

**community**  
enterprise



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# Briefing on Social Enterprise in Scotland

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March 2017

The Life Changes Trust was established by the Big Lottery Fund with a National Lottery grant of £50 million to drive transformational improvements in the quality of life, well-being, inclusion and empowerment of people affected by dementia and young people with experience of being in care.

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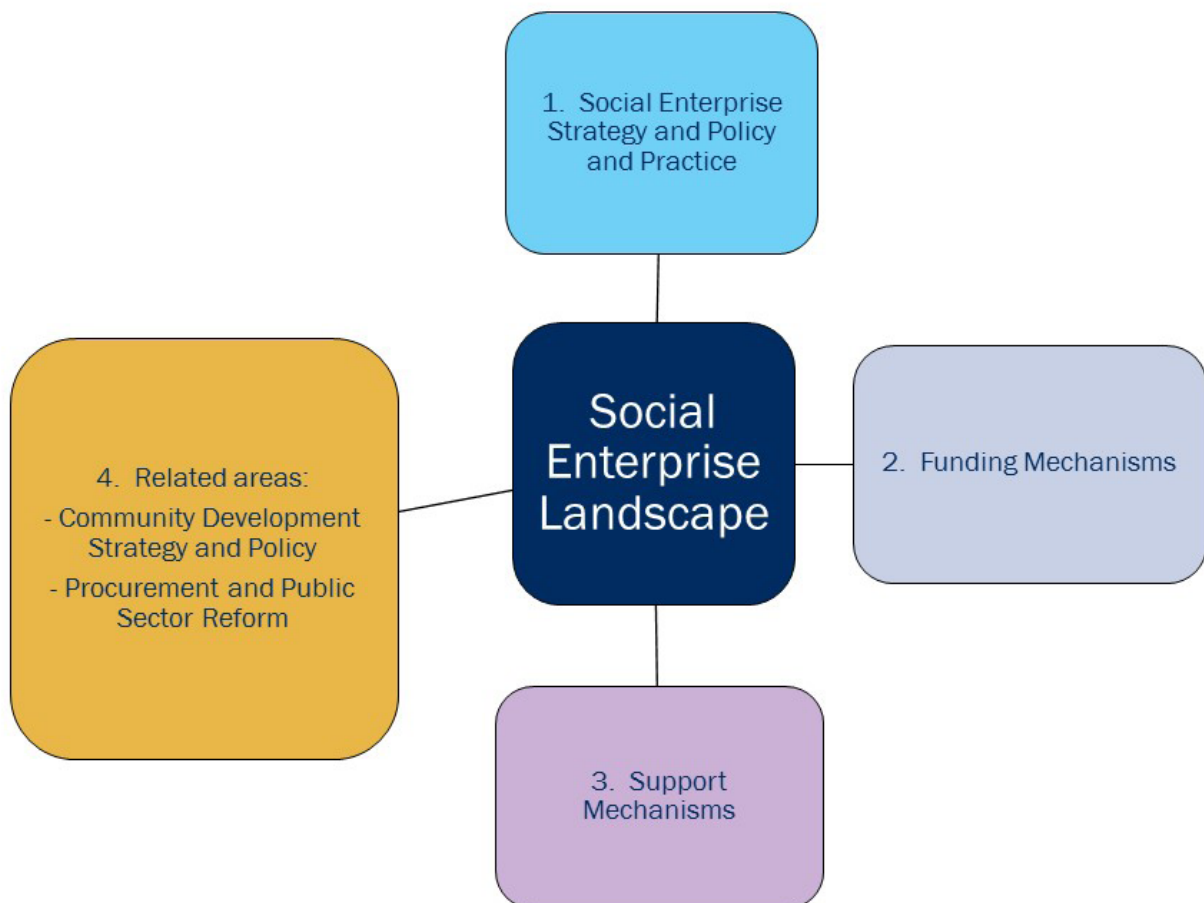
Also see complimentary social enterprise practice stories on Trust and Community Enterprise websites.

## Acknowledgements

Prepared by Douglas Westwater, Director Community Enterprise and Maddy Halliday, CEO Life Changes Trust, with support from Craig Currie, Knowledge Management Intern, Life Changes Trust

## Purpose

The purpose of this paper is to provide the Life changes Trust and its stakeholders with an overview of social enterprise in Scotland (including community enterprise and micro-enterprise) to inform the development of the Life Changes Trust approach to social investment and to support others working or wishing to develop a social enterprise. The report provides information on the social enterprise landscape, as set out below.



This paper will be updated as required.

A series of social enterprise “Practice Stories”, prepared by Community Enterprise and Life Changes Trust, are also available at the Trust’s and Community Enterprises website.

# Definition and Scope

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The social enterprise landscape can be subdivided into several sub-sectors although there are significant cross overs between these.

## Social Enterprise

- Potentially interested in Growth
- Commercial trading with broad social impact

## Community Enterprises

- Trading at local level
- Reinvesting in Communities

## Social Entrepreneurs

- Individuals with a social enterprise idea
- Can grow in different directions

## Charities and Third Sector Groups

- Existing organisations seeking to address funding gaps
- New ways of funding existing good work

## Micro-Enterprise

- Small business responses to specific market demand
- Can be social enterprise but not necessarily

## Social Enterprise

There is no widely agreed definition of social enterprise or community enterprise. The Scottish Government, which has a long term commitment to social enterprise and its growth as a model, uses the following definition:

Social enterprises are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.<sup>1</sup>

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1 <http://www.gov.scot/Topics/People/15300/SocialEnterprise>

The social enterprise sector over years has struggled to agree a definition and instead has developed a [code of practice](#), which sets out broad parameters within which social enterprises operate.<sup>2</sup> The code sets out the following five essential criteria:

1. A Social Enterprise (SE) is a trading business – selling goods and services – but whose primary objective is to achieve social and/or environmental benefit. SEs are different from those charities and voluntary organisations which do not aspire to financial independence through trading.
2. Regardless of its legal form, the constitution of a SE will include the requirement that profits are reinvested in the business or in the beneficiary community – and not distributed to private owners, shareholders or investors. (See [FAQs](#)).
3. The constitution will always require that on dissolution, the assets of the SE are reinvested in another organisation with similar aims and objectives. Taken together Criteria 2 and 3 are referred to as the ‘asset lock’ – the defining characteristic of a SE – which distinguishes it from the private sector.
4. SEs are constituted and managed in an accountable and transparent way – particularly with regard to the community they serve.
5. SEs are distinct from the public sector and cannot be the subsidiary of a public body.

There are some organisations which have social enterprise characteristics, such as profit distributing Community Interest Companies and Co-operatives, which do not fit all these criteria, and debate about these types of organisations continues.

## Community Enterprise

It is even more difficult to define a community enterprise. Social Enterprise Scotland states that a community business is a “trading organisation which is set up, owned and controlled by the local community and which aims to create self-supporting employment for local people and also act as a focus for local development. The term community business is often used by social enterprises that focus on local markets and services.”

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<sup>2</sup> <http://www.se-code.net/>

**Locality** (the Development Trust Association in England) also has a useful definition,<sup>3</sup> acknowledging that the concept of a community enterprise has a longer history than ‘social enterprise’. It is seen as a significant sub-sector within the wider social enterprise. It shares the same definition as social enterprise: an organisation trading for social purpose with profits reinvested rather than going to shareholders, but a community enterprise is more specific in that it is based in, and provides benefits to a particular local neighbourhood or community of identity. A community enterprise is owned and managed by members of that community. It is an organisation run by a community as well as for a community.

**The Power to Change**<sup>4</sup> is a Trust, funded by the Big Lottery Fund to support development of community businesses in England, and defines the sector as follows:

Despite their diversity, all community businesses, also known as community enterprises, share four key characteristics:

- They are started by — and then run by — a local community
- They derive their strength from being rooted in a physical place
- Their primary purpose is to generate social value for the local community
- They trade in goods or services with a view to being independent of grants

## Social Entrepreneur

A social entrepreneur is the individual who has the idea and the drive to establish and manage a business with a social purpose. They are often called social innovators. Some will be passionate about their idea alone and will sustain that long term. Others are driven by new ideas and will want to be involved at that early stage but pass on the management to someone with a different skill set.

## The Third Sector

The third sector contains a broad range of charities and voluntary organisations. Due to public sector cuts, moves to competitive tendering, increases in demand for their services, and reductions in grant availability, these traditional organisations have moved into the social enterprise arena as a way of finding new ways of funding their work, as well as funding new initiatives in a more sustainable way.

## Micro-Enterprise

Micro-enterprises are small businesses, often sole traders, who usually operate at a local level in response to a specific market conditions. Micro-enterprises in the Health and Social care sector are becoming more common with the opportunity opened up by Self Directed Support payments.

3 <http://locality.org.uk/our-work/community-enterprise/what-is/>

4 <http://www.thepowertochange.org.uk/>

A few years ago Scottish Recovery Network looked at how micro-enterprise could work for people with mental health problems. There are other examples across the UK and in other places.

<http://www.mienterprise.org.uk>

Learning here includes:

- The potential of micro enterprises as a flexible type of paid work
- How Self Directed Support (SDS) can help people stay in any type of paid work
- How SDS can work around employability – the many aspects of the stage before employment.

[Community Catalysts](#), a social enterprise in England, has been working with people around these aspects of micro enterprise<sup>5</sup>.

## Overview of Social Enterprise in Scotland

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### Social Enterprise Policy and Strategy in Scotland

#### A Vision for Social Enterprise

Between 2014-16 the social enterprise sector collaborated with the Scottish Government to prepare a new 10 year social enterprise strategy through a “co-production” process so that the needs of the sector were clearly represented in the strategy.

To support the co-production process, a vision document, [Scotland’s Vision for Social Enterprise](#)<sup>6</sup>, was prepared and funded by national social enterprise support agencies and intermediaries in Scotland, with wider consultation using events and a survey, which states:

“Over the next decade we will see social enterprise at the vanguard of a new wave of ethical and socially responsible business in Scotland. It will make its breakthrough as part of a more diverse and vibrant economy, helping to balance economic growth with the protection of public services, the continuing fight against poverty and the promotion of equality. It will become central to the ‘Scottish approach’ to doing business.”

