

Framework for MCED case study interviews

	Economic benefit	Social inclusion/ Diversity and Equality	Challenges and opportunities	Questions (Questions in brackets are supplementaries)
Supply and demand chains <ul style="list-style-type: none"> • Local supply chains • Local demand chains • Well-developed local supply and demand chains 	Uses and supports local supply chains Supplies and supports local demand chains	New SMEs and community enterprise encouraged and supported Goods available to excluded groups at affordable prices	How to create linked up supply and demand to support diversity, inclusion and equality?	To what extent are your suppliers and customers local and regional? (What do you define as local?) Do you have a policy to use local suppliers or supply local customers? (Why do you have this policy? <i>Or</i> What are the benefits/disbenefits?) (How does this operate?) (To what extent is this under local control?) What are the challenges and opportunities that local supply and demand chains create – financial, social, and bureaucratic? In particular, How do you create linked up supply and demand in a way that supports diversity, inclusion and equality? (What are the challenges in doing this?) (What do you perceive as the benefits?) (What would enable you to do more?)
Finance <ul style="list-style-type: none"> • Capital • Working finance 	Finance locally provided Repayments support local jobs	Finance supports social inclusion	Do repayments get recycled locally? Do they create local jobs? Do they support or undermine local control?	How do you acquire the capital and working finance to run your organisation – from national banks, stock market, grant aid, private investors, etc., or more local bodies such as CDFI, Co-op, private finance, local stock market or grant aid? To what extent, if any, do the repayments get recycled locally? To what extent, if any, do the repayments support local jobs? To what extent, if any, does the finance support social inclusion?
Employment	Numbers	Targeted recruitment	How to get the	How many people do you employ?

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<ul style="list-style-type: none"> • Numbers • Availability locally 	Local jobs, outsourced work, import employees Conditions	Jobs well paid Good conditions Sustainable Are jobs accessible for the excluded and diverse groups? Do they provide appropriate flexibility Equality of income and other benefits	excluded recruited? How to ensure resilience in the face of changing markets	Do you recruit locally? (Are these people employed directly, outsourced through an agency, etc?) How many people do you think you support through the supply chain? What do you aim to achieve with your employment terms and conditions? (How does this operate in practice?) Do you make it easier for excluded groups [MIGHT NEED TO SPECIFY WITH SOME EXAMPLES] to apply for jobs or participate? (Do you target recruitment?) Do you provide flexible working arrangements? (In what way are these aimed at promoting inclusion?)
Skills <ul style="list-style-type: none"> • Skill types and levels • Training 	Availability of different skill types and levels Training available	Use of pre-existing local skills, local training courses, etc? Targeted training and skills development	How to ensure the availability of the right skills for large numbers of growing small enterprises	Are you able to recruit people with the right skills to do the tasks you require? (Are you able to recruit locally?) Do you use existing training providers to provide training? To what extent do you provide targeted training and development opportunities? To what extent do you provide training and development opportunities that will allow people to move in to new work either in your organisation or outside it? How do we ensure that there are people with the right skills for large numbers of small enterprises?
Business <ul style="list-style-type: none"> • Competitive advantage • Resilience 	Do SMEs and SEs innovate effectively and develop products for growing markets	Employee/community ownership/stake Diversity of owners	How to support SMEs and SE to develop more effectively in growth markets.	In working with your suppliers and markets, do you find that SMEs innovate effectively eg by developing new products, marketing themselves, etc.? (How could this be improved?) Do employees or the community have a stake in your organisation?

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				(How does this work?) (What benefits does/could this bring?) (What are the disadvantages?)
Product • Procurement	Procurement policies support local sourcing	Does it support the excluded eg healthy food or unemployment advice Affordable	How to get procurement policies to create the local markets that provide resilience for local suppliers	Do your procurement policies support local sourcing? (If so, how?) (If not, why not?) (What are the practical challenges?) What are the practical aspects of these procurement policies eg healthy food, affordability for excluded groups, employment of disadvantaged groups, etc.?) What are the barriers to developing this approach? What practical steps are required to develop sustainable local markets?
Support services • Advice • Research • Local authority • Planning • Infrastructure • Training	Spatial planning supports local supply chain	Accessibility of employment for excluded	How could the various support systems support better outcomes?	What support services do you use to support your work with developing local markets, local supply an demand chains, innovation, training? – see list to the left? Are they useful? How could they be more effective? How could you use them better? What infrastructure would support better outcomes for the socially excluded e.g. spatial planning, transport, etc.
Local to national, mainstreaming	Spatial planning, business advice, research, infrastructure and local authority attitude supports a model of growth and development with a local focus			Good examples of local economic activity are great, but how do we make this more than the impact of a few individuals? How do we mainstream this activity?