community investment - community picnic, clean cities match	£2,000

Levenshulme Market's beneficiary area is centred on the immediate locality, having a wider ripple effect across the North West.

Historically, the Market has anticipated (but not quantified) that its social impact falls in to three areas:

- Local people, community and voluntary sector organisations
- The local economy - ensuring local resources stay within the local community and benefitting existing Levenshulme businesses, Market traders (who may or may not be based in Levenshulme), new and aspiring local social entrepreneurs
- The environment, via improvement of the local physical environment as well as the values of the Market team and desire to share these with traders and customers alike.

The community engage with the Market in a broad range of ways: as customers, traders and wider interested parties. They come to shop, socialise, be inspired to try out business ideas or earn a living and in some cases are even inspired to move to the area. Each of the stakeholder groups value the Market in different ways according to their needs and experience of it.

Key findings from this report

The Market is a valuable social space for customers

80% of Market customers value the fun, friendly, sociable atmosphere, 40% say it brings the community together, 25% report bumping into people they know when they visit. Half of those surveyed say the Market has created a better environment for local people to enjoy.

The Market provides a significant income to Levenshulme residents

For the ten months of the year that the Market is fully operational, in excess of £78,250 is generated and retained by staff and traders who live in the area.

Traders at Levenshulme Market are more diverse than expected

65% of Market traders are women, 26% are from BAME communities.

Traders at the Market generate income that is retained within the local area

Approximately 20% of all Market traders are Levenshulme residents and 60% live within five miles of the Market.

Nine local people – individuals, entrepreneurs and community groups - benefitted from a £15,000 investment fund in 2015.

This was jointly funded by Manchester City Council and empowered the community to make decisions on who received the awards through a public event. The impact of this work can be found on page 31 and in a separate report entitled Levenshulme Market Fund Review.

The social value commitments

As a result of the research undertaken for this report, an overarching social value proposition has been developed for the Market, which is summarised under the following seven commitments, explored in more detail on page 33.

Levenshulme Market CIC commits to:

- Offer jobs to local people wherever possible
- Support and provide opportunities to improve the economic outlook for local people
- Provide a platform to enable ventures to grow and become sustainable
- Invest in local entrepreneurs and businesses
- Provide a platform for people to increase and promote environmentally responsible activities
- Create a positive atmosphere and community pride; a space where the community can meet and connect
- Be a consistent champion and advocate of community regeneration

Conclusions

Whilst the Market has delivered significant impact, the report identifies a range of areas for improvement as part of the conclusions and recommendations section from page 40.

These include:

- Finding ways to boost start up support and growth opportunities for Market traders and local residents – holistic support as well as financial investment
- Using innovative data, technology, marketing and communications approaches to reach wider and more diverse audiences, enhance the Market's offer and support traders to improve their operations and information gathering.
- Responding to community need and harnessing the strengths and diversity of the wider community including residents, the business community and others

Levenshulme Market contributes towards a range of outcomes which link to local and national policy agendas including:

- **Community Business and Social Enterprise models - doing business well**
- **Economic Development and Job Creation**
- **Reaping the benefits of diverse enterprise start up, whilst developing and supporting Inclusive Growth**
- **Reducing 'Social Isolation'**
- **Community led regeneration and supporting 'Active Citizenship'**

See further detail on this on page 37.

By working with the whole community, offering a creative community asset and continuing to put the future of Levenshulme in the hands of its residents, traders and community organisations, the next five years look bright for the Market, its partners and the local area.



Methodology

In order to give an in-depth summary of activities, outcomes, impact and value, the structure for gathering information for this report is three fold:

- 1. To provide a quantitative evidence base there has been a review and summary of existing activities, including basic analysis of data from 199 current market traders.**
- 2. A programme of stakeholder engagement activities across Levenshulme Market board, staff, traders, customers and consultation with other wider direct beneficiaries and indirect beneficiaries.**
- 3. To add qualitative data we have selected and consulted with a diverse representative field of beneficiaries in focus groups, through interviews and bespoke surveys to three stakeholder groups – customers, traders and wider stakeholders:**
 - Senior management team
 - Two additional staff members
 - 18 traders
 - 20 customers
 - Eight community partners including local businesses

Via these mixed methods of engagement we have been able to uncover what they value about Levenshulme Market, any changes that have occurred as a result of engaging with Levenshulme Market and any feedback and recommendations for future improvements they wished to contribute.

The research in this report has been grounded using existing secondary data and extensive live/new stakeholder engagement work to gather primary evidence. We have analysed data from interviews and surveys with direct and indirect beneficiaries, to start to quantify basic value indicators and provide concluding social value statements. In order to attach impact and value to the outcomes that Levenshulme Market have delivered, we have used the New Economy Unit Cost Database where financial values can be attributed. Finally, we have identified government policies that add value to these statements and highlight where the aims, outcomes and impact of the Market align with priority areas.

Recommendations

This report sets out the social value statements developed through the process of social accounting undertaken by Flourish Together CIC and validated by Nicola Dickins, Social Accountant, Profit for Purpose.

This is the first time that Levenshulme Market have engaged in the process of social accounting and these initial results show a high level of impact and social value.

In order to improve the robustness of future social accounts, we would recommend that Levenshulme Market:

- Develop a social value measurement framework based on the methodology used in this report so that it can effectively measure social value in the future
- Train and develop people within the organisation to undertake social value measurement over the next year
- Ensure that at least 80% of the range of Levenshulme Market stakeholder groups (traders, customers, local residents and wider stakeholders) are engaged with
- Ensure that stakeholder engagement methods are legitimate, transparent and accountable to the stakeholders themselves
- Ensure that the social accounting process, calculations and report are validated by a social accountant
- Ensure that this social value report is disseminated widely and made available to the general public

See Appendix for a Validation Statement for this social value report.



Findings from stakeholder engagement

Context and history

Levenshulme Market CIC was designed to regenerate the local high street and retail environment, whilst building skills, creating jobs and regenerating the economy. The social business model is unique in that they have a specific remit to empower the community of Levenshulme to take ownership of their retail environment and build the skills, confidence and capacity of local people to create earning potential and increase the range of choice and opportunity in the area.

After a period of consultation and piloting the viability of a community-led market, which set out to do things differently, it purposefully set up as a social enterprise to ensure it could live its values, reinvest its surpluses back into the community and ensure assets developed could be locked in for community benefit for years to come.

Throughout this report we bear these guiding principles in mind to explore to what extent Levenshulme Market is demonstrating its aims and values. The report will both highlight excellence and compare a wide range of perspectives on where the Market is adding value to the community, local area and wider region.

We will also highlight where the Market still has work to do to achieve its goals in partnership with the community and wider supporters.

Mission, vision and values

Levenshulme Market's mission is articulated as follows:

Levenshulme Market is a social enterprise which exists to benefit the local area and is responsive to local people.

It seeks to:

- ▶ operate in a manner which is socially, environmentally and financially sustainable
- ▶ be independent and not-for-private profit
- ▶ be fun!
- ▶ be a pioneering, authentic social enterprise offering a quality service
- ▶ be unique - in terms of its Levenshulme focus, in its social enterprise status and in making an experimental and unusual offer to traders and customers that can't be found elsewhere.

Timeline and key milestones



Levenshulme Market's social value proposition

Here we summarise the value that Levenshulme Market brings to society. This sets the scene and context in which Levenshulme Market operates and is making a significant impact. Specific findings from different stakeholder perspectives can be found on pages 16-24.

We have aligned these themes with national and local priorities.

Community-led organisational model

After a period of feasibility and piloting during 2011-2012, the Market CIC was incorporated in 2013. It has strong governance: all the members of the board are Levenshulme residents and there has been expansion and diversification across the team over the last five years. Levenshulme Market Community Interest Company is relatively unique in its governance being independent from the local council and having a wholly community led approach. It is one of only a handful in the country operating as a 'not-for-private-profit' social enterprise which include: Brighton Open Market (established in 2011) Cathedral City Markets, Truro (established in 2015) and Brixton Market (established 2011). Levenshulme Market is unique in that it is the only social enterprise market in the North of England and it is distinct nationally, as it offers a dedicated weekly market committed to championing social and ethical traders, as well as seeking to build the local economy. The Market has partnered with local universities to develop regular markets for staff and students – which have had the purposeful effect of creating additional income for its traders and promoted Levenshulme in the city centre, attracting people out to Levenshulme as a destination.

Between 2012 and 2015 the Market management operated predominantly via a volunteer team. Since 2015 the staffing structure has evolved and the Market currently employs four part time staff and a further four casual staff. The board of Directors, Market Manager and wider team are all residents of Levenshulme. The board of Directors are still unpaid roles, volunteering significant amounts of time to ensure strong strategic leadership of the organisation. The economic value of the operations is spread throughout the sections below.

Environmental improvement

The Market seeks to deliver an environmentally sustainable market and support the community to become more aware of environmental issues. It has sought to achieve these goals through environmental improvements to the Market site which have included:

- ▶ Redevelopment of the railway embankment and walkway. This has improved the overall look of the area, increased the biodiversity and Market traders, customers and local residents have expressed that this has contributed to the area feeling safer. This was possible through working in partnership with Incredible Edible and through securing a grant from via Manchester City Council and Manchester Airport's Clean Cities Grant Fund in 2015, of which £25,600 was invested into the Market site. From 2016 Levenshulme Market has invested just under £1000 in the Friends of Levenshulme Station's activities to enhance station improvements - including painting of a mural, planting and structural improvements.
- ▶ Resurfacing the car park site, enabling improved aesthetics, use and safety of the site. This was achieved via investment in the region of £15,000 by Manchester City Council.
- ▶ The Market has a range of traders for whom environmental sustainability is key to their business objectives including: Reddy Lane Market Garden, Red Earth Traders, HerArt, The Conscious Kitchen and What's Your Beef. Currently 10% of Market traders in any given quarter identify themselves as a social/ethical/environmental business and a third of traders buy over half of their goods from ethical producers. Almost a third of traders report that they seek to purchase over half of their goods from ethical and/or local suppliers where possible.
- ▶ The Market offers subsidised 'community stalls'. In 2017 alone this involved 15 local social enterprises/voluntary and community groups, eight of which have had environmental awareness and/or improvement objectives
- ▶ In late 2017 the Market secured £2,000 from Manchester City Council's Neighbourhood Investment Fund to create a secure compound that will enable the team and customers to carry out recycling sorting at site – in doing so the operational team will be able to host education activity around recycling for customers and the wider community.