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5 <https://www.communitycatalysts.co.uk/whatweoffer/communitymicro-enterprise/>

6 <http://www.socialenterprisescotland.org.uk/files/afdd2f29fd.pdf>



“We know that this is best achieved by supporting democratic, **community-controlled** enterprises that put creating long-term value and real jobs ahead of extracting short term profit.” And later, “As the movement grows it will retain its **community orientation**, values and integrity”.

This document offers the sector’s vision for building a social enterprise nation over the next decade and sets out a blueprint for achieving this. It calls for early action in the following areas:

- building a movement that is more confident, more coherent, and more wide-reaching in Scotland
- building capability through a combination of investment, business support and leadership development
- building markets that are open to social enterprises and in which they can thrive
- building on potential by making the most of assets available to us – human and physical assets

The vision states that the ideal form is community enterprises that are democratically owned and accountable to a particular community.

## Social Enterprise Manifesto

Social Enterprise Scotland (SES) is a national membership and lobbying agency for social enterprise. Their [2016 manifesto](#) pulls together the views of their members and others regarding priorities for social enterprise.<sup>7</sup>

SES’s manifesto identifies the following priorities:

- Creating and promoting a social enterprise brand and building public awareness
- Establishing a new way of delivering public services
- Better bespoke business support
- Boosting social investment
- Tax cuts
- Enterprise in Schools
- Valuing volunteers and interns

SES also publishes a [useful online guide](#) to social enterprise nationally.<sup>8</sup>

7 <http://www.socialenterprisescotland.org.uk/files/d42f14dcde.pdf>

8 <http://www.socialenterprisescotland.org.uk/policy/online/>

## Scotland's 10 Year Social Enterprise Strategy (2016-2026)<sup>9</sup>

To develop the above vision towards a 10 year funded strategy, there was a further round of round-table discussions during Summer 2016 and consultation across Government Departments and strategic partners from COSLA to Scottish Enterprise. There was also an interactive website collecting views.

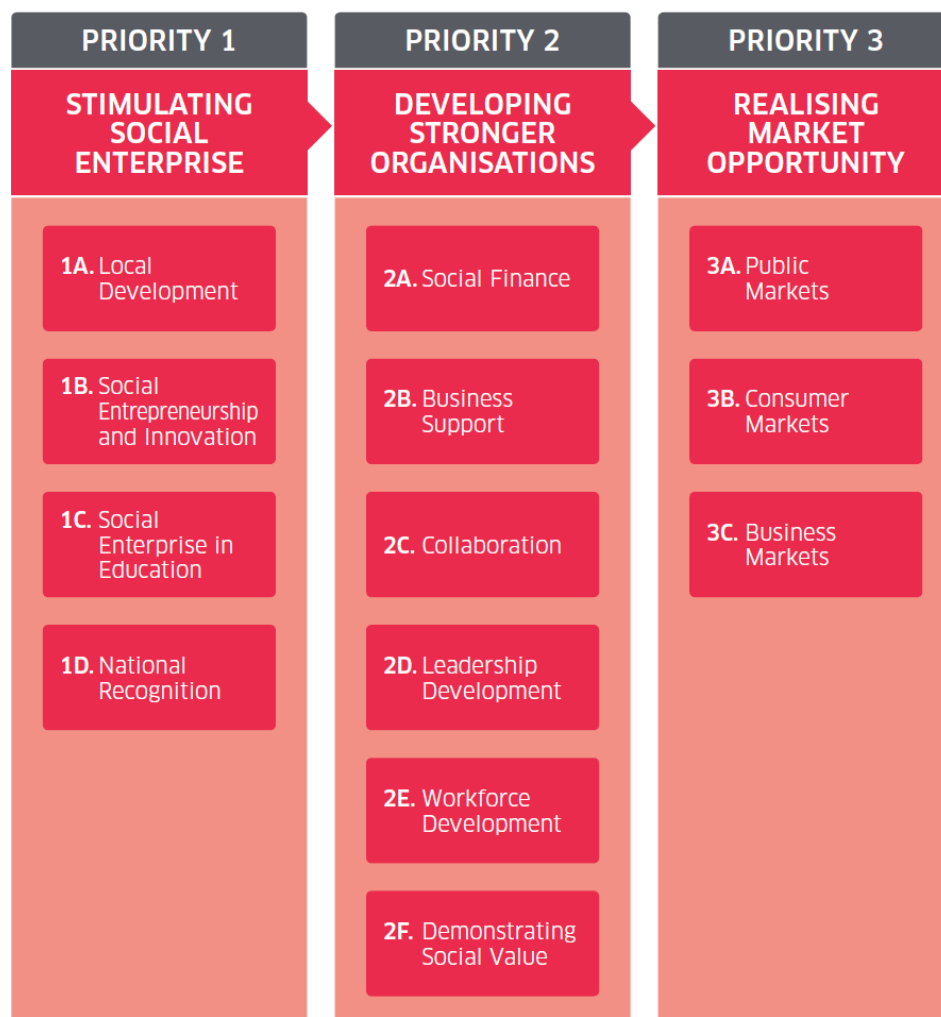
The Strategy was launched on the 14<sup>th</sup> December 2016. It sets out an ambitious vision and a long term national commitment;

“Over the next decade social enterprise will be at the forefront of a new wave of ethical and socially responsible business in Scotland. It will become a far reaching and valued alternative and a key part of the Scottish way of doing business.”

Detailed commitments to practical initiatives are set out under three priorities summarised in an extract from the strategy below.

### Extract from Scotland's 10 Year Social Enterprise Strategy

We will deliver on our shared vision for social enterprise through long-term and concerted effort around three strategic priorities.



## 1A. Local Development

Ambition: to create the conditions where community and co-operative enterprise can flourish more widely across Scotland.

- **Community development** - work to ensure that our communities receive the continuous community development support needed to define their objectives, initiate community activity, develop their skills and run local assets and services in an enterprising way
- **Local strategies** - coherent and localised strategies for developing the social enterprise sector in every part of Scotland
- **Support infrastructure** - a consistent and high quality system of social enterprise representation and support in each local authority area.
- **Equality groups** - work to ensure that social enterprise plays its full part in tackling inequality and discrimination based on gender, disability, age, sexual orientation, race, religion or belief

## 1B. Social entrepreneurship and innovation

Ambition: to encourage and support more people from all walks of life with the potential to create, lead and grow social enterprises.

- **Getting started** - targeted area-based programmes to stimulate individual and collective social entrepreneurship, a growing network of local champions and mentors, and effective start-up support.
- **Seed capital** - work to ensure that budding social entrepreneurs have access to the seedcorn capital they need to test, refine, replicate or grow ideas into viable social enterprises.
- **Spaces for innovation** - work with partners to encourage the development of co-working spaces where social entrepreneurs can collaborate with others and where social innovation can flourish.
- **Intrapreneurship** - work with partners to unlock the entrepreneurial talent in various institutional settings, including public authorities, universities and large charities.

## 1C. Social enterprise in education

Ambition: to ensure values-based social enterprise learning in every educational setting.

- **Early learning and childcare** – creating opportunities for children to experience social enterprise from the earliest age in pre-school settings, and for social enterprises to play a growing role in the expansion of Scotland's early learning and childcare provision.

- **Schools** - working with education partners to extend social enterprise education into every school, supporting young people and teachers to set up, grow and sustain hands-on social enterprise learning
- **Colleges** - encouraging colleges to think more creatively about social enterprise, finding ways to tap into the large and growing pool of young socially entrepreneurial talent in further education.
- **Universities** - work with partners to encourage supportive environments where social entrepreneurship can flourish beyond business schools and across all parts of universities.
- **Informal education** - work with others to cultivate a growing role for social enterprise in youth work, family and adult learning in Scotland.

## 1D. National Recognition

Ambition: to grow national recognition and support for social enterprise.

- **A national movement** - investment in Scotland's national infrastructure of representation and support for social enterprises, to raise public awareness of social enterprise and enable more community and voluntary organisations to understand social enterprise and embrace its potential.
- **A Community of business** - encouraging work that embeds social enterprise more firmly within Scotland's business community.
- **An enabling government** - work to raise awareness of social enterprise and to realise opportunities as part of policy formulation, through active consideration of alternative service delivery models, and in the design of public sector programmes, services, partnerships and funds.
- **International engagement** - a step-up of overseas policy, culture and trade-oriented engagement in the social enterprise field.

## 2A. Social finance

Ambition: for the social enterprise sector to achieve its optimal scale and impact over the next decade through access to appropriate finance.

- **Investment-readiness** - work with social investors and business support agencies to ensure that social enterprises have the advice, skillset, and confidence required to make the most of the finance available.
- **Intelligent grant-making** - work with other grant-makers to ensure that adequate funding is available for social enterprises to test new ideas, support trial trading, and develop the track record and confidence to access follow-on loan finance.

- **Responsive finance** - work with social lenders to encourage responsive forms of finance, including small-scale lending and blended capital (mixing grants and loans), equity-like investments (revenue participation), patient recoverable capital (over longer timeframes), and repayable grants.
- **Unlocking capital** - work with partners to help unlock appropriate forms of social enterprise finance, including from: retail investors, via Donor Advised Funds, Community Share Issues and Social Investment Tax Relief; mutually-owned funds; and traditional forms of SME finance.

## 2B. Business support

Ambition: to build the strength of the social enterprise sector by building on the strengths of Scotland's system of business support.

- **Advisor network** - work with mainstream and specialist business support providers towards creating a more knowledgeable, connected and empowered network of business advisors and professional advisors committed to supporting social enterprise.
- **Specialised support** - continued work to encourage and support the delivery of specialised business support to enable social enterprise start-up, growth and resilience.
- **Mainstream services** - work with our mainstream business support services to appropriately prioritise support to social and co-operative enterprises, and ensure a responsive portfolio of stand-alone support products, effective co-ordination between local and national provision, and continuous and measured improvement in services to the sector.
- **Internationalisation support** - work with national and international partners to help expand the activity of social enterprises in overseas markets.

## 2C. Collaboration

Ambition: for more social enterprises to realise the full benefits of organisational co-operation.

- **Social enterprise networks** - support for the extension of Scotland's Social Enterprise Networks to every part of Scotland that wants one.
- **Consortia development** - support for work to initiate and develop new co-operative and consortia models.
- **Collaborative technologies** - encouraging more efficient methods of communicating, connecting, and embarking on collaboration.

## 2D. Leadership development

Ambition: to fully realise the personal and organisational potential within social enterprises through leadership development.

- **Learning programmes** - encouragement and support for high quality learning and development experiences. This will include the extension of accredited leadership and entrepreneurship learning, further opportunities for cross-sectoral learning, and more programmes tailored to the needs of targeted organisations and clusters of organisations.
- **Future leaders** - work with partners to find new and better ways of nurturing the contribution of community leaders, developing the social enterprise leaders of the future and supporting succession planning.
- **Empowered governance** - work with partners to ensure progressive governance and an enabling leadership culture in organisations.
- **International leadership** - furthering Scotland's international ambitions by both: encouraging opportunities for social enterprise leaders to develop their international outlook, learning, and connections; and facilitating the extension of our world-class social enterprise education, research, and leadership programmes into international markets.

## 2E. Workforce development

Ambition: to create the conditions where all social enterprises are able to provide fair workplaces and nurture human potential.

- **Careers and skills** - work with partners to ensure that social enterprise becomes a destination of choice for young people. Knowing about social enterprise will become a firmly established entitlement in career education and Scotland's young workforce will be able to benefit from an expanded range of training and progression opportunities.

- **Fair workplace** - recognition and championing of social enterprises (and other responsible employers) that pay the Living Wage in Scotland, respect employee rights, champion equality and diversity (including at Board level), strive towards greater levels of workplace democracy, and implement other progressive workplace policies.
- **Work integration** - a step-up of support to Work Integration Social Enterprises.
- **Devolved employment services** - the use of new powers for employment support to good effect. This will include contracting and commissioning models that encourage partnership delivery and provision from a wide range of providers, including social enterprises.

## 2F. Demonstrating social value

Ambition: for all social enterprises to be able to demonstrate social value in a holistic, transparent and compelling way.

- **Measuring impact** - exploring approaches to developing a flexible and holistic Scottish model of impact measurement.
- **Social reporting** - work with funders, purchasers and regulators to encourage reporting requirements that are co-ordinated, consistent and proportionate, whilst minimising duplication.
- **Capacity building** - work with partners to promote awareness and commitment to social impact measurement and to help develop the associated understanding and capabilities of social enterprises.

## 3A. Public markets

Ambition: to increase the number and range of social enterprises involved in the delivery of Scotland's public services.

- **Public sector engagement** - work with public sector partners, locally and nationally, to develop a deeper understanding of social enterprise and a commitment to a more radical, collaborative culture.
- **Collaborative commissioning** - work with public bodies to achieve a transformative change in commissioning practices. This will include ensuring that public authorities routinely consider social enterprise delivery as part of service reviews and make use of Public Social Partnerships and similar models of collaborative service design and co-production.



- **Social procurement** - continuing development of the Scottish model of procurement, including: exploring creative ways to open up market opportunities to social enterprises; encouraging forward procurement planning to create the time and space required for social enterprises to respond collaboratively; ensuring that Community Benefit Clauses are embedded more widely across public contracts.

### 3B. Consumer markets

Ambition: for social enterprise to be more visible to consumers and for more social enterprises to tap into the growing desire from consumers to buy ethically.

- **Buy social certification** - encouragement and support for the introduction of Buy Social as an internationally recognised third party certification programme to label social enterprise products and services.
- **Social Enterprise Nation** - support for partners to encourage villages, towns, cities and islands to showcase social enterprise activity and to make a commitment to purchasing recognised social enterprise products and services.
- **Consumer-facing enterprises** – encouragement of targeted business support to social enterprises operating in consumer markets.

### 3C. Business markets

Ambition: to raise the level of trade between social enterprises and other businesses.

- **A sharing economy** - work with partners to test and develop new models of economic exchange between social enterprises and with the wider third sector.
- **Corporate supply chains** - work with partners to encourage an increase the level of social purchasing by private companies.

*(Extract ends)*



## Other Policy Supporting Social Enterprise

### Economic Policy

[Scotland's Economic Strategy](#)<sup>10</sup>, launched in 2015, places tackling inequality and creating an inclusive economy at the centre of Scottish Government policy. The Strategy signals a broader approach to improving competitiveness and addressing inequality through a greater integration of economic and social policies. This policy is underpinned by four key priorities:

- **Investment** in people, infrastructure and assets
- Fostering a culture of **innovation**
- Promoting **inclusive growth**
- The **internationalisation** of economic outlook and focus

Within this strategy a strong emphasis is placed on investing in and supporting community-led approaches to economic development. It states:

“We are acting to catalyse local level investment including regeneration in our most disadvantaged communities, bringing empty town centre properties back into use as affordable housing, with investments in housing and communities to improve local amenities and build strong and sustainable communities.”

### Public Service Reform

The public service reform agenda in Scotland is underpinned by the findings of the Christie Commission on the Future of Public Services<sup>11</sup>. The Commission was asked to undertake a strategic review of public service delivery in Scotland and to provide a road-map to guide the future reform of public services. In response to the recommendations from the Christie Report, the government proposed a focus on four main areas to drive improvement and reform – often referred to as the four pillars of the Christie Commission:

- A decisive shift towards prevention
- Greater integration at a local level, driven by partnership
- Workforce development
- A more transparent focus on performance

<sup>10</sup> <http://www.gov.scot/Resource/0047/00472389.pdf>

<sup>11</sup> <http://www.gov.scot/Resource/Doc/352649/0118638.pdf>

The Scottish Government has regularly reiterated its commitment to a public services reform agenda, based on these pillars, through its legislative and policy outputs (including those listed below) and states<sup>12</sup>:

“Our vision is of a public service delivery landscape which is affordable, rises to the challenge of tackling inequalities and supports economic growth across Scotland: where communities are empowered and supported to take responsibility for their own actions; and public services are confident and agile enough to allow that to happen”

The Scottish Government’s [National Performance Framework](#) states the desire that “Our public services are high quality, continually improving, efficient and responsive to local people’s needs”.

## Fairer Scotland

The [Fairer Scotland Action Plan](#)<sup>13</sup> is a Scottish Government response to the Fairer Scotland conversation which took place in 2015. The central aim of the action plan is to change deep seated, multigenerational, deprivation, poverty and inequality. It is based upon five high-level ambitions for 2030:

- A fairer Scotland for all
- Ending child poverty
- A strong start for young people
- Fairer working lives
- A thriving ‘third age’ (for older people)

In addition to these ambitions, the Action Plan also sets out 50 actions that will be taken over the current parliamentary term geared towards tackling poverty, reducing inequality and building a fairer and more inclusive Scotland for all.

Throughout the 50 actions proposed, Fairer Scotland places strong emphasis on empowering community-led activities and initiatives that allows local people to deliver the priorities that matter most to them.

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12 <http://www.gov.scot/Topics/Government/PublicServiceReform>

13 <http://www.gov.scot/Resource/0050/00506841.pdf>

## Community Empowerment

The 2015 [Community Empowerment Act](#)<sup>14</sup> draws on the definition of community empowerment agreed between the Government and COSLA as: ‘...a process where people work together to make change happen in their communities by having more power and influence over what matters to them.’

It provides a framework for empowering communities including:

- Through the community control of land and buildings.
- Meaningful community participation in public services, including in decisions about resources.
- Making community planning a statutory duty for more public bodies, for them to be held to account better and to share resources and support community participation.

**Participation Requests** - The Act enables a community body (including, but not restricted to, community councils) to request to take part in an outcome improvement process. The intention is to provide a new way for communities to initiate dialogue with public bodies in their own terms, with scope to raise issues that might not be open to consultation. To do this they need to say what the outcome is, why they should take part and include a description of their expertise, and what improvement they expect their involvement to make.

**Participation in public decision-making** – This section aims to promote and enable participation of people in the decisions about public services including the allocation of financial and other resources. It seeks to support capacity building in communities with a view that this will help to identify local needs and priorities better, and for budgets to be targeted more effectively. Regulations are expected on which authorities are included, which of their decisions are affected, and who should be able to participate in them.

Where communities are empowered we would expect to see a range of benefits: local democratic participation boosted; increased confidence and skills among local people; higher numbers of people volunteering in their communities; and more satisfaction with quality of life in a local neighbourhood. Better community engagement and participation leads to the delivery of better, more responsive services, and better outcomes for communities.

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14 The Scottish Community Empowerment Action Plan: Celebrating Success: Inspiring Change: published jointly in 2009 by the Scottish Government and COSLA.

## Self-Directed Support (social care)

The [National Strategy for Self-Directed Support](#)<sup>15</sup> was launched in November 2010. It sets out a 10 year vision which aims to give people more choice and control over their health and social care support.

The Strategy Defines Self-Directed Support (SDS) as “the support individuals and families have after making an informed choice on how their *Individual Budget* is used to meet the outcomes they have agreed. SDS means giving people choice and control”. SDS is a concept which places emphasis on the principles of involvement, informed choice and collaboration and sits within the wider context of personalisation and co-production in service delivery.

The principles guiding SDS were given legislative footing through the passing of the [Social Care \(Self-directed support\) \(Scotland\) Act 2013](#). The Act seeks to give people more choice and control over how their social care needs are met, primarily through requiring local authorities to offer individuals four options on how their social care needs can be met:

- A direct payment to the individual to arrange their own support.
- The individual chooses their own support and the local authority makes the arrangements on the individual’s behalf.
- The local authority chooses and makes all arrangements on the individual’s behalf.
- A mix of the above options tailored to the specific needs of the individual.

## Land Reform

The Land Reform (Scotland) Bill was given Royal Assent on 22 April 2016, and the Land Reform (Scotland) Act 2016 can be viewed [online](#).<sup>16</sup>

The Scottish Government’s vision is that Scotland’s land “must be an asset that benefits the many, not the few. This vision promotes a strong relationship between the people of Scotland and the land of Scotland, where ownership and use of land delivers greater public benefits through a democratically accountable and transparent system of land rights that promotes fairness and social justice, environmental sustainability and economic prosperity.”

Land reform crucially increases the communities’ ability to own and manage land and enterprising community groups are using the legislation to use control of land to generate income to reinvest into local communities, particularly rural ones.