Economic development

The motivation behind Levenshulme Market CIC was not only to take on and improve the operational running of the Market, but also to support regeneration in the area, become resilient in spite of 'austerity' and to seek to create a range of social and economic ripple effects across Greater Manchester. By using mixed methods of social accounting frameworks we have been able to calculate the value of a range of social and economic impacts (See page 35). Headlines of social and economic value include:

Enterprise creation:

The Market is a hub and test ground for both pre starts, start-ups as well as a strong base for more established Market businesses. Since the Market started they have received enquiries from over 1600 small and independent traders about trading at the Market. They have an active group of over 200 traders linked to the Market and, via the Market Investment Fund, nine local businesses/community organisations received small scale investment in 2015.

Businesses are developing and jobs are being sustained and created through the Market. 75% of traders say the Market has enabled their businesses to develop, 42% report increased turnover as a result of the Market. 40% of those surveyed for this report say that the Market has helped sustain their employment and 33% have been able to create jobs for others. Additionally, 58% of traders have developed new products/services to meet the demands of Levenshulme Market customers.

Throughout the year Market traders jointly take £3,500 - £5,000 per week on a Saturday or an average of £51,000 per quarter on a Saturday. Levenshulme Market also operates on a Tuesday during term time at the University of Manchester and runs regular Friday 'Night Markets' which are another popular way, in which traders can boost their income.

Job creation and security:

The Market employs four part time staff and four casual staff with a monthly wage bill of £3,500. All staff reside within three miles of the Market.

In the region of 170 – 200 traders per quarter trade on the Market and 65% of traders who took a stall in spring 2017 returned to take a stall in summer and autumn 2017.

Trader businesses are made up of 90% sole traders and 10% social enterprises/voluntary and community organisations.

The Market trader group is diverse, 65% of stalls are led by women and 32% led by men. In addition, 26% of traders are from Black, Asian or other Minority Ethnic groups.

The Market is making strides to ensure local people have every opportunity to trade on the Market, currently 20% of traders are resident or previous residents of Levenshulme with 60% residing within five miles of the area and 80% residing within 15 miles.

Investment into Levenshulme:

The Market has brought significant investment into Levenshulme through its operations. This includes approximately £15,000 to start up, plus in excess of £50,000 on capital equipment and ongoing maintenance and improvement.

Outside of the Market operating days, equipment and facilities are regularly used by wider community groups.

Average income from Saturday trading for traders based in Levenshulme (20% of the overall traders), is in the region of £3,825.00 and a further £1,000.00 per month from Friday trading. Income retained within three miles of Levenshulme from employees of the Market is in the region of £3,000 per month.

Therefore, for the ten months of the year the Market is fully operational in excess of £78,250 of income is generated and retained in the Levenshulme area per year through the Market alone.

Across the stakeholder groups there was a general impression and awareness that the Market has brought resources and investment into the area, with 67% highlighting they believed the Market had brought investment and resources into Levenshulme.

"At first I volunteered on my stall, within a few trials I was able to take an income. After a year of working on the Market I gave up my main job. That was 3 years ago."

**Levenshulme
Market trader**



"After just selling cold food, I developed a hot food offer which really boosted my trade"

**Levenshulme
Market trader**



"The Market has created links to supply local retail outlets, plus enabled me to gain direct feedback from public on my products"

**Levenshulme
Market trader**



Wider economic ripple effect

Housing and property:

Levenshulme is a complex picture in terms of wealth and assets. In terms of housing, according to the 2011 census 51% of properties are owner occupied, 36% are privately rented 11% of housing is through social landlords and the remaining 2% is via other arrangements.

Further to conversations with local estate agents and customers to the Market it is clear that Levenshulme Market has contributed towards the recent surge in increased interest in property in the area with a knock on effect being increased property prices.

A local estate agent who has lived in the area all their life confirmed that house prices are selling very fast with double or triple the number of viewings they have seen previously, with people who would previously have been looking in Chorlton, Didsbury and Whalley Range now looking in Levenshulme. There has been a shift in property purchasing habits from buy to let investors, to young professionals and families and where as in 2008 a 2 bedroom terrace was selling for £90,000 - £100,000 these are now selling from £120,000 - 150,000.

The increased number of cafes, bars and community activities across a range of venues, as well as well-regarded local schools all contribute to this shift. However, several customers surveyed highlighted that the Market had played a factor in their decision to move to or stay in Levenshulme over the last 5 years.

"We visited the Market regularly before moving to the area - it definitely contributed to our decision on choosing to move here."

Levenshulme Market customer



High street improvements:

Since 2012 the core people and organisations who have supported the development of the Market in Levenshulme, have empowered residents, community members and local businesses to contribute towards regenerating the area. Customers, traders, residents and local businesses alike are in agreement that the Market has increased local pride, increased awareness of Levenshulme and helped improve its reputation across Manchester.

The Market has impacted on Levenshulme receiving recognition alongside investment from Manchester City Council on numerous occasions and is part of a group of local businesses and organisations who can advocate on behalf of residents and businesses to champion and address the needs of the area.

Through building partnerships, creating time to review and seek to address the needs of the area a range of visible (and less visible) collaborative improvements are evolving. However, as identified in the high street research report commissioned by Levenshulme Market and backed by the Department for Communities and Local Government, there is still a long way to go to tackle issues of high retail rents, under investment in capital and infrastructure, connecting the A6 corridor and creating diversity of amenities and opportunities for all.

Leisure and tourism:

Levenshulme Market has created some light touch impact in supporting the development of leisure and tourism in the area via a renewed sense of community connection and collaboration, and highlighted the need to address challenges caused by a lack of direct investment into some local community services (e.g. station, community centres, local heritage preservation, community arts). The Market has also enabled local campaign groups for the station, community centre, social/environmental organisations and arts groups to highlight needs and opportunities as well as seek community feedback to further their work.

The Market itself is seen by residents and those who travel to it from outside the area, as a social event and attraction, plus the atmosphere and associated events enable community conversations to develop additional leisure and tourism related activities linked to the Market and beyond.

Additionally, the Market offers a platform for musicians, artists and community events convenors.

"I often bring friends/family who come to visit here. It's a great place to bring people, we bring groups of students who come to study to the Market it's a great cultural experience for them"

Levenshulme resident and local adult education teacher





Community regeneration and resilience:

It is clear that those who engage with the Market see it as a great asset to the community providing a range of benefits.

100% of traders, 56% of customers and 37% of wider stakeholders agreed that the Market has made Levenshulme a more resilient community, with two thirds of respondents agreeing that the Market has both increased a sense of community pride and improved the appearance of the area. A number of respondents across the stakeholder groups felt the Market's existence and improvement of the site had brought about an increased feeling of safety.

There are mixed views across the stakeholder groups on whether the Market brings the community together and increases cohesion.

The population of Levenshulme is 66.6% white with 33.4% from other ethnic groups. Overall there is a general sense that more could be done to reach out to wider sections of the community, particularly to Black, Asian and Minority Ethnic (BME) communities as well as the local business community. However some of the 53% of survey respondents who were Levenshulme residents felt that this was one of few venues in the area where the white community congregate and socialise in a family friendly space. "We used to travel out of the area to do things as a family, the Market has put the heart back into Levenshulme", said one Levenshulme resident.

In terms of cultural diversity at the Market, currently a quarter of traders come from BAME backgrounds some of these are from Levenshulme and some from the surrounding areas. Throughout the year several world music artists have performed at the weekly Market. One Levenshulme Market Trader suggested that "There is a good cross section of older people, younger people and families who come to shop, browse and socialise" and certainly in terms of age and interests in the Market there is diversity.

However, a wider stakeholder shared that "Some sections of the community just don't see the Market as being for them in terms of what is on offer and the cost of goods". A range of insights and suggestions came from the stakeholder groups as to how to improve diversity of beneficiaries to the Market -which are reflected in the focus group recommendations section on page 30.

The positive atmosphere the Market creates was its single most valued asset - by 80% of customers, 75% of traders and 63% of wider stakeholders. The community feel, child friendly activities and social aspect to the Market were singled out for praise.

And the resilience, loyalty and creativity of Levenshulme community was consistently highlighted by traders.

Whilst the Market has not yet fully achieved its ambition of supporting the reinvigoration of the high street, it is playing a significant part in building the skills and confidence of the community as well as creating opportunities to build the economic independence of local people. Via the Levenshulme Market Fund 9 local residents received investment to start projects, test trading and develop ventures. In the region of 50 local residents per quarter are trading on the Market. Observations from the survey highlight that the stakeholder groups are somewhat aware of the opportunities the Market presents, with 50% of respondents agreeing the Market offers opportunities for local people to increase their prospects.

"Three of my neighbours are traders. I'll regularly bump into four or five people I know at the Market"

Levenshulme resident



One local resident who is a customer of the Market commented:

"We're thinking about taking a stall to sell a children's clothing line, we wouldn't have thought about that before had we not seen others do it here at the Market. Having the Market here makes that possible for us"

However another resident and wider stakeholder of the Market observed "The opportunities seem more for self-starters and less so for people who really need support to become more economically active."

This highlights a need more to do to raise awareness of the opportunities, engage diverse groups and those furthest from the labour market in the local area. Feedback also suggested that start up support and inspiration would be welcomed by many residents.

This feedback, community intelligence and insight feeds into the overall recommendations and conclusions section on page 40.

Recognition:

The organisation has been nominated for and awarded multiple local, sectoral and national awards across a range of themes ranging from enterprise, to community cohesion, from innovation to food and market trading.