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<sup>15</sup> <http://www.gov.scot/Resource/Doc/329971/0106962.pdf>

<sup>16</sup> <http://www.parliament.scot/parliamentarybusiness/Bills/90675.aspx>

## Public Procurement

The Procurement Reform (Scotland) Act 2014<sup>17</sup> places a ‘sustainable procurement duty’ on contracting organisation which means that they must consider how, in the procurement process, they can:

- Improve the economic, social, and environmental wellbeing of the authority’s area.
- Facilitate the involvement of small and medium enterprises, third sector bodies and supported business in the process.
- Promote innovation.

The Act also stipulates that, when a contracting organisation is tendering a contract valued at £4 million or above, it must consider whether to impose a Community Benefit Clause (CBC) and lays out the expectation that CBCs be used for all contracts (of any value) where appropriate. CBCs are contractual clauses which can be used to build a range of economic, social or environmental conditions into the delivery of public contracts. Such conditions can include:

- Employment and training opportunities;
- Creating opportunities for SMEs and third sector organisations to deliver public services;
- Support for community initiatives; and
- Environmental benefits.

## Scottish Government National Performance Framework

The Scottish Government’s National Performance Framework (NPF)<sup>18</sup> links these different areas of policy together, setting out the improvements the government hopes to deliver for Scottish people and society.

At the heart of the NPF is the Government’s intended purpose to “focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth”. This purpose is supported by 7 ‘purpose targets’: Economic Growth; Productivity; Participation; Population; Solidarity; Cohesion; and Sustainability.

<sup>17</sup> <http://www.legislation.gov.uk/asp/2014/12/contents>

<sup>18</sup> <http://www.gov.scot/About/Performance/scotPerforms/>

Below these purpose targets sit 5 strategic objectives:

- **Wealthier and Fairer** - Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- **Smarter** - Expand opportunities for Scots to succeed from nurture through to life-long learning ensuring higher and more widely shared achievements.
- **Healthier** - Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- **Safer and Stronger** - Help local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life.
- **Greener** - Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

These high level targets and objectives are underpinned by 16 National Outcomes which describe in more detail what the Government wants to achieve over the next 10 years. Progress towards these outcomes are measured by 55 National Indicators. The Community Empowerment Act places a duty on Scottish Ministers to regularly report on these outcomes and review them at least every 5 years.

These different levels of the NPF are inter-linked and complimentary and together describe the Government's vision for improving national and societal wellbeing. The NPF also provides a strategic direction for outcomes-based policy making in the public sector.

## Social Enterprise Finance and Support

There is a relatively well developed social enterprise 'eco-system' of finance and support in Scotland providing information, business support and funding. There are also a range of thematic support mechanisms related to arts, transport, sport etc. A summary of the specific social enterprise support available is set out in the tables below, with more information in Appendix 1

This 'eco-system' has developed organically overtime, stimulated by the sector and by the Scottish Government to provide support to facilitate the growth of the sector; both in scale and the proportion of sustainable trading. An illustrative development and funding journey for a social enterprise could be summarised as below:

- Funding and early support is available to new and emerging entrepreneurs from Firstport.
- As organisations grow they can receive generic support from local Business Gateways, run by Local Authorities, and bespoke support from Just Enterprise which is a consortium of social enterprise support organisations, currently funded by the Scottish Government to 2017.
- Early and mid-stage funders may invest in their development with grant funding and the social enterprise could then become account managed by Scottish Enterprise and start to utilise re-payable finance. This way they can access learning and training. They also have opportunities to tender for public and private sector contracts.



A small number of policy related organisations also lobby for on-going sector improvements, based on learning.



## Summary of Social Enterprise Support and Funding in Scotland (also see Appendices 1 and 2)

Information and Influencing	Business Support	Learning and Leadership	Funding and Investment	Procurement
<ul style="list-style-type: none"> <li>Community Ownership Support Service</li> <li>Scottish Community Alliance</li> <li>Senscot</li> <li>Social Enterprise Scotland</li> <li>Social Firms Scotland</li> </ul>	<ul style="list-style-type: none"> <li>Business Gateway</li> <li>Firstport</li> <li>Highlands and Islands Enterprise</li> <li>Just Enterprise*</li> <li>Scottish Enterprise</li> <li>*Funding uncertain beyond 2017</li> </ul>	<ul style="list-style-type: none"> <li>School for Social Entrepreneurs</li> <li>Social Enterprise Academy</li> </ul>	<ul style="list-style-type: none"> <li>Community Shares Scotland</li> <li>Crowd Funding</li> <li>Enterprise Ready Fund</li> <li>Entrepreneurs Fund</li> <li>Independent Funders</li> <li>Social Investment Scotland</li> </ul>	<ul style="list-style-type: none"> <li>Public Social Partnerships</li> <li>Ready for Business</li> <li>Supplier Development Programme</li> </ul>

## Social Enterprise Reach and Impact

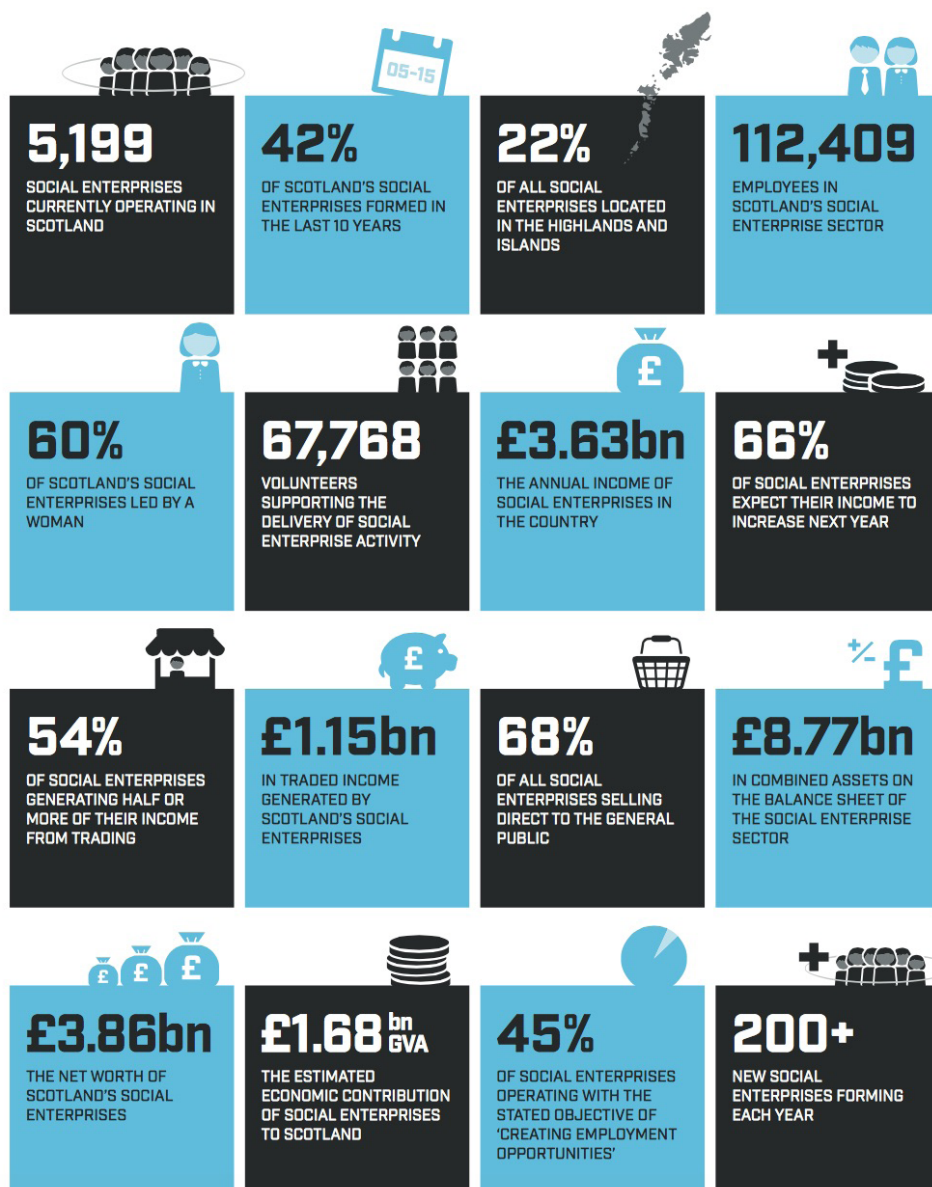
### Reach

The [2015 Social Enterprise Census](http://www.socialenterprisescotland.org.uk/files/1a891c7099.pdf)<sup>19</sup> published key statistics for the social enterprise sector in Scotland which are summarised below.

- There are an estimated 5000 social enterprises in Scotland.
- With an average age of 17 years, social enterprises have a strong heritage in Scotland, but 42% of social enterprises were formed in the last five years.
- This research also shows that 60% of social enterprises are either medium or small sized organisations (trading at less than £100,000 per annum with 1/3 trading less than £25,000).
- Provides over a third of all registered social care services in Scotland (the bulk of this is delivered by a handful of larger SEs under regional or national contract rather than small local providers).
- 52% of the turnover of health and social care social enterprises comes from trading. Though 12% of all social enterprises work in this sector, this accounts for 26% of the total national turnover.
- 22% of all social enterprises are in the Highlands and Islands, a disproportionate number in comparison to the population. This shows that social enterprises appear to be created where the private sector is unable to operate profitably.



- In total, Scottish Social Enterprises have an annual income of £4.36bn and expenditure of £4.24bn.
- 68% of all social enterprise sell to the public or their local community rather than delivering contracted services.
- Social Enterprise pre-dates the NHS, with many organisations established over 100 years ago.
- 24% operate in a single neighbourhood or community, while 11% operate Scotland wide. 32% operate across a local authority area and 21% across more than one local authority.
- The highest numbers of social enterprises per economic/thematic area are in the Arts and Creative Industries (14%), Childcare (13%), and community facilities (16%). Housing, and health and social care are significant leaders in terms of economic value (at 41% and 26% respectively).



## Impact

### Social Investment Scotland's Social Impact Report 2015<sup>20</sup>

Social Investment Scotland (SIS) undertook a [study](#) of the impact over time of social enterprises which received loans from them (customers). The study covers nine outcome areas and 15 beneficiary groups.

Key findings from the report are summarised below.

**Employment:** Of the customers (those who secured a loan from SIS) who have selected employment as their primary outcome 64% have helped individuals to develop the necessary social skills, attitude and motivation. 47% of beneficiaries are now in suitable employment, training or education with the ongoing support to maintain this.

**Community:** Of the customers who have selected this as their primary outcome 68% have given individuals a stake in their community and society at large, and have made a conscious contribution. 73% have created strong public participation in citizenship and communities and good social cohesion.

**Arts and Heritage:** Of the customers who have selected this as their primary outcome 81% have encouraged individuals to find meaning and fulfilment from engaging with arts, heritage, sport and faith. 76% have provided high quality, affordable, accessible and inclusive cultural services available to all.

**Mental Health:** Of the customers who have selected this as their primary outcome 89% have given individuals a sense of purpose and the ability to engage in meaningful and fulfilling activity with aspirations for the future. 68% have given individuals confidence, emotional balance and resilience in the face of difficulties.

**Physical Health:** Of the customers who have selected this as their primary outcome 75% have enabled individuals to look after their physical health, maintain a healthy lifestyle and keep safe. 92% of activities have led to healthy and physically active people in their communities.

**Housing and Facilities:** Of the customers who have selected this as their primary outcome 50% have created access to local shops, transport, facilities and recreation for individuals. 50% have provided adequate, affordable accommodation in their community.

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<sup>20</sup> <http://www.socialinvestmentscotland.com/social-impact-report-2015/>

**Environment:** Of the customers who have selected this as their primary outcome 33% of beneficiaries understand the importance of the natural environment and have reduced their personal impact on it. 44% have helped facilitate an increase in sustainable energy in community.

**Relationships:** Of the customers who have selected this as their primary outcome 90% have given individuals the ability to enjoy positive and constructive relationships with others. 70% have helped individuals to feel and be socially connected.

### **School for Social Entrepreneurs: Social Impact Review<sup>21</sup>**

This is a mentoring and training programme to nurture new and emerging social enterprises across the UK.

The [Review](#) shows that the programme demonstrates strong reach into communities, both in relation to the individuals recruited onto the programme and the areas in which SSE “fellows” operate.

- 1 in 4 fellows have direct experience of the social issue they aim to address whilst half of all fellows are working in the 20% most deprived geographical communities of the UK. Many others are supporting individuals who may be considered disadvantaged due to their circumstances.
- 83% of fellows report feeling more confident in being able to achieve positive social / environmental impact as a result of being on the programme.
- 77% feel more confident about being able to measure their impact as a result of the programme, and 69% of fellows are already measuring the impact their work has on their beneficiaries.

## **Funding Overview**

There are a number of sources of finance to support social enterprises in Scotland. These are summarised below with more information presented in Appendix 2.

1. Community Share issues. Where an organisation or group of local providers chooses to be a community benefit company (a co-operative model) they can issue withdrawable shares to the local community.
2. Crowdfunding can be an option to fund new initiatives but requires high levels of time-consuming work to secure investment.

21 <https://www.the-sse.org/wp-content/uploads/2016/06/Social-Impact-Review.pdf>

3. Customers purchasing goods and services.
4. Donations, Legacy Giving, local fundraising, corporate sponsorship.
5. Loans. Though availability of supply is high, this repayable finance needs to be carefully factored into budgets and cash flows. Sources can be found in Appendix 2 (this is not an exhaustive list, please also see The Scottish Community Reinvestment Trust website).
6. Pre-payment models offer the opportunity for people who will benefit from a service in the future (or their family members) to pre-pay to a community organisation.
7. Self-Directed Support (SDS) and direct payments for social care.
8. Social Investment, including from “angel investors” who can benefit from Social Investment Tax Relief.
9. Statutory services commissioning service delivery, though at the moment momentum is moving toward large contract value.
10. Traditional grant funders may pump prime individual projects that align to their outcomes and work with specific beneficiary groups. These could include funders such as Robertson Trust, Life Changes Trust, The Tudor Trust, Esmee Fairbairn and the BIG Lottery.

## Social Enterprise Beyond Scotland

### International Strategy

In 2016 The Scottish Government launched the [Internationalising Social Enterprise Strategy](#)<sup>22</sup>. This strategy aspires to internationalise social enterprise through action in four interrelated areas:

1. Global Citizenship
2. Trade
3. Investment
4. Education

International learning and collaboration has been a key element of Scotland’s social enterprise development from the European Social Fund funded Equal programme to the growth of the annual [Social Enterprise World Forum](#)<sup>23</sup>.

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<sup>22</sup> <http://www.gov.scot/Resource/0050/00505203.pdf>

<sup>23</sup> <http://sewf2016.org/>

## UK Strategic Context

Social Enterprise UK24 is very active in England lobbying and campaigning, though there is not the well-developed social enterprise support system that there is in Scotland. SEUK has spearheaded issues that affect Scotland for example the development of a social enterprise kite mark ([buy social](#)<sup>25</sup>) and non-devolved issues such as tax reform.

Two interesting pieces of research from England are noted below.

### Too Small to Fail

A recent report called “[Too Small to Fail](#)”<sup>26</sup> identifies the benefits of supporting small organisations. The report notes:

“Smaller charities have considerable strengths: many are rooted or embedded in their local areas, and play a key role in building and nurturing social networks. They also boost local social capital by building local capacity and developing links both within particular communities and between them and other networks and bodies, and are considered uniquely well-placed to engage directly with those who are hardest to reach.”

The report also identifies their vulnerability, however, and sets out the need for bespoke support.

### What if We Ran It Ourselves?<sup>27</sup>

This [report](#), published by The Power to Change, observes that;

“Support needs vary at each stage of the community business life cycle. At pre-venture stage, programmes are needed to educate and engage people. At inception, the chief gap is access to technical support, such as legal advice. As they grow, businesses need smart and sustained grants and loans in the £75,000-200,000 range to fill the “missing middle” of finance. Finally, businesses looking to scale could benefit from clearer norms on asset locks and social franchising”.

The author summarises:

“Where they succeed, community businesses bring new life and light to their areas. With the right support, there can be more successes to come.”

24 <http://www.socialenterprise.org.uk/>

25 <http://buysocialdirectory.org.uk/about>

26 [http://www.ippr.org/files/publications/pdf/too-small-to-fail\\_Feb-2015.pdf?noredirect=1](http://www.ippr.org/files/publications/pdf/too-small-to-fail_Feb-2015.pdf?noredirect=1)

27 <http://www.thepowertochange.org.uk/wp-content/uploads/2016/03/What-if-we-ran-it-ourselves-JAN2015.pdf>

# Appendix 1: Social Enterprise Advice and Development Support in Scotland

NB: Some organisations are Scotland only and some are UK-wide

## 1.1 Information and Development

Organisation	Description	Weblink
<b>Council for Ethnic Minority Voluntary Organisations (CEMVO)</b>	Support to the Ethnic minority third sector including specific social enterprise support.	<a href="http://www.cemvoscotland.org.uk">www.cemvoscotland.org.uk</a>
<b>Climate Action Network</b>	A grassroots network of community groups that are taking action on climate change.	<a href="http://www.scottishcommunitiescan.org.uk/about-us/">http://www.scottishcommunitiescan.org.uk/about-us/</a>
<b>Community Resources Network Scotland</b>	Specific Support for Recycling.	<a href="http://crns.org.uk/">http://crns.org.uk/</a>
<b>Community Energy Scotland</b>	Specific Support for Community Energy.	<a href="http://www.communityenergyscotland.org.uk/">http://www.communityenergyscotland.org.uk/</a>
<b>Community Land Scotland</b>	Networking, lobbying and support to community groups who own and manage land.	<a href="http://www.communitylandscotland.org.uk/">http://www.communitylandscotland.org.uk/</a>
<b>Community Transport Association</b>	Specific Support for Community Transport.	<a href="http://www.ctauk.org/">http://www.ctauk.org/</a>

Organisation	Description	Weblink
<b>Community Woodlands Scotland</b>	Specific Support for Community Woodlands.	<a href="http://www.communitywoods.org/">http://www.communitywoods.org/</a>
<b>Convention of Scottish Local Authorities (COSLA)</b>	Umbrella body for local authorities and the main conduit for national negotiations (though some have split off into the Scottish Local Government Partnership).	<a href="http://www.cosla.gov.uk/">http://www.cosla.gov.uk/</a>
<b>Cultural Enterprise Office</b>	Enterprise support to arts and creative organisations.	<a href="http://www.culturalenterpriseoffice.co.uk/website/">http://www.culturalenterpriseoffice.co.uk/website/</a>
<b>Development Trust Association Scotland</b>	<p>DTA Scotland's vision is to have a successful development trust in every community that wants one. To achieve this DTA Scotland will address itself to four key areas of activity:</p> <ul style="list-style-type: none"> <li>• Encouraging the growth of new development trusts.</li> <li>• Support and strengthening established development trusts.</li> <li>• Promoting and representing the interests of development trusts.</li> </ul>	<a href="http://www.dtascot.org.uk/content/about-dta-scotland">http://www.dtascot.org.uk/content/about-dta-scotland</a>
<b>Federation of City Farms and Gardens</b>	Specific Support for Community Growing.	<a href="https://www.farmgarden.org.uk/">https://www.farmgarden.org.uk/</a>



Organisation	Description	Weblink
<b>Federation of Small Business (FSB)</b>	The Federation of Small Businesses is the UK's largest campaigning pressure group promoting and protecting the interests of the self-employed and owners of small firms. This can include social enterprises.	<a href="http://www.fsb.org.uk">http://www.fsb.org.uk</a>
<b>Nourish</b>	Support to Sustainable Food Projects.	<a href="http://www.nourishscotland.org.uk/">http://www.nourishscotland.org.uk/</a>
<b>Plunkett Foundation Scotland</b>	Specific Support for Community Retail.	<a href="http://www.communityretailing.co.uk/">http://www.communityretailing.co.uk/</a>
<b>Scottish Communities for Health and Well-being</b>	Specific Support for Community Led Health.	<a href="http://www.schw.co.uk/">http://www.schw.co.uk/</a>
<b>Scottish Community Alliance</b>	Their overarching aim is to help the community sector in Scotland to develop its own distinct identity and voice so that it can campaign effectively on a wide range of issues. They see their work as having two main functions – to promote the work of local people in their communities and to influence national policy development.	<a href="http://www.scottishcommunityalliance.org.uk/">http://www.scottishcommunityalliance.org.uk/</a>