"The Market is very vibrant, it feels exciting and you always bump into people you know"

Levenshulme resident and wider stakeholder

Award highlights which back up the reputational value of Levenshulme Market include:

2013	University of Manchester, UMIP Social Enterprise 'Try it' Award followed by a 'Grow it' Award
2013	Spirit of Manchester Awards 2013 – Finalists
2015	Manchester Food and Drink Awards - Finalists
2015	BBC Food and Farming Awards - Finalists
2015	UnLtd/HEFCE Social Enterprise of the Year – Winner
2017	University of Manchester Making a Difference Award - Winner
2017	UnLtd/HEFCE Social Enterprise of the Year – Shortlisted

These awards have enabled both promotion of Levenshulme Market and its traders, as well as community groups linked to the organisation. They have enabled local and national recognition of the impact of the Market, raised the reputation, profile and awareness of Levenshulme and built strategic partnerships.

Key partnerships:

Central to the success of Levenshulme Market has been its ability to build strong local, strategic and economic partnerships. The Market has sought to build relationships with local and regional traders, to ensure diverse, unique and quality produce is sold on the Market. They have built relationships and activities with the council and strategic leaders across the area as well as championing and supporting businesses on the High Street and surrounding area of Levenshulme.

Key community partnerships have been developed with Levenshulme Inspire, Levenshulme Antiques Village, The Buttery, Trove, Love Levenshulme, Bud Garden Centre, Levenshulme Traders Association and Friends of Levenshulme Station, amongst others.

Key funding and investment partners from 2012 - 2017 have been UnLtd – The Foundation for Social Entrepreneurs, the Higher Education Funding Council for England (HEFCE), The University of Manchester, Manchester City Council and Manchester Airport Fund.

"The people of Levenshulme are loyal and regular customers, even when it's raining people turn up without fail. They are open-minded to try new things"

Levenshulme Market trader

How the community and wider stakeholders engage with the market

As outlined in the methodology a range of practical stakeholder activities, including surveys, focus groups and one-to-one interviews, have taken place to ground the findings of this report. These have also enabled us to delve deeper and to provide more qualitative information alongside the statistics in this report.

Engagement activities sought to understand the following through the perspectives of Market traders, customers and wider community stakeholders

Engagement

The extent to which a range of stakeholder groups across the community use, engage with and value the Market

Impact and value

The local, social and economic value the Market has created for the various stakeholder groups and highlight examples

Progress

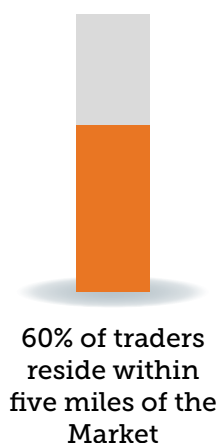
How far the Market has come in the last five years towards achieving its aims, including stakeholder feedback and recommendations

Key findings - Market trader perspectives

18 traders were surveyed at random across several weeks to contribute towards these findings. Additionally, the trader database was analysed to verify and provide more detailed information.

Who are the traders?

Traders at Levenshulme Market are relatively diverse, are loyal to the Market and are highly complementary of their experience of the Market team, environment and supportive atmosphere. From a sample size of 199 traders the following statistics were found:



Engagement

Levenshulme Market's traders engage with the Market to trade, as well as to purchase goods as customers. Two thirds of traders report buying non-food goods from the Market and similarly two thirds purchase food and drink at the Market.

Over three quarters of the traders felt the Market had a great community atmosphere, with 60% speaking very highly of the staff team, highlighting the opportunity at Levenshulme Market gives them a better environment in which to work.

90% of traders reported having received support from the Market team, 45% have benefited from support from other traders and 20% say they have benefited from supported brokered via networks of the Market. 18% reported having developed relationships with other local businesses either as suppliers or stockists.

"Levenshulme Market is a pleasurable place to come, compared to other markets - really flexible"

Market trader

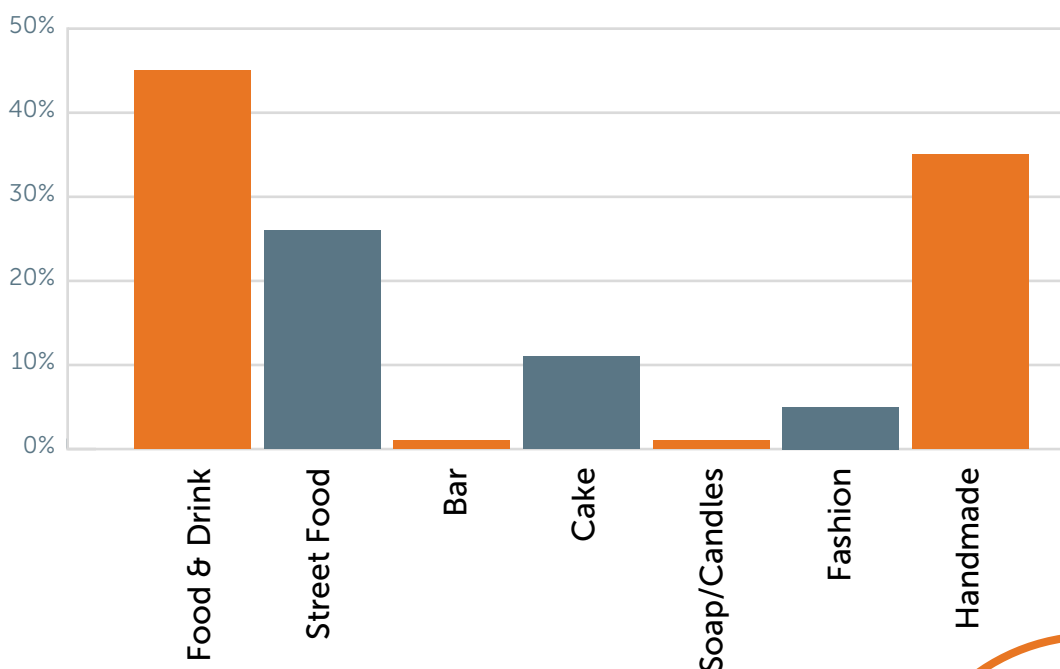
60% of Market traders reporting having created new products and services to meet the needs of the community of Levenshulme, based on feedback and observations from their customers. Many traders mentioned testing new products as the Market too.

Trade at the Market is predominantly food and drink based (72%), however a broad range of items, goods and services are offered at the Market.

"My day to day work is quite isolating, working on the Market a day a week means I can connect to others and the community. I really like the social aspect"

Market trader

The mix of goods on sale at Levenshulme Market



"Levenshulme Market is a great place to trial new products, the community are very friendly and open to trying new things"

Market trader

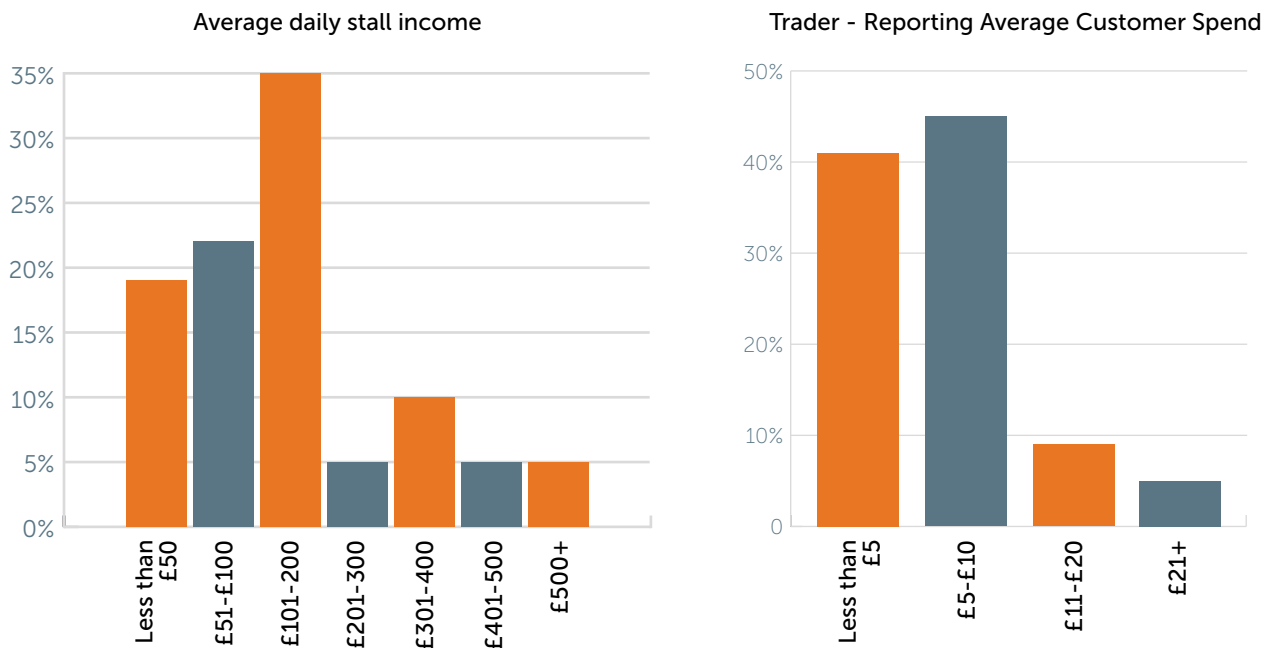
Impact and value

Trade and income generation opportunities are a vital part of the traders' involvement in Levenshulme Market. However, it was clearly not the only factor that affected their decision to trade. Many traders come for the social aspect, to develop and test ideas or do outreach for commissions or new staff.

Based on our analysis reviewing takings from a cross section of 22 traders we can project an average a weekly Market takes between £3,500 and £5,000. This gives an average income of £139 for a day's takings. However, we found daily income varied significantly from trader to trader, from £15 - £550.

Overall 20% of stall holders are making over £200 for a day's work at the Market. However, this leaves 80% making less than £200, over a third of whom make less than £100 per day and almost a fifth make less than £50.

These figures clearly highlight questions on the viability of a significant number of stalls. Whilst we can assume that a proportion of these traders are using the Market as a base for test trading, further exploration would be recommended to check traders aren't continuously putting themselves at financial risk and to consider routes to support these traders to generate larger profits.



The average customer spend at the Market is relatively low, with almost half of individual purchases at £10 or less. This tallies with customer surveys showing 75% people spend less than £50 per visit to the Market and 20% of those spend less than £10. Therefore high footfall is crucial to ensure viable income generation for traders.