Organisation	Description	Weblink
<b>Scottish Council for Voluntary Organisations (SCVO)</b>	SCVO services help charities, social enterprises and voluntary sector organisations across Scotland and campaigns for better conditions.	<a href="http://www.scvo.org.uk/">http://www.scvo.org.uk/</a>
<b>Scottish Federation of Housing Associations</b>	Networking, lobbying and support for housing associations, largely the larger providers.	<a href="http://www.sfha.co.uk/">http://www.sfha.co.uk/</a>
<b>Scottish League of Credit Unions Association of British Credit Unions Limited</b>	Networking, campaigning and support to credit unions.	<a href="http://www.scottishcu.org/">http://www.scottishcu.org/</a> <a href="http://www.abcul.org/home">http://www.abcul.org/home</a>
<b>Senscot</b>	Senscot builds and services a network to help social entrepreneurs become more effective. They raise awareness, bring social enterprises together and lead on strategy.	<a href="http://www.senscot.net/">http://www.senscot.net/</a>
<b>Social Enterprise Scotland</b>	The national lobbying voice organisation for social enterprise in Scotland.	<a href="http://www.socialenterprisescotland.org.uk/">http://www.socialenterprisescotland.org.uk/</a>

Organisation	Description	Weblink
<b>Social Firms Scotland</b>	National support body for the development and promotion of Social Firms in Scotland. Aim to help social enterprises learn more about Social Firms and how to develop and grow dynamic businesses that create jobs for severely disadvantaged people.	<a href="http://www.socialfirms.org.uk/home/home.asp">http://www.socialfirms.org.uk/home/home.asp</a>
<b>Voluntary Action Scotland</b>	Umbrella body for Third Sector Interfaces.	<a href="http://www.vascotland.org/">http://www.vascotland.org/</a>
<b>Voluntary Arts Scotland</b>	Specific Support for Community Arts.	<a href="http://voluntaryarts.org">http://voluntaryarts.org</a>
<b>Volunteer Scotland</b>	The national centre for volunteering exists to create the conditions for well-resourced volunteering.	<a href="http://www.volunteerscotland.net/">http://www.volunteerscotland.net/</a>

## 1.2 Support, Capacity Building and Impact Assessment

Programme/ Organisation	Description	Weblink
<b>Business Gateway</b>	Business Gateway offers a wide range of professional resources, business advice and free training workshops to support all types of social enterprises and businesses.	<a href="http://www.bgateway.com/">http://www.bgateway.com/</a>
<b>Business Mentoring Scotland</b>	Business Mentoring Scotland is a Scottish Chambers of Commerce programme in partnership with Scottish Enterprise, delivered locally by the regional Chambers of Commerce.	<a href="http://www.scottishchambers.org.uk/services">http://www.scottishchambers.org.uk/services</a>
<b>CEIS</b>	CEIS leads on and delivers various support programmes for social enterprises including Just Enterprise and Ready for Business. They have been instrumental in the internationalisation of social enterprise and in the development of policy, often articulated at a national conference. They undertake social research as part of Social Value Lab.	<a href="http://www.ceis.org.uk/">http://www.ceis.org.uk/</a>

Programme/ Organisation	Description	Weblink
<b>Community Enterprise</b>	Community Enterprise re-invests its profits from social enterprise consultancy work to fund free capacity building to support early growth and planning, and on-going mentoring. As well as this it delivers national, thematic and regional support contracts which social enterprises can tap into.	<a href="http://communityenterprise.co.uk/get-support/">http://communityenterprise.co.uk/get-support/</a>
<b>Community Ownership Support Service</b>	Guidance and support to communities planning to take on assets.	<a href="http://www.dtascommunityownership.org.uk/">http://www.dtascommunityownership.org.uk/</a>
<b>Cranfield Trust</b>	Shorter term intervention from corporate volunteers.	<a href="http://www.cranfieldtrust.org/">http://www.cranfieldtrust.org/</a>
<b>Entrepreneurial Spark</b>	Enterprise incubator programme.	<a href="http://www.entrepreneurial-spark.com/">http://www.entrepreneurial-spark.com/</a>
<b>Evaluation Support Scotland</b>	<p>Evaluation Support Scotland (ESS) works with third sector organisations and funders so that they can measure and report on their impact.</p> <p>Their website gives access to evaluation tools and support. ESS works with funders to make reporting more useful, and shares learning about the difference the third sector makes.</p>	<a href="http://www.evaluationsupportscotland.org.uk/resources/thematic-guides/thematic-quality/">http://www.evaluationsupportscotland.org.uk/resources/thematic-guides/thematic-quality/</a>

Programme/ Organisation	Description	Weblink
<b>Firstport</b>	<p>Firstport supports new social enterprises during start up with issues such as choosing a legal structure, developing and strengthening a business model, writing a business plan and cash flow projections. They also provide a programme of workshops tailored to the needs of start-up social enterprises. Support is free as part of the Just Enterprise programme.</p> <p>Firstport have also developed new initiatives including geographically specific support such as Vital Spark, an incubator process in Argyll and Bute and Ditto, a business replication tool.</p>	<a href="http://www.firstport.org.uk/">http://www.firstport.org.uk/</a>

Programme/ Organisation	Description	Weblink
<b>Highlands and Islands Enterprise</b>	<p>They work in a similar way to Scottish Enterprise, but combine economic development with community development and are more involved at a local community level, helping develop and support sustainable solutions to the challenges experienced in remote rural areas.</p> <p>HIE and Scottish Enterprise have now been merged under a single board.</p>	<a href="http://www.hie.co.uk/community-support/">http://www.hie.co.uk/community-support/</a>
<b>HISEZ</b>	<p>Highland and Islands Social Enterprise Zone was Scotland's first CIC. They provide business support, mentoring and networking events to social enterprises across the Highlands and Islands.</p>	<a href="http://www.hisez.co.uk/">http://www.hisez.co.uk/</a>
<b>Inspiralba</b>	<p>Inspiralba provides business support, community development and strategic planning to existing and aspiring social enterprises in Argyll and Bute.</p>	<a href="http://www.inspiralba.org.uk/">http://www.inspiralba.org.uk/</a>

Programme/ Organisation	Description	Weblink
<b>Investing for Good</b>	Works with charities and social enterprises to help them develop and improve their impact measurement and reporting capabilities. Offers several services and free publications to assist SEs with impact strategy, planning and reporting.	<a href="http://www.investingforgood.co.uk/">http://www.investingforgood.co.uk/</a>
<b>Just Enterprise</b>	One to one business advisory support and free business training workshops (funded under contract from the Scottish Government). Funding beyond 2017 not confirmed.	<a href="http://www.justenterprise.org/">http://www.justenterprise.org/</a>
<b>Pilot light</b>	Pilot Light match directors from charities and social enterprises with teams of senior business people and facilitate a yearlong engagement to plan for sustainability, development and growth.	<a href="http://www.pilotlight.org.uk/pilotlight">http://www.pilotlight.org.uk/pilotlight</a>

Programme/ Organisation	Description	Weblink
<b>Scottish Business in The Community</b>	<p>Scottish Business in the Community (SBC) works with their members and partners to strengthen communities so people can thrive, businesses can flourish sustainably and Scotland is a greener place in which to live.</p> <p>They offer events, training, Employee volunteering and other initiatives.</p>	<a href="http://www.sbcscot.com/">http://www.sbcscot.com/</a>
<b>Scottish Development International Smart Exporter</b>	<p>Advice, training, and funding to support businesses looking to sell their produce outside Scotland.</p>	<a href="http://www.scottish-enterprise.com/services/do-business-outside-scotland">http://www.scottish-enterprise.com/services/do-business-outside-scotland</a>
<b>Scottish Enterprise</b>	<p>Scottish Enterprise supports the development of globally competitive companies by offering an integrated business support model where companies with ambitions to grow significantly (around £400,000 in a year) can access the right type of support at the right stage of their growth.</p> <p>There is one member of staff with a social enterprise specialism.</p> <p>Scottish Enterprise and HIE have been merged under a single board.</p>	<a href="http://www.scottish-enterprise.com/">http://www.scottish-enterprise.com/</a>



Programme/ Organisation	Description	Weblink
<b>Scottish Manufacturing Advisory Service</b>	<p>The Scottish Manufacturing Advisory Service provide expert advice, one-to-one support, training and events for manufacturing businesses of all sizes throughout Scotland.</p> <p>The practitioner team are hands-on experts in process improvement, lean manufacturing, innovation and allied disciplines.</p>	<a href="http://www.scottish-enterprise.com/industry-support/manufacturing">http://www.scottish-enterprise.com/industry-support/manufacturing</a>
<b>Social Audit Network</b>	Facilitates the exchange of information and experience between practitioners of social accounting and audit in the social economy and voluntary sectors.	<a href="http://www.socialauditnetwork.org.uk/">http://www.socialauditnetwork.org.uk/</a>
<b>Social Enterprise Networks</b>	Geographical and National thematic networks of peer support and joint working. Thematic networks are in Food, Culture, Employability, Health and Sport.	<a href="http://www.se-networks.net/index.php">http://www.se-networks.net/index.php</a>
<b>Social Impact Scotland</b>	Social Impact Scotland is a portal offering access to information, resources and support for third sector organisations, funders, and public sector commissioners interested in finding out more about social impact measurement.	<a href="http://www.socialimpactscotland.org.uk">http://www.socialimpactscotland.org.uk</a>
<b>The British Bankers Association</b>	Mentoring programme..	<a href="http://www.mentorsme.co.uk/">http://www.mentorsme.co.uk/</a>

Programme/ Organisation	Description	Weblink
<b>The Lens</b>	Provides ‘intrapreneurship’ capacity building for third sector organisations to assist them with innovation and development, including enterprise through trading.	<a href="http://www.lensperspectives.org.uk/">http://www.lensperspectives.org.uk/</a>
<b>Third Sector Interfaces</b>	Information and support to organisations and individuals involved in the voluntary sector including social enterprise.	One in each local authority
<b>Third Sector Internships Scotland</b>	Third Sector Internships Scotland helps students to find paid work experience in the Third Sector. Through the TSIS programme, students are offered opportunities to develop their skills and experience whilst contributing to the work of Scotland’s third sector.  Includes digital interns, creative interns.	<a href="http://www.3rdsectorintern.com/">http://www.3rdsectorintern.com/</a>
<b>Voluntary Action Scotland</b>	Umbrella body for Third Sector Interfaces and a strong policy force.	<a href="http://www.vascotland.org/">http://www.vascotland.org/</a>
<b>WEvolution</b>	Support and capacity building for entrepreneurs and Self-reliant Groups (see WEvolution website). Offers training, mentoring and business support for individuals and groups and develops local hubs for incubating income-generating ideas.	<a href="http://www.wevolution.org.uk/">http://www.wevolution.org.uk/</a>