Whilst traders need to run viable ventures and cover their costs, it is clear from traders' feedback that, for many, their interest in the Market is about more than money. Some of the comments below highlight the wider benefits of the Market from a trader's perspective.

//
"I have fewer customers but use this market to test new ideas, gain feedback and recruit staff"

//
I do better at other markets, but I have regular and more predictable customers at Levy Market

//
"It's local, it's real with passionate traders and always a place that helps new traders"

//
"I have gained bespoke commissions from customers at the Market"

//
"It has helped me develop my idea and understand how to achieve financial sustainability"

//
"The social interaction with others is really important as I am quite isolated all week, plus connections, support from other traders and the Market team has made me develop what I do in ways I wouldn't have otherwise thought of."

Additionally a high proportion of the traders share the social, ethical, creative and locally focussed values of the Market. The table below shows the proportion of traders who responded highlighting what was 'quite' or 'very important' to them when choosing suppliers for their business.

What is important to traders at Levenshulme Market in choosing suppliers?



Actual buying preferences of traders buying more than half of their goods from a range of sources



What we can see from the above figures is that whilst a high proportion of the traders have social and ethical principles this doesn't always translate into practice. Further work would need to be done to understand why this is, however a lack of options and opportunity to buy social and ethical may be one reason. There are certainly steps the market could take to enable traders to buy socially, ethically and locally by raising awareness of opportunities brokering connections, opportunity, consortia building. This would further build the ethical reputation of the market, develop the local economy and broker a unique service to its traders which there is clearly an appetite for.

The table below shows what traders value most about the Market:

Most valued by traders.....	
Atmosphere/social event/it's fun/friendly	75%
Good range of stalls/products/traders	58%
The team	58%
They treat their traders well	50%
They offer you support to start and develop	50%
The people of Levenshulme	50%
Location	42%
It supports local traders	42%
It improves Levenshulme and perception of	33%
It is well promoted	33%
Brand and reputation as a local/social enterprise/community market	33%
Fresh produce	25%

The table below shows what has changed or evolved for traders to determine the impact of the Market:

What has changed for you through trading at the Market?	
Enabled my business to develop	75%
Increased custom	58%
A better overall environment (atmosphere, look, feel) in which to work	58%
Developed new products to meet Levy customer demand	58%
Increased sales	50%
Increased turnover	42%
Helped sustain my employment	41%
Brought new custom	33%
Given me a job	33%
Created jobs for others	33%
Better place to work	25%
PR exposure led to new work	25%
More customers	17%
Made new friends and connections	8%
Enabled me to carry out recruitment drive with wider audience	8%

Additionally the Market helps...	Agree or strongly agree
Create a positive environment in which to work	100%
Promote my business better	100%
Increase my reputation	100%
Develop new networks	100%
Provide a supportive environment in which to develop	100%
Increase trading potential	100%
Put me in a stronger financial position	50%

Whilst only half of traders feel in a stronger financial position as a result of the Market, 67% felt it helped to increase the financial sustainability of their business and just over a third agreed the income generated helped sustain their employment. A third said they have created employment for themselves through trading at the Market and 25% have created employment for others.

Future suggestions and recommendations from traders

At this stage the majority of traders seem somewhat unclear in their support needs and whether they would seek these from the Market. When asked whether traders would welcome support from the Market 90% were open to the idea. Suggestions included peer support and trader meet ups, business development support and investment, further marketing, PR and visual merchandising support.

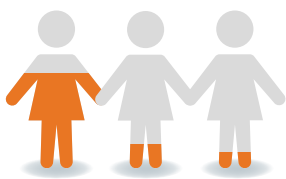
Some of the ongoing support needs cited included communication on pitch allocation, help with developing demonstrations on certain stalls and security.

Given that the Market and traders rarely keep detailed records on trade patterns, income, items bought, customer interactions and footfall, a question in the survey asked whether traders would welcome support on measuring this. Overall, 71% were open to this idea.

Key findings - customer perspectives

20 customers, in addition to traders and wider stakeholders, were involved in the survey. These were chosen at random over several weeks on site at the Market.

Who are the customers?



60% of customers surveyed at random were found to be local residents with **15%** having previously traded at the Market and **10%** also considered themselves part of the local business community



Of those surveyed **15%** of those who were residents had lived in the area **less than 3 years**



20% had lived in the area **3-5 years**



20% had lived in the area **5-10 years**



45% had been living in Levenshulme for **10-35 years and more**, showing it isn't just newcomers to the area who frequent the Market

75% of people stopped and surveyed reported coming to the Market frequently, with just **under a third** visiting the Market weekly, **a third** fortnightly and **15%** monthly, with the remaining customers visiting less frequently.



75%



20%



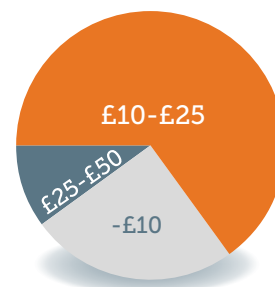
5%

With the majority of customers being local to the area, **75%** of those surveyed walked to the Market, **20%** travelled by car and **5%** by bike. Those traveling to visit the Market were coming from Stockport, Manchester, Wilmslow, Knutsford and areas immediately surrounding Levenshulme.

Spending habits

Visitors are coming with the intention to buy. Overall **95%** of those asked said it was “likely” (**45%**) or “highly likely” (**50%**) that they would make a purchase at the Market whilst visiting. The chart below shows popular items that people come to the Market to shop for, with hot and cold food to eat at the Market, or general food to take home being the most popular options, with gifts and craft goods also popular purchases. “Other items” mentioned included plants, jewellery, cards, art prints and coffee.

In line with the trader surveys the reported average customer spend per visit was relatively low, with **25%** spending less than **£10** per visit, **65%** spending **£10-£25** and **10%** spending **£25-£50** per visit.



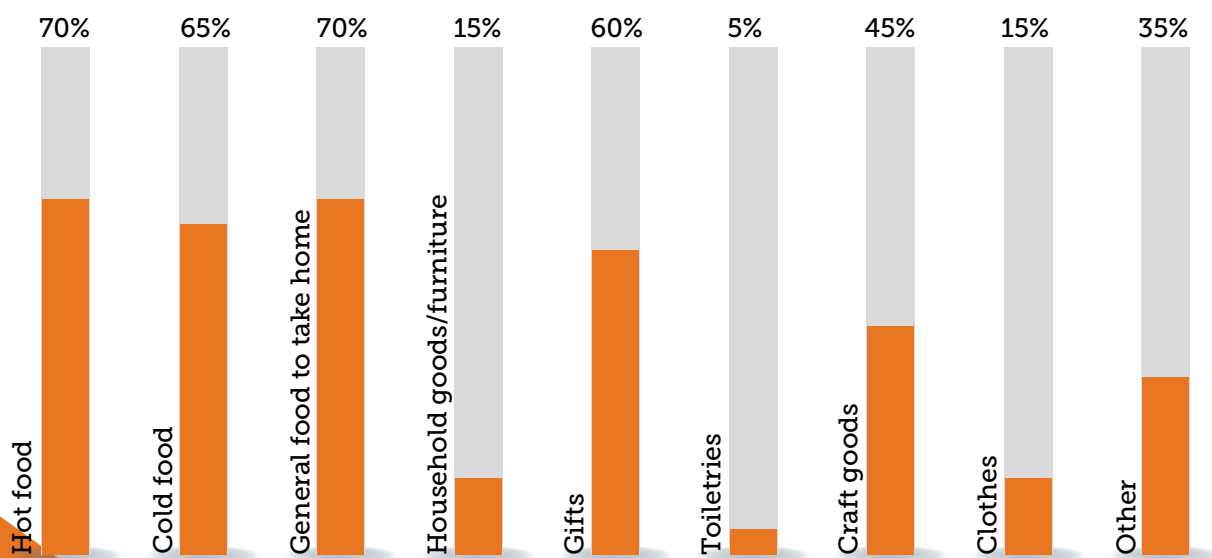
Most popular items purchased at Levenshulme Market

Whilst just under half of respondents agreed that there is a good range of items for sale at the Market there was a sense that the Market is where you come to treat yourself and meet people

The Market customers have good relationships with the traders, some have visited the same stalls for years, some know the traders personally and some rely on their quality and range as well as the social aspect. There is a culture and community around the Market where people are purposefully choosing to shop in Levenshulme rather than travel into the city centre. **20%** of respondents said they came to ‘support the Market’.

There are real, trusted connections between traders and customers and when asked who they buy from, over 22 different traders were mentioned by name by the customers surveyed.

Most popular items purchased at Levenshulme Market



“It’s a real market selling good quality produce, not tat - we like the fact that it’s different every time”

Levenshulme Market Customer

“Sometimes we look ahead on social media to see who is there”

Levenshulme Market Customer

Value and impact

The atmosphere and social event the Market creates, is the key factor that draws people to Levenshulme Market, followed by the range of goods, location and focal point for bringing the community together. When asked why they come to Levenshulme Market, over two thirds said they came to the Market to shop and buy food/drink with **40%** saying they come to socialise and meet friends. A quarter said they came to feel part of the community and **20%** said they came to shop local and support the Market.

Many respondents also referred to the Market as increasing the reputation of Levenshulme and bringing more people into the area.

"There seems to have been a change in dynamic in the area, an increased sense of pride and community spirit" noted one customer. However, others noted that this was perhaps amongst those who attended the Market and highlighted that more needed to be done to reach out to all sections of the community.

The table below shows what customers value most about the Market

Most valued by customers	
Atmosphere/social event/it's fun/friendly	80%
Good range of stalls/products/traders	45%
Its location	40%
It brings the community together	40%
It's nice to bump into people you know	25%
It supports local traders	15%
A safe and friendly space in my community	15%
It is well promoted	15%
It's close by/something we can do locally	10%
It's child friendly/family orientated	10%
It's a good place to take visitors	10%
It brings new people into the area	10%
The team	10%
Brand and reputation as a local/social enterprise/community market	10%
It's dog friendly	5%

What has changed for you/your family as a result of the Market existing?	
Increased sense of local pride	65%
It has brought the community together	60%
Options to buy local produce	50%
More choice of goods	45%
Made new friends and connections	45%
Improved the local economy	45%
More kids activities	35%
A better environment	35%
People seem happier and healthier	30%
A better place to work	15%
Other	
Raised opinion/improved the image of the area	10%
Moved to Levenshulme	5%
It has brought friends and family into the area/visitors want to come here	5%
Created opportunities for people to start up in business	5%
Raised £250 for a community fundraiser from a Market stall	5%

Observations on changes the Market has contributed towards in the area include:

It has raised awareness of Levenshulme	100%
It has improved the environment	100%
It has brought more people into the area	90%
Improved appearance of the area	85%
Made it a more resilient community	80%
Brought more investment into the area	80%
Residents have the opportunity to increase prospects	65%
Increased choice of amenities	55%
Increased cohesion	50%
Increased sourcing of local produce	45%
Increased social and economic inclusion	45%
Increased property prices	45%
Helped towards conservation	40%
Raised awareness of environmental issues	35%
Increased traffic	30%
Reduced parking options for people on Market site	10%

The value the Market brings to customers is predominantly social and environmental, as opposed to the kinds of financial benefits seen by traders. That said, although increased investment to improve the area and a knock-on effect contributing to increased property prices were mentioned by some customers, it is increased access to opportunities, amenities and improved environment which are the main value generated for customers. The Market has made a significant impact in reducing social isolation and creating an increased sense of safety and pride as well increased community connections.

"The Market is a great place to come and socialise, you always bump into people you know and it makes Levenshulme a more interesting place to live."

*Levenshulme Market
Customer*





Future suggestions and recommendations from customers

Customers surveyed at the Market talked about specific improvements based on their individual needs for example having more fresh produce (particularly meat and fish), increasing activities for children and families.

Many customers made suggestions of ways to reach out to the local business community and wider residents who are not as engaged in the Market. Suggestions included events and

festivals jointly designed with the wider groups, internationally themed Markets to harness the skills and potential of the diverse community and finding ways to bring market stalls onto the High Street to improve visibility and connection to the High Street.

Further recommendations from customers were explored in the focus group activities (see page 30).

Wider community stakeholder perspectives

In addition to the 18 traders and 20 customers surveyed, plus further people who took part in the focus groups, eight wider stakeholders completed surveys.

Who are the stakeholders?

The stakeholders were chosen from across the community as people who had a vested interest in the Market from the beginning, but would also be critical friends in providing feedback, insight and future recommendations.

75% of these were local residents, with **37%** having previously traded at the Market and **75%** also considering themselves to be part of the local business community. The wider stakeholders had also engaged with the Market by hiring equipment, partnering on events, previously being part of the team or running community stalls. Three quarters of the wider stakeholders also described themselves as customers – although as a group coming less frequently than general customers. **25%** said they come every few months, **25%** monthly, **13%** fortnightly and **37%** weekly. **75%** visited the Market on foot, with **13%** travelling by bike and **12%** by car.

Value and impact

Similarly to the general customer group's reasons for coming to the Market, the stakeholders identified the atmosphere, opportunity to socialise, to buy hot and cold food, gifts and to support the Market as their primary motivations for visiting.

However, this group were less sure of making a purchase when visiting and potentially spent less than the general customer group. Whilst some of the local businesses see the Market as great for the area, raising its reputation and bringing new people into Levenshulme it was also noted that many of the local businesses on the High Street have little to do with the Market.

Whether the wider stakeholders come frequently or a few times a year, all were complementary about the overall impact of the Market on the local area. The wider stakeholders are a more constructively critical group and by comparison **50%** agree it improves the area, the environment and the local economy. This group seem to be most aware of the promotion and brand of the Market and highlight the following of changes the Market has contributed towards for them:

Observations on changes for wider stakeholders	
More choice of goods	50%
A better place to work	50%
More customers	50%
Increased sales	50%
A better environment	50%
Improved the local economy	50%
It has brought the community together	50%
Increased sense of local pride	37%
Raised opinion/improved the image of the area	37%
Options to buy local produce	25%
Created opportunities for people to start up in business	25%
It has privatised a public space, with the way land is used	25%

Notably, half the wider stakeholder respondents (75% of whom describe themselves as local businesses) have found the Market has contributed towards increased customers and increased sales for them. Through this research it has been hard to calculate direct impact on local businesses and further in depth research would need to be carried out to ascertain this. However, as additional destinations customers did mention: Trove, The Buttery, The Antiques Market, The Klondyke, Fred's Ale House, Thairish, Edward Mellor Estate Agents and Tesco. In addition, some traders purchase items locally

The wider stakeholder group seemed most aware of the opportunity for local people to start up in business through the Market. However, they have mixed views on the success of this.

However this group, perhaps due to their strategic links to the area and longstanding knowledge of the Market, are aware of the lack of impact the Market has been able to create in the way it wanted to "reinvigorate the high street". That said, several Market traders have expanded their businesses, over 5 now have premises and a couple are expanding (although not all in Levenshulme) and many of those Market traders who have been running for between 3 and 5 years are not looking to move into a retail space.

This group echoed the customer comments that more work is needed to reach out to wider resident groups to promote the Market's opportunities and engage people.

When it came to the theme of the Market having an impact on increased property prices, this group had a range of interesting reflections. Edward Mellor Estate Agents have clearly seen a sharp increase over the last decade, in the price of property and the wider range of people and higher level of interest in Levenshulme properties. They felt strongly that "this is in part due to the sense of community and vibrancy the Market brings to the area. Operating on the edge of the Market we see many people every week seeking properties in Levenshulme who were previously looking in Chorlton, Didsbury and further afield. However, they are choosing to move to Levenshulme because of its good schools, affordability and its community feel – our customers mention the Market as a key draw to bring them into the area as well as one which is keeping them here."

Another saw this as a potential issue, having lived in the area for many years, they have seen cycles of boom and bust in Levenshulme and they felt more needed to be done to ensure this wasn't just a "bubble" and a project leading towards the "gentrification" of the local area.

Whilst property prices have increased and more families and professionals are moving into the area, the average household income is still relatively low and some would argue the "gentrification of Levenshulme" is still some way off.

However, a previous resident who has been actively involved and supportive of the Market stated that they have been priced out of the area and have recently had to move to another area outside of the borough as this was more affordable. They always enjoyed the Market for its social event and vibrancy, however can now only travel across every month or so.

"We spend money in local shops buying ingredients, packaging and sundries for our weekly stall."

Market trader



Those who have engaged with the Market as traders are highly complementary of the team, the opportunity and support: "In comparison to other markets, my relationship with Levenshulme has been so positive. They took a risk on supporting our idea to pilot at the Market and the support and questioning from the Directors has improved my entrepreneurial mind set"

Wider stakeholder/trader



"The Market has done great work to improve the reputation of Levenshulme, bringing new faces into the area and creating a sustainable Market that has a great atmosphere. However there are sections of the community who don't see this as being something for them"

Market stakeholder



"Many of the items are craft, artisan and hand made goods and this does come at a premium – plus the Market does keep money locally with many local traders and producers. Perhaps a discount or loyalty card scheme could be offered to local residents to encourage more to shop at the Market?"

Market stakeholder





Future suggestions and recommendations from stakeholders

This group were most vocal and constructive with suggestions.

Suggestions included ideas to harness the talents of local people, campaign activities to engage wider audiences, to learning from past history of waves of improvements to the area which have lacked sustainability over time. There were also suggestions on improving links and visibility to the high street and considering

ways to compensate for the lack of parking availability on the Market site on a Saturday and night Markets. Suggestions also included developing further practical and long standing partnerships with local community groups and local businesses to support the delivery and sustainability of further local improvements. Ideas on resident loyalty schemes and looking at how traders build their e-commerce offers also came through.

Supplementary focus group activities - summary and perspectives

During the summer of 2017, a series of focus groups took place seeking views, thoughts and feedback from traders, customers, local residents and wider stakeholders.

The aim was to verify the findings from the stakeholder surveys, as well as to understand what people across the range of stakeholder groups:

- ▶ Value about the Market
- ▶ Notice has changed since the Market has developed
- ▶ Suggest as ways to improve the Market and associated activities

The feedback from the open discussions at the focus groups backs up and is complementary to the survey findings. There was little incongruent information or opposing views to what was found in the surveys. However, some further details and specific recommendations were explored.

What has changed in the five years since the Market was founded?

Social media is connecting the community and the real world – creating a space where the online community and physical community can meet and socialise

- ▶ The Market is a diverse place - friendly to older people, younger people, children, families...and dogs!
- ▶ Perceptions of Levenshulme are changing – its reputation is improving and more people are being attracted to visit and spend money in the area when they wouldn't have previously
- ▶ A number of businesses now exist which have progressed from trading at the Market
- ▶ It has created a focal point in the centre of Levenshulme
- ▶ It has improved the appearance of the station car park and surrounding area
- ▶ It adds an additional range of unique and high quality products which some members of the community believe aren't available in the area/on the high street without the Market
- ▶ Some members of the community feel safer (to come out at night, to bring their children to local events or to come out alone when they hadn't previously)
- ▶ Some members of the community see and build relationships with their neighbours more frequently than they would otherwise
- ▶ Community groups, social enterprises and charities have a place to promote themselves, recruit members and raise their profile

Key recommendations from the focus groups to improve the Market and its impact:

Develop a strategy and activities to build real relationships with local high street businesses to enable them to benefit from the Market

- ▶ Offer discounts and incentives for local residents to encourage more to come out and shop local at the Market and on the high street
- ▶ Develop a support offer for existing traders to enable enterprise growth
- ▶ Develop activities to support pre-start traders and new traders
- ▶ Develop activities that reach further into more diverse parts of the community to encourage further cohesion and community connections
- ▶ Go digital – think about ways that Market traders can be further supported to develop and connect their online presence and encourage e-trading in between Market events
- ▶ Build the offer of quality fresh food produce e.g. fish, butchers, hot/cold food
- ▶ Be mindful that Levenshulme has seen boom and bust phases before in its social and economic history. Developing the Market to be consistent and resilient to ensure its impact, services and benefit remain for decades to come is not a challenge to be underestimated.