Programme/ Organisation	Description	Weblink
<b>Young Enterprise Scotland</b>	Support to young people, not restricted to, but including social enterprise.	<a href="http://www.yes.org.uk/">http://www.yes.org.uk/</a>
<b>Community Catalysts</b>	<p>Works with local partners, such as local and health authorities and third sector infrastructure organisations, to understand and create the necessary culture and systems change needed to enable community enterprises to flourish in their area.</p> <p>Helps wellbeing, health and care enterprises negotiate the many regulatory, legislative and bureaucratic barriers they face.</p>	<a href="https://www.communitycatalysts.co.uk/">https://www.communitycatalysts.co.uk/</a>
<b>Scottish Community Development Centre</b>	Training and consultancy support to organisations and individuals in all aspects of community development	<a href="http://www.scdc.org.uk/">http://www.scdc.org.uk/</a>
<b>Social Value Lab</b>	Works in Scotland, UK-wide and internationally conducting research, demonstrating impact, developing new social ventures, and supporting others to do the same	<a href="http://www.socialvaluelab.org.uk/">http://www.socialvaluelab.org.uk/</a>

## 1.3 Learning and Leadership

Organisation	Description	Weblink
<b>ACOSVO</b>	Support for chief officers of voluntary organisations.	<a href="http://www.acosvo.org.uk/">http://www.acosvo.org.uk/</a>
<b>PWC Social Entrepreneurs Club</b>	Peer support for social entrepreneurs.	<a href="http://www.pwc.co.uk/forms/social-entrepreneurs-club-membership-application.html">http://www.pwc.co.uk/forms/social-entrepreneurs-club-membership-application.html</a>
<b>School for Social Entrepreneurs</b>	The School for Social Entrepreneurs Scotland provides ongoing training and support across Scotland to individuals trying to create and sustain social businesses.	<a href="http://www.the-sse.org/schools/6/scotland">http://www.the-sse.org/schools/6/scotland</a>
<b>Skills Development Scotland (SDS)</b>	SDS works with partners across Scotland to deliver a variety of work based training and learning with programmes that can be accessed by social enterprises.	<a href="https://www.skillsdevelopmentscotland.co.uk/">https://www.skillsdevelopmentscotland.co.uk/</a>
<b>Social Enterprise Academy</b>	Provides programmes in Leadership, Entrepreneurship and Social Impact Measurement for people and organisations at any stage in their development.	<a href="http://www.socialenterprise.academy/scot">http://www.socialenterprise.academy/scot</a>
<b>Social Learning Company</b>	Consultancy support around learning.	<a href="http://www.thesociallearningcompany.co.uk/">http://www.thesociallearningcompany.co.uk/</a>
<b>Yunus Centre for Social Business and Health</b>	Focusing on health and wellbeing, the Centre's aim is to transform the lives of vulnerable communities through pioneering research in micro-finance, social business and health economics.	<a href="http://www.gcu.ac.uk/yunuscentre/">http://www.gcu.ac.uk/yunuscentre/</a>
<b>John Pearce Social Enterprise Collection</b>	Curated by Glasgow Caledonian University, this is a new collection of social enterprise documents and manuscripts. It is open to the public for research use.	<a href="http://www.gcu.ac.uk/yunuscentre/johnpearcememoriallecture/">http://www.gcu.ac.uk/yunuscentre/johnpearcememoriallecture/</a>

## 1.4 Legal and Compliance Advice

Programme	Description	Weblink
<b>CIC regulator</b>	Regulates community interest companies.	<a href="https://www.gov.uk/government/organisations/office-of-the-regulator-of-community-interest-companies">https://www.gov.uk/government/organisations/office-of-the-regulator-of-community-interest-companies</a>
<b>Companies House</b>	Companies House incorporates and dissolves limited companies, registers the information companies are legally required to supply, and makes that information available to the public.	<a href="https://www.gov.uk/government/organisations/companies-house">https://www.gov.uk/government/organisations/companies-house</a>
<b>Cooperative Development Scotland</b>	They offer advice to help choose the best co-operative business model for organisations. They will also guide groups through the process, including access to funding and legal models.	<a href="http://www.scottish-enterprise.com/microsites/co-operative-development-scotland.aspx">http://www.scottish-enterprise.com/microsites/co-operative-development-scotland.aspx</a>
<b>Her Majesty's Revenue and Customs (HMRC)</b>	The UK's tax authority. Offering information and advice on all matter relating to tax.	<a href="https://www.gov.uk/government/organisations/hm-revenue-customs">https://www.gov.uk/government/organisations/hm-revenue-customs</a>
<b>Intellectual Property Office</b>	The official government body responsible for intellectual property (IP) rights including patents, designs, trademarks and copyright	<a href="https://www.gov.uk/government/organisations/intellectual-property-office">https://www.gov.uk/government/organisations/intellectual-property-office</a>

<b>Office of the Scottish Charity Regulator (OSCR)</b>	<p>The Scottish Charity Regulator (OSCR) is a Non-Ministerial Department and part of the Scottish Administration following commencement of the Charities and Trustee Investment (Scotland) Act 2005.</p> <p>They are the independent regulator and registrar for over 23,500 Scottish charities</p>	<a href="http://www.oscr.org.uk/about/about-oscr">http://www.oscr.org.uk/about/about-oscr</a>
<b>Senscot Legal</b>	Social enterprise legal firm	<a href="http://se-legal.net/">http://se-legal.net/</a>

## 1.5 Procurement

Programme	Description	Weblink
<b>Public Contracts Scotland</b>	Find details of contracts with Scottish Local Authorities, NHS Scotland, the Scottish Government, Agencies and NDPBs, Higher and Further Education and Emergency Services by browsing the available contracts. You can also register to receive free e-mail alerts.	<a href="http://www.publiccontractsscotland.gov.uk/Default.aspx">http://www.publiccontractsscotland.gov.uk/Default.aspx</a>
<b>Ready for Business</b>	Programme of support and information to increase third sector up-take of tender opportunities.	<a href="http://readyforbusiness.org/about-us/">http://readyforbusiness.org/about-us/</a>
<b>Supplier Development Programme</b>	The SDP aims to assist enterprising organisations free support to improve their performance in winning contracts with public sector organisations. They offer information, support and training events.	<a href="http://www.sdpScotland.co.uk/">http://www.sdpScotland.co.uk/</a>

## Geographical Support

It should be noted that there are programmes that are not national, but are only available in particular locations. The following are some examples;

- Perth and Kinross Council have a £3000 Social Enterprise Investment Fund
- Growbiz, a rural business support programme based on Sirolli principles (<http://growbiz.co.uk/>). The Sirolli methodology says that growth that comes from within the community is the best and most sustainable type to have, helping to create vibrant thriving communities in areas which may otherwise struggle.
- West Lothian has a regional social enterprise business support programme

## Appendix 2: Financial support for Social Enterprise in Scotland

NB: Some organisations are Scotland only and some are UK-wide

Programme	Description	Weblink
<b>1. Grants and/or loans</b>		
<b>Examples of independent Trusts and Foundations providing grants/loans for social enterprise</b>	Apax Foundation (UK-wide)	<a href="http://www.apax.com/responsibility/apax-foundation/">http://www.apax.com/responsibility/apax-foundation/</a>
	Bank of Scotland Foundation (Scotland-wide)	<a href="http://bankofscotlandfoundation.org/">http://bankofscotlandfoundation.org/</a>
	Comic Relief (UK-wide)	<a href="http://www.comicrelief.com/">http://www.comicrelief.com/</a>
	Esmée Fairbairn (UK-wide)	<a href="http://esmeefairbairn.org.uk/">http://esmeefairbairn.org.uk/</a>
	Foundation Scotland (Scotland-wide)	<a href="https://www.foundationscotland.org.uk">https://www.foundationscotland.org.uk</a>
	Gannochy Trust (Scotland-wide and Perthshire)	<a href="http://www.gannochytrust.org.uk/">http://www.gannochytrust.org.uk/</a>
	Garfield Weston Foundation (UK-wide)	<a href="http://www.garfieldweston.org/">http://www.garfieldweston.org/</a>
	Hunter Foundation (Scotland-wide)	<a href="http://www.thehunterfoundation.co.uk">http://www.thehunterfoundation.co.uk</a>
	Impetus – Private Equity Foundation (UK-wide)	<a href="http://www.impetus-pef.org.uk/">http://www.impetus-pef.org.uk/</a>
	Inspiring Scotland (Scotland-wide)	<a href="http://www.inspiringscotland.org.uk/Home">http://www.inspiringscotland.org.uk/Home</a>
	Lankelly Chase (UK-wide)	<a href="http://lankellychase.org.uk/">http://lankellychase.org.uk/</a>
	Lloyds TSB Foundation (Scotland-wide)	<a href="https://www.ltsbfoundationforscotland.org.uk/">https://www.ltsbfoundationforscotland.org.uk/</a>
	MCR Foundation (Scotland-wide)	<a href="http://mcrpathways.org/">http://mcrpathways.org/</a>



Programme	Description	Weblink
	Paul Hamlyn Foundation (UK-wide)	<a href="http://www.phf.org.uk/">http://www.phf.org.uk/</a>
	People's Postcode Trust (UK-wide)	<a href="http://www.postcodetrust.org.uk/">http://www.postcodetrust.org.uk/</a>
	Rank Foundation (UK-wide)	<a href="http://www.rankfoundation.com/">http://www.rankfoundation.com/</a>
	Robertson Trust (Scotland-wide)	<a href="http://www.therobertsontrust.org.uk/">http://www.therobertsontrust.org.uk/</a>
	Stafford Trust (UK-wide, preference for Scotland)	<a href="http://www.staffordtrust.org.uk/">http://www.staffordtrust.org.uk/</a>
	Tudor Trust (UK-wide)	<a href="http://tudortrust.org.uk/">http://tudortrust.org.uk/</a>
<b>Big Lottery Fund (UK-wide)</b>	The Big Lottery Fund is responsible for distributing 40 per cent of all funds raised for good causes by the National Lottery. This totals over £650 million across the UK each year. Is currently in the second year of a five-year £250 million funding scheme in Scotland.	<a href="http://www.biglotteryfund.org.uk/funding">http://www.biglotteryfund.org.uk/funding</a>
<b>Firstport / Social entrepreneurs Fund</b>	Start-up and development funding for individuals operating a social enterprise	<a href="http://www.firstport.org.uk/funding">http://www.firstport.org.uk/funding</a>
<b>UnLtd</b>	Grants for social entrepreneurs	<a href="https://unltd.org.uk/">https://unltd.org.uk/</a>