Summary

These sessions reinforced survey responses that indicated that the Market has increased a sense of pride, developed a vibrant atmosphere, culture of support, creativity and community. The sessions also echoed the sense of an improved perception of and increased awareness of Levenshulme, within and beyond Manchester, as well as how the Market has physically improved the look and feel of the site.

Several residents mentioned feeling safer now in and around the Market site. There were further observations that more could be done to engage wider segments of the community, be more diverse and representative of the area both in terms of customers and traders.

Levenshulme Market Fund summary

When Levenshulme Market formed in 2013 the board gave themselves a specific remit to help make Levenshulme a better place for retailers and to provide more opportunities for residents of Levenshulme to start or develop their own businesses. In 2015 the Market ran a community grants programme through two award streams (the Market Innovation Fund and the High Street Innovation Fund) offering at total of £15,000 of cash awards to projects. An open call out process took place and 18 applications were shortlisted via a community panel. Shortlisted applicants were invited to pitch their project at a community event – with a participatory style of decision-making taking place, allowing the community members present to vote on the projects they want to receive funding.

5In total £14,996.56 was awarded to 9 individuals/ventures.

- ▶ All the winners were Levenshulme residents.
- ▶ £5,000.00 was the largest award made, £610.00 was the smallest award made, with the average award size being £1665.61.
- ▶ £4,010.56 was invested in 5 people via the Market Innovation Fund and £10,980.00 was invested in 4 people via the High Street Innovation Fund. The 'Friends of Levenshulme Station' was also supported when a previously supported project returned its award due to non-progress of the project.

A survey was completed by half of those awarded:

- ▶ 100% of survey respondents found the process straightforward
- ▶ 100% of survey respondents agreed that it would potentially be worth running this kind of activity again
- ▶ 80% received support from the Market following receiving their award including support from:
 - ▶ The Market team directly (60%)
 - ▶ Trading at Levenshulme Market (20%)
 - ▶ Mentoring from a Levenshulme Market trader (20%)
- ▶ Other support mentioned included support with community events and promotion.
- ▶ 40% increased their turnover as a result of the award
- ▶ 20% of those awarded say this enabled them to increase their staff numbers

For more
information
on the outcomes
of the Market Fund and
future recommendations
see the separate report –

**Levenshulme Market
Fund Review**

Valerie O'Riordan

Levenshulme Contemporary Arts Centre

Awarded: £2,210

"Our aim is to increase community participation in politically-oriented arts projects; to engage a non-academic audience in critically-focussed practice that blends the arts, politics and community group activities.

The pitching event was a really positive and diverse experience. We were delighted to have taken part and were very impressed by the range of businesses and participants. Although our project was non-traditional in terms of being non-retail, we felt that as a series participatory events that helped the local community come together, it complimented the manner in which the Market as a whole seeks to cross community boundaries and reach a diverse audience."

Sharlene Decourcey

Decourcey Designs

Awarded: £760

"Since I won funding my business has gone from strength to strength and I have been able to undertake specialist training. It's been great, not only due to the funding, but because the promotion from the event and the marketing I have been able to develop has meant that people recognise that Levenshulme has a trader that can help with their upholstery needs.

I now trade from a unit out of the Antiques Village, but still value trading at Levenshulme Market as well sometimes. Other traders have given me tips, support and ideas"

Kamini Patel

Samosa Shack

Awarded: £1,000

"Two years ago I was working freelance as a theatre technician and stage manager. I applied for the Levy Market fund to try something new and develop additional income. I really enjoy cooking and wanted people to experience Gujarati flavours.

The funding helped me to buy the equipment I needed to trade at Market events. I started off trading once or twice a month at Levy Market alongside my full time work. My produce generally sells well at the Market and people enjoy the food. In August 2016 I was given the opportunity to run Samosa Shack as a cafe inside the Contact Theatre. It has been a huge learning curve for me and I have gained so many skills and met lots of people in the food industry. Without the Levy Market fund, I wouldn't have a business."



Intentions, outputs, impact and value

The extensive range of outcomes delivered by Levenshulme Market and the large variance of stakeholder perspectives, means there is a great deal of scope for wider organisational impact. However, the following social value statements have been developed specifically around known outcomes and impact from the Market's operations to date and the information provided by the stakeholders about their priorities for the future of the Market.

Levenshulme Market's social value commitments

Using the social value statements quantified by the hard and soft outcomes detailed across pages 35 and 36, the Market directors have agreed to publicly state the CIC's commitment to the following statements and to allow the information supporting them to act as benchmarks for future measurement and reporting to the community on social activity.



Levenshulme Market has a commitment and intention to offer jobs to local people wherever possible

On average **£3,000** of staff salaries per month are retained within three miles of Levenshulme for the ten months of the year in which the Market is fully operational. This provides an investment into local people of **£30,000** each year.

Levenshulme Market commits to support and provide opportunities to improve the economic outlook for local people

Market traders collectively generate approximately **£178,500** income on Saturday and Friday Markets, over the ten months of the year that the Market is operational.

20% (£42,900) of this is retained in Levenshulme, and **80% (£171,600)** is retained within 15 miles of the Market.

When combining these figures and the staff salaries above, in excess of **£72,900** of income is generated and retained in the Levenshulme area per year directly through Market

Levenshulme Market provides a platform to enable ventures to grow and become sustainable

75% of Market traders say the Market has enabled their businesses to develop, **42%** report increased turnover as a result of the Market and **40%** of traders have traded at the Market for over three years. **67%** say the Market has improved the financial viability of their business and **50%** say they are now in a better financial position as a result of the Market.

Levenshulme Market invests in local entrepreneurs and businesses

In 2015 Levenshulme Market (in partnership between Manchester City Council and invested **£15,000** in nine local projects. Over **50%** of these projects raise awareness of social/environmental issues. **40%** experienced an increase in their turnover as a result of this investment, **20%** were able to increase their staff capacity.

Levenshulme Market provides a platform for people to increase and promote environmentally responsible activities

Over 2015-2017 **£26,600** was invested in the Market site via an Incredible Edible project funded by the Clean Cities Fund.

In late 2017 the Market secured **£2,000** from Manchester City Council's Neighbourhood Investment Fund to create a secure compound that will enable the team and customers to carry out recycling sorting at site – in doing so the operational team will be able to host education activity around recycling for customers and the wider community.

27% of Market traders sell ethically sourced products, whilst **90%** consider this an important factor when choosing suppliers.

The Market seeks to create a positive atmosphere and community pride where the community can meet and connect

80% of customers visiting Levenshulme Market value its fun, friendly, sociable atmosphere. **40%** say it brings the community together and **25%** reported bumping into people they knew when they visited. **50%** of all those surveyed said that the Market has created a better environment for local people to enjoy."

The Market seeks to be a consistent champion and advocate of community regeneration

Since its inception, Levenshulme Market and partners have secured **£121,600** of investment to start up, develop and improve the business and its site.

63% of survey respondents agreed the Market has made Levenshulme a more resilient community whilst **87%** said that the Market has increased awareness of Levenshulme, bringing more visitors to the area.

Hard outcomes

These are tangible outcomes that are evidence based and have been used to inform the Social Value Pledge (see page 34)

Intention	Output	Result	Impact thus far	Value to date
A commitment and intention to offer jobs to local people wherever possible	Levenshulme Market employs local people	Local people are able to gain quality, flexible employment that makes a difference	In 2017 all team members lived within three miles of Levenshulme and 100% of the CIC board lived in Levenshulme.	On average £3,000 of staff salaries per month are retained within three miles of Levenshulme for the ten months of the year in which the Market is fully operational, totaling in excess of £30,000 per year
A commitment to support and provide opportunities to improve the economic outlook for local people	Levenshulme Market facilitates and enables enterprise creation for people locally and across the North West	The Market acts as an incubator and test trading environment for local residents from Levenshulme, Manchester and North West	1,600 ventures have contacted the Market to enquire about trading opportunities since the Market began. 170-200 traders trade at the Market per quarter. 80% of these reside within 15 miles of Levenshulme. 40% of these are pre-start enterprises (less than 12 months old), 20% are start-ups (1-3 years old) and 40% are developing (3-5+ years)	Market traders on a Saturday collectively generate £4,250.00 income per week on average over a ten month period totaling in excess of £178,500 annually. Additionally, Friday night Market traders additionally generate in excess of £36,000 profit annually. This gives a combined Market annual income in Levenshulme the region of £214,500. 20% of this is retained in Levenshulme, through Levenshulme based traders - £42,900 80% of this is retained within 15 miles of Levenshulme - £171,600
A commitment to invest in and support traders to develop their ventures	Levenshulme Market provides a platform to enable ventures to grow and become sustainable	The culture, support, affordability and loyal customer base enable traders to grow their ventures	75% of Market traders say the Market has enabled their businesses to develop, 42% report increased turnover as a result of the Market and 40% of traders have traded at the Market for over three years	Longstanding traders with a relevant product offer, local customer base, repeat and new business make £250 – £550 per week. Traders who started their business on the Market and have since progressed into premises include The Buttery, Decourcey Designs and Samosa Shack. All of these retain ongoing links and trader presence at the Market
The Market seeks to create surpluses to reinvest for social and economic purpose	Levenshulme Market invests in local entrepreneurs and businesses	Local people, businesses and community groups are inspired to progress their ideas and develop enterprise activities	9 local projects were invested in via the Market Innovation Fund and High Street Innovation Fund, jointly funded by Levenshulme Market and Manchester City Council	£15,000 invested in 2015. 40% of investees experienced an increase in turnover as a result of this investment, 20% said this contributed towards them being able to increase their staff capacity
A leadership and culture which seeks to improve the local environment in a sustainable way	Levenshulme Market provides a platform for people to increase and promote environmentally responsible activities	Local people can lead and influence environmental improvements. The overall look and appearance of the area is improved aesthetically and environmentally	Lobbying, planning and investment in developing the site of the Market in a sustainable way Offering environmental, social enterprise and community groups subsidised Market stalls to raise awareness of social and environmental issues	£26,600 invested in the site via the Clean Cities fund through a wider partnership project with Incredible Edible In excess of £9,500 offered in grants and subsidies to social and environmental groups between 2015 and 2017. (£8,200 via the Investment Fund initiative). £2,000 to create a secure compound that will enable the team and customers to carry out recycling sorting at site and ancillary education activities.
The Market seeks to create a positive atmosphere and develop community pride in a space where the community can meet and connect	Levenshulme Market reduces social isolation	Local people can freely visit the Market on a weekly basis to socialise, meet friends, neighbours and traders – plus take part in activities and experience live music	In excess of 300 people attend each Market. 80% of customers visiting Levenshulme Market value its fun, friendly and sociable atmosphere. 40% say it brings the community together and 25% reported bumping into people they knew when they visited.	Savings within the New Economy Cost Unit Database related to this theme include: A cost saving of £1093 per person for group based programmes/ community interventions tackling mental health issues and isolation An average cost saving of £167 per contact as part of community mental health provision
The Market seeks to be a consistent champion and advocate of community regeneration	Levenshulme Market contributes toward regeneration of the area	Board members of the Market represent the area at a local, regional and national level. Board members and traders are involved in a range of local community development initiatives	Investment to start up the venture, undertake improvements to the site and run the community investment fund have attracted funding from Manchester City Council. 63% of survey respondents agreed the Market has made Levenshulme a more resilient community. Local house prices have increased over the last ten years. A local estate agent highlighted Levenshulme Market as a significant contributory factor	£121,600 of investment secured to start up, develop and improve the site. As an example of house price increases a two bedroom terrace has increased by £30,000.00-£50,000.00 over the last 5-10 years.

Soft outcomes

These outcomes are validated by what people say, however further work would need to be undertaken to convert them into evidence based hard outcomes.

Intention	Output	Result	Impact thus far	Value to date
The Levenshulme Market mission and values	Clarity and transparency	A common purpose approach and pride in the organisation for all stakeholders	A greater sense of morale for internal and external stakeholders	Staff and associates are passionate about their work. Clients' mission, vision and values are aligned to those of Levy Market.
The social enterprise model, guiding principles and processes of the actors within the organisation – namely the board, staff and volunteers	Collective organisational culture	New community-led structures have been developed to enable traders, residents, community groups and wider stakeholders to lead new ways of working and generating resources to invest in the area and create a sense of belonging	People working together to achieve the same vision. Positive reputation	Trusted relationships – organisations and individuals are more likely to engage resulting in higher levels of social value achieved
The Market seeks to support community-led events and activities, bringing local people together to support issues important to them	Levenshulme Market enables active citizenship and gives the community a voice and platform to address issues of significance to them. Community organisations and social enterprises have a public platform to raise awareness of social issues, community issues and trade for social purpose	Local people and the wider community are inspired and supported to develop activities that promote community and societal issues Discretionary subsidies are offered to social enterprises and community groups. A range of local, societal and environmental themes are supported.	Several community events including the Community Picnic have received cash and wider resources from the Market Community activities take place at each Market and at least one community stall is supported each month	Additional community initiatives supported by the Market have engaged over 500 people during 2015-2017 Markets attract in the region of 300-500 people per event. 15 community stalls were supported in the last 12 months.
The Market seeks to support others to be pioneering, creative and experimental	The Market offers mentoring, trading activities, incentives for start-ups and a non-judgmental approach	New product development Test trading A community who are open to trying new things A supportive and friendly team	67% of traders say the Market has improved the financial viability of their business and 50% say they are in a better financial position as a result of the Market	In excess of 134 ventures per quarter and 100 individuals per quarter improve their financial position by trading at the Market
The Market seeks to raise awareness of Levenshulme and local opportunities	Through its existence, outreach/marketing activities and media profile, the Market raises awareness of Levenshulme	More people are visiting Levenshulme for the Market	Overall 87% of survey respondents said the Market had increased awareness of Levenshulme in the region	More people spending money in Levenshulme and contributing to the local economy
The Market seeks to create a safe, enjoyable community space	A welcoming community space in an area that is usually classed as a deprived community with higher than average levels of crime	The overall aesthetics of the Levenshulme site have improved And a feeling of increased safety was reported by residents.	50% of all those surveyed said the Market has created a better environment, 10% of customers highlighted Levenshulme Market as a good place to bring visitors 15% of customers reported feeling increased safety and 35% valued the child friendly activities and atmosphere the Market provides	People are able to enjoy local spaces more often Local people are happy to invest in their local area

How the social value being created at Levenshulme Market aligns with policy

Community business and social enterprise models - doing business well

As a Community Interest Company, Levenshulme Market sets itself apart as a Social Enterprise seeking to maximise community benefit through its activities and use its profits for community purpose. Government statistics identify around 70,000 social enterprises in the UK, contributing £24 billion to the economy and employing nearly a million people. 51% of social enterprises made during 2016-2017 profit in the past year, with 20% breaking even. 47% grew their turnover in the last 12 months, compared to 34% of SMEs. Now 5 years old, Levenshulme Market represents a well-established model which demonstrates economic and social resilience and a viable proposition for both public and private investment.

Levenshulme Market also prides its community led model and locality based approach which ties in well with the priorities of organisations such as Power to Change and Locality who have developed new reports in response to the Localism Bill. The report calls for "Localism to be at the heart of the devolution agenda to ensure initiatives truly strengthen the power of community, enhance community accountability and neighbourhood control." Levenshulme provides a model, track record and vehicle for achieving this.

Further reading:

[State of Social Enterprise Survey 2017](#)

[Findings from the Commission on the Future of Localism](#)

Economic development and job creation in Greater Manchester

80% of Levenshulme Market's customers, stakeholders and beneficiaries are based within 15 miles of the Market, therefore the majority are located across Greater Manchester. Greater Manchester Combined Authority have ambitious targets to improve the social and economic opportunities and outputs of the area and Levenshulme Market has a role to play in building skills, addressing inequality, supporting those furthest from the labour market into work, reducing the benefit claimant bill and improving the overall environment and experience of those living and working in the region.

Looking specifically at the area where the Market is located on the edge of both East Manchester Regeneration and South Manchester Regeneration Areas, it needs to be careful not to "fall between the cracks". According to Manchester's Local Development Framework, Core Strategy: "Manchester has a relatively high rate of worklessness, due to high unemployment amongst those registered as disabled and the proportion of the population dependent upon income support.

Many of the residents claiming out of work benefits are lacking the appropriate skills which would help them secure the growing number of job opportunities in the City" "Manchester also has a higher proportion of residents with no formal qualifications which acts as a major barrier to accessing the jobs available". The Market provides a great skills and development environment, and can provide opportunities for those marginalised in the workplace to gain economic independence and overcome traditional barriers, given 59% of traders earn over £100 per Market and a quarter earn £200 - £500 per Market.

Further reading:

[Greater Manchester work & skills: strategy and priorities 2016 to 2019](#)

[Manchester's Local Development Framework](#)

Supporting diverse enterprise start up whilst supporting inclusive growth

Multiple reports highlight the need for more diversity in enterprise start up, both to increase economic opportunity, harness the diversity of products and services which different kinds of entrepreneurs create and to enable innovation. Levenshulme Market has started well and demonstrated some capacity in being able to incubate and develop a broad range of entrepreneurs across the spectrum of gender, ethnicity and age.

Additionally creating a more entrepreneurial society builds a can do attitude, increases productivity and builds connectivity and communication. Research by the Women's Business Council has shown that the UK economy is missing out on more than 1.2 million new enterprises due to the untapped business potential of women.

Given that 65% of current Market traders are women, this is an area of strength to build on.

The ethnic make-up of Levenshulme is relatively diverse with 46% of the local population describing themselves as something other than 'White British' in the most recent census (2011). 26% of traders are from the from BAME communities so this is a potential area for growth and innovation. There is very little data recorded on BAME-led SMEs. A business in the Community Report from 2014 gives some backing evidence, as does an Enterprise Research Council paper from 2013 linked below.

There are over 500,000 people who are income deprived in Greater Manchester, constituting the fifth highest rate among England's 39 Local Enterprise Partnerships and there are expectations of the new Mayor to address this. A report by the Joseph Roundtree Foundation sets out specific recommendations for Greater Manchester to deliver on inclusive growth. This follows a report by the Royal Society of the Arts and the Inclusive Growth Commission published in 2017.

Further reading:

[Women in enterprise: the untapped potential](#)

[BAME Women and Enterprise](#)

[Inclusive growth in Greater Manchester: an agenda for the new Mayor](#)

[Diversity and SMEs](#)

[Inclusive growth commission: making our economy work for everyone](#)

Social Isolation in Greater Manchester

Reducing social isolation and loneliness is a national and local priority. All stakeholder groups saw the single most important asset of the Market as being the atmosphere and sense of local pride and community it brings, with two thirds of customers visiting the Market on a weekly or fortnightly basis and a quarter of people visiting the Market bumping into someone they know. The links below give local and national policy agendas on this theme and the overall ward make up from 2011. Census data shows high numbers of people living alone, lower car ownership and over 1700 people aged over 60 living in the area, all of whom may benefit from having a weekly Market on their doorstep.

Further reading:

[Reducing social isolation across the lifecourse](#)

[Social isolation among older people in urban areas](#)

[2011 Census data](#)

Community-led regeneration and active citizenship

Since the late 1980s policy makers have been developing strategies around citizenship. However few have taken onboard the complexities of marginalized communities. In 2003, the Home Office was developing its agenda around active citizenship with David Blunkett at the time calling it “a vision of a society in which citizens are inspired to make a positive difference to their communities, and are able to influence the policies and services that affect their lives.”

This is a theme that community leaders, citizens and policy makers have been grappling with ever since. The principles laid out in the NCVO report Civil Renewal and Active Citizenship, still have relevance and Levenshulme Market has the capacity to harness the potential of residents, local businesses, community organisations and others to take community action and build community-led approaches to developing social capital.

More recently Power to Change’s Community Business Market report highlights a range of themes where Levenshulme Market ties in well - as a community hub and venue which is both transparent and accountable to its community. The Market is delivering social and economic outcomes, addressing challenges around lack of amenities, crime and safety, environmental issues and perceived low skills and economic output by delivering community enterprise solutions. Ultimately, it is seeking to put the power back in the hands of the community to lead the changes these needed in their locality.

Further reading:

[Civil renewal and active citizenship – a guide to the debate](#)
[The Community Business Market 2017](#)



Conclusions and recommendations

This final section pulls out key conclusions and highlights recommendations based on the analysis and feedback/suggestions given through the stakeholder engagement conversations and surveys and the analysis of this report.

The Market is more diverse than people realise in terms of who it attracts and what is on offer

People seem unaware of the range and diversity of stall holders. Whilst the Market may not be fully representative of the whole of Levenshulme it has made a strong start at engaging diverse groups of customers, traders and stakeholders in terms of age, background and interest. Harnessing the passion, skills and talents of more of the BAME community will strengthen opportunity for all and further improve the Market in terms of atmosphere, range of goods, music and food/craft offer.

But large sections of the community don't engage with the Market

Further work should be undertaken to explore why this is, to bust myths and to create events, activities and incentives to bring wider audiences. As well as an increased diversity of customer base the Market Directors should note the added incentive of this approach - footfall is key to the continued success of the Market given that average customer spend per visit is low.

Links to local businesses need to be strengthened and improved

This could be via practical projects, campaigns, events or loyalty/incentive schemes. Cafes, bars and arts/craft/antique businesses have links to and have benefitted from the Market and customers, but more needs to be done to engage, build trust and practical benefits for the wider high street. This, in turn, should bring new footfall to the Market and further boost the wider local economy. There are also significant numbers of marketing, web and media companies and wider operational and B2B companies who could be identified, or supported to start or grow through further links to traders and customers.

Improved communications will help combat engagement issues

Communication sat the Market are strong and the PR and brand are effective. However, with vast segments of the community not engaging, myths to bust and impact to share, developing consistent, creative and effective ways to reach out will be key over the coming years.

Developing a data and information management strategy that is fit for purpose

Significant investment into data management will be vital in the coming years– to improve customer experience, efficiently manage pitch allocation, capture and calculate income and turnover and understand customer/trader patterns, communicate effectively across stakeholder groups and enable e-commerce activities in between Markets.

Support traders to reflect the Market's values

The traders are trying to walk the walk when it comes to mirroring the ethics and values of the Market. However, isn't always possible or practical, so finding ways that the Market can help traders to be more social, ethical and environmental would be welcome. This may include a directory of ethical and social enterprise service providers and wholesalers, discounted arrangements with ethical and social enterprise service providers or support the development of Market supply chain ventures through community investment fund activities.

Support traders to be more viable

Significant numbers of traders are not running stalls that will make them financially better off! Whilst the Market atmosphere is clearly king and some people run their businesses for the love of it and to meet people/test new products, more needs to be done to help them run profitably – creating security for them, sustainable traders for the Market and a stronger economy overall.

Some suggestions include simple support on capturing data on what they are doing so they are under no illusions and can make useful changes, visual merchandising support, an enterprise coach to review their operational, purchasing, marketing and financial systems, peer mentoring from previous and longstanding traders and cash to buy in sector specialists to help them develop and grow. Additionally peer learning activities outside of trading hours, mentoring and developing a 'Support hub' at the market to offer place based support could be useful vehicles to assist with a range of skills and knowledge building for Market traders, local entrepreneurs and the wider community.

Creating new innovation funds for venture start up, growth and joint community events

Whilst the overall impact of the first community investment funds may not have been as ground breaking as the initiators may have envisaged, for a first go it did a really good job!

A new wave of activities could be established after reflecting on the review of this work and considering recommendations to refine this work. This could include: building partnerships with local businesses and national agencies or working with Flourish CIC and similar organisations to develop partnership initiatives to boost mentoring/peer support and incorporate other intensive support methods alongside a fund distribution programme. It's worth remembering that resources other than cash are often of value to entrepreneurs – prizes could include Market pitches to test viability, mentoring, media/PR support and more.

Further interaction with the Market beyond Market days would be welcome from all stakeholders

Be that practical events or digital/e-commerce opportunities. Many of the traders have websites and use social media and those who don't could be trained and supported to do so. The Market has created a culture and community with some customers already purchasing items direct, commissioning items and building trusted relationships with traders. There is scope to support ongoing e-commerce to expand the shop window of traders and make Market stallholders' ventures more viable – particularly those offering non-perishable items, arts and craft goods or catering services.

Levenshulme Market has achieved an astounding amount in a short space of time during its five years as a community-led social enterprise.

It has created impacts for the people, businesses and communities of Levenshulme, plus the wider borough and is a recognised leading social enterprise in the area. With insightful, purposeful and compassionate leadership, backed by all its stakeholder groups, it has a bright future in continuing to develop the social, economic and environmental impact of the area and playing a strong role in facilitating creative, collaborative and community-led change.



Appendix - social value report – validation statement

Social value context

The Public Services (Social Value Act) 2013 is a requirement for all public-sector bodies to consider how social value can be embedded within the future commissioning of services. The Act defines social value to be the social, economic and environmental impact of an organisation.

The Localism Act 2011 defines devolution of central government powers to local areas and communities. The Act highlights the encouragement for communities to set up and take control of services within local areas and run them to benefit the community, where the public sector is not able to.

Independence

This report has been produced by Flourish Together CIC through the independent collection of data from stakeholders of Levenshulme Market. The Accounting for Social Value process has been developed specifically for the organisation based on its activity and stakeholder groups. The methodology, collection and analysis of data and the social value statements have been verified by Nicola Dickins, Social Accountant, Profit for Purpose.

Methodology

To develop awareness and understanding of the impact and value that Levenshulme Market creates, as well as ensuring trust, transparency, legitimacy and independence, Flourish Together CIC were commissioned to research and evaluate the impact and connected value of Levenshulme Market.

Flourish CIC reviewed and evaluated the services and activities to: -

- Measure the financial impact their services have had on the public sector and forecast possible impact in the future.
- Demonstrate the local impact and value that is created within the local community.
- Define the emotional, psychological and physical impact and subsequent value created by services.

Flourish Together CIC adopted a range of Social Accounting principles to uncover, unlock and define Levenshulme Market's value, including:

- Social Return on Investment (SROI)
- Local Multiplier 3 (LM3)
- Social Audit and Accounting (SAA)



This methodology is underpinned by Social Accounting Theory which includes:

The Stakeholder perspective

A social account is based on the stakeholder's perspective it has social value only if we assume that the beneficence of the organisation and further assume that the stakeholders' needs can be subsumed morally with those of the organisation. (Gray, Dey, Owen, Evans, & Zadek, 1997). An important aspect of stakeholder theory is the Polyvocal Citizen Perspective (PCP) which draws broadly on Habermasian discourse ethics and directly from Guba and Lincoln's (1989) Fourth Generation Evaluation and then applies the ideas in a social accounting setting. The approach is built around stakeholder dialogue and its essence lies in the organisation providing each of the stakeholders with a "voice" in the organisation. The social account comprises predominantly (but not exclusively) a reporting of the voices of the stakeholders. In this case the terms of the organisation-society-group relationship are established, not by the organisation, but by the stakeholders themselves. (Gray, Dey, Owen, Evans, & Zadek, 1997). Innes, Nixon and Tagoe (1996, p.6) state "the organisational stakeholders are seen as constituting and sustaining their own reality – and that of the organisation – both socially and symbolically".

Accountability perspective

Accountability is a relatively simple notion that is widely used and misunderstood. It is concerned with the relationship between groups, individuals, organisations and the rights to information that such relationships entail. Simply stated, accountability is the duty to provide an account of the actions for which one is held responsible. (Gray et al, 1997). The right to information (as society perceives) reflect the asymmetries of power and it is within this concern that a presence of statute law and standards are required. In addition, other mechanisms such as voluntary codes of practice will from time to time enter the public domain. These "empirical, beyond law" determinants of accountability are referred to as "quasi-law" (Gray et al. 1997). Rights to information can be argued to comprise of both "positive" (legal) and "normative" (moral) rights. This is where we see an element of overlap in both the stakeholder and accountability perspective. Some of these "moral rights" will be accepted by organisations through, for example, mission or ethical statements but there are moral rights that will be not so clearly acceptable. Here, one must resort, within an accountability framework, to other expressions of society's values. (Gray et al. 1997).

Legitimacy perspective

As indicated above, one of the main factors that has in recent times been embraced by many researchers as motivation behind corporate social and environmental disclosures is the desire to legitimise and organisations operations. (Deegan, 2002). This view is embraced within legitimacy theory. According to Grey et al. (1996, p.45)

A systems-oriented view of the organisation and society. permits us to focus on the role of information and disclosure in the relationship(s) between organisations, the State, individuals and groups.

Legitimacy theory has direct connections with stakeholder theory, as the relationship involves the organisations stakeholders and another theory known as political economy theory. "Political Economy Theory" is further defined by Gray et al. (1996, p.47) as "the social, political and economic framework within which human life takes place". This shows that society, politics and economics issues are inseparable and cannot meaningfully be investigated in the absence of considerations about the political, social and institutional framework in which the economic activity takes place. In this context we can state that organisations exist to the extent that the particular society considers that they are legitimate, and if this is the case, the society "confers" upon the organisation the "state" of legitimacy. (Deegan, 2002).

This state of legitimacy can be further described in the concept of the "social contract" in which society (sometimes unknowingly to the organisation) can revoke the organisations "contract" to continue its operations. In this case society feels that the organisation is not operating in an acceptable manner. The "social contract" cannot be know with any precision, Grey et al. (1996) suggests that the legal requirements that provide the explicit terms of the contract, where other non-legislated societal expectations embody the implicit terms of the contract, this can prove to be a difficult concept for the organisations management and ultimately a breach in the "social contract" can destroy the legitimacy within an organisation very quickly. In the current times where we are governed by media disclosures and the speed of information technology, the legitimacy of an organisation can be destroyed in a matter of minutes.

Data

Data and information has been provided by Levenshulme Market and has been used to inform the development of this report. This data and information has been reviewed. However, it has not been audited to confirm its legitimacy.



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