Programme	Description	Weblink
<b>1.1 Scottish Government</b>		
<b>Aspiring Communities Fund</b>	Scottish Government fund enabling community bodies and third sector organisations to develop and deliver long-term local solutions that address local priorities and needs, increase active inclusion and build on the assets of local communities to reduce poverty and to enable inclusive growth.	<a href="http://www.gov.scot/Topics/People/15300/ESFTPSI/AspiringCommunities">http://www.gov.scot/Topics/People/15300/ESFTPSI/AspiringCommunities</a>
<b>LEADER</b>	The aim of LEADER grant funding is to increase support to local rural community and business networks in order to tackle local development objectives. Part of the Scottish Rural Development Programme	<a href="https://www.ruralnetwork.scot/funding/leader">https://www.ruralnetwork.scot/funding/leader</a>
<b>Scottish Land Fund</b>	Funding to asset transfer of land and buildings. Delivered jointly by the Big Lottery Fund and Highlands and Islands Enterprise	<a href="https://www.biglotteryfund.org.uk/scottishlandfund">https://www.biglotteryfund.org.uk/scottishlandfund</a>

Programme	Description	Weblink
<b>Social Economy Growth Fund</b>	Scottish Government fund enabling the third sector/ social economy to improve and increase services and support for people experiencing poverty and disadvantage.	<a href="https://beta.gov.scot/publications/social-economy-growth-fund-guidance/">https://beta.gov.scot/publications/social-economy-growth-fund-guidance/</a>
<b>Social Innovation Fund</b>	Scottish Government fund enabling social economy organisations to work in collaboration with research institutions, the public and private sector to develop, test and scale up new ideas and solutions to tackle poverty and disadvantage.	<a href="https://beta.gov.scot/publications/social-innovation-fund-guidance/">https://beta.gov.scot/publications/social-innovation-fund-guidance/</a>
<b>Voluntary Action Fund</b>	Grant-making organisation that administers a range of Scottish Government funds	<a href="http://www.voluntaryactionfund.org.uk/">http://www.voluntaryactionfund.org.uk/</a>

Programme	Description	Weblink
<b>1.2 Grant/Loan Hybrid Schemes</b>		
<b>Asda Community Capital</b>	<p>Loans and grants for social enterprise where the social enterprise</p> <ul style="list-style-type: none"> <li>• has been in operation for less than two years;</li> <li>• is taking on social investment for the first time;</li> <li>• has not been able to access social investment from other providers; or</li> <li>• is able to demonstrate a significant step change in their social impact as a result of taking on this social investment.</li> </ul>	<a href="http://www.socialinvestmentscotland.com/looking-for-investment/our-funds/">http://www.socialinvestmentscotland.com/looking-for-investment/our-funds/</a>
<b>Launch Me</b>	Start-up accelerator programme with support and loan finance managed by First Port	<a href="http://www.launchmescotland.org.uk/">http://www.launchmescotland.org.uk/</a>
<b>Resilient Scotland</b>	Two levels of part loan part grant for specific geographical areas	<a href="http://www.resilientScotland.org.uk/">http://www.resilientScotland.org.uk/</a>
<b>Scottish Edge</b>	A competition aimed at identifying and supporting Scotland's up-and-coming, innovative, high-growth potential entrepreneurial talent. Awards of up to £150,000 in a 50:50 grant loan split.	<a href="https://scottishedge.com/">https://scottishedge.com/</a>

Programme	Description	Weblink
<b>2. Examples of Repayable Finance</b> (NB Clearing banks will also finance social enterprise but we only list organisations below which focus exclusively on repayable finance for social enterprises)		
<b>Allia</b>	Loans to Social enterprises	<a href="http://allia.org.uk/">http://allia.org.uk/</a>
<b>Big Issue invest Scotland</b>	Loans to Social enterprises	<a href="http://bigissueinvest.com/big-issue-invest-scotland-biis/">http://bigissueinvest.com/big-issue-invest-scotland-biis/</a>
<b>Bridges Ventures</b>	Social Impact Bonds for social enterprises	<a href="http://bridgesventures.com/">http://bridgesventures.com/</a>
<b>CAF Venturesome</b>	Loans to social enterprises	<a href="https://www.cafonline.org/charity-finance--fundraising/borrowing/social-investment">https://www.cafonline.org/charity-finance--fundraising/borrowing/social-investment</a>
<b>CARES (Community Renewable Energy Scheme)</b>	Loans and grants for community renewable energy projects	<a href="http://www.localenergyscotland.org/funding-resources/">http://www.localenergyscotland.org/funding-resources/</a>
<b>Charity Bank</b>	Loans to Social enterprises	<a href="https://charitybank.org/">https://charitybank.org/</a>
<b>Co-operative and Community Finance</b>	Loans to social enterprises	<a href="https://coopfinance.coop/">https://coopfinance.coop/</a>
<b>DSL Business Finance</b>	Loans to Social enterprises	<a href="https://www.dsl-businessfinance.co.uk/">https://www.dsl-businessfinance.co.uk/</a>
<b>East of Scotland Investment Fund</b>	Loans to social enterprises operating in east of Scotland Local Authority areas	<a href="http://www.eastscotinvest.co.uk/">http://www.eastscotinvest.co.uk/</a>
<b>Investing for Good</b>	Arranges charitable bonds for social enterprises	<a href="http://www.investingforgood.co.uk/">http://www.investingforgood.co.uk/</a>

Programme	Description	Weblink
<b>Nesta Impact Investments</b>	Equity investments and loans for social ventures	<a href="https://nestainvestments.org.uk/">https://nestainvestments.org.uk/</a>
<b>Resonance – Affordable Homes Rental Fund</b>	Loans to community-led, affordable housing schemes	<a href="http://resonance.ltd.uk/get-investment/affordable-homes-rental-fund-ahrf/">http://resonance.ltd.uk/get-investment/affordable-homes-rental-fund-ahrf/</a>
<b>Scottish Community Reinvestment Trust</b>	Small loans from the third sector to the third sector	<a href="https://www.scrt.scot/">https://www.scrt.scot/</a>
<b>Shared Impact</b>	Loans and grants to ‘social purpose’ organisations	<a href="https://www.sharedimpact.org/">https://www.sharedimpact.org/</a>
<b>Social and Sustainable Capital</b>	Loans to social enterprises	<a href="http://socialandsustainable.com/seeking-investment/third-sector-loan-fund/">http://socialandsustainable.com/seeking-investment/third-sector-loan-fund/</a>
<b>Social Investment Scotland</b>	Social Investment Scotland (SIS) is a registered Charity and Social Enterprise which provides business loans other charities and social enterprises	<a href="http://www.socialinvestmentscotland.com/">http://www.socialinvestmentscotland.com/</a>
<b>Triodos</b>	Loans to Social enterprises	<a href="https://www.triodos.co.uk/en/personal/">https://www.triodos.co.uk/en/personal/</a>
<b>Unity Trust Bank</b>	Loans and mortgages for social enterprises	<a href="https://www.unity.co.uk/">https://www.unity.co.uk/</a>
<b>West of Scotland Loan Fund</b>	Loans to social enterprises operating in west of Scotland Local Authority areas	<a href="http://www.wslf.co.uk/">http://www.wslf.co.uk/</a>
<b>Individual (sometimes called Angel) investors</b>	Can use Social investment Tax Relief	<a href="https://www.angelinvestmentnetwork.co.uk/">https://www.angelinvestmentnetwork.co.uk/</a>

Programme	Description	Weblink
<b>3. Micro-finance</b>		
<b>Grameen in the UK</b>	Micro-credit business loans to people who are currently not served by any mainstream financial services. Initially operating in the West of Scotland only.	<a href="http://www.grameenfoundation.org.uk/">http://www.grameenfoundation.org.uk/</a>
<b>WEvolution</b>	Microfinance loans of £25-5000 for Self-Reliant Groups (see WEvolution website) who want to take their income generating ideas forward.	<a href="http://www.wevolution.org.uk/">http://www.wevolution.org.uk/</a>
<b>4. Alternative Funding Methods</b>		
<b>Community Shares Scotland</b>	Support to raise community shares	<a href="http://communitysharesscotland.org.uk/">http://communitysharesscotland.org.uk/</a>
<b>Crowdfunding</b>	Various platforms support the financing of kick start costs and new products	

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## Appendix 4: About Community Enterprise and Life Changes Trust

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### Community Enterprise

**Community Enterprise** is an independent social enterprise with nearly 30 years of experience of supporting social enterprises, voluntary organisations, and charities in Scotland. It has a broad portfolio of clients from national commercial social enterprises to community initiatives that are developing ideas and becoming sustainable. Community Enterprise is interested in empowered communities, controlling local services and being resilient to change. To do this they provide a range of consultancy and capacity building services including research, business planning, feasibility studies, community action planning and funding applications. CE works for a variety of projects delivering services to a range of beneficiary groups and local communities, including on asset based community development projects.

### Life Changes Trust

Life Changes Trust was set up in April 2013 with a ten year £50 million endowment from the Big Lottery Fund. It was created to drive transformational and sustainable improvements in the quality of life, wellbeing, empowerment, and social inclusion of care experienced young people and people affected by dementia. The Trust has a vision for a Scotland where all care experienced young people and people affected by dementia are valued as full and equal citizens, able to live good quality lives and receive the right support when they need it. The Trust works closely with care experienced young people, people affected by dementia and other stakeholders to make sure that what it funds has the most sustainable and most positive impact.

## Getting in touch

If you have any queries or wish to share your views and ideas, you can contact us in a number of ways:

Phone: 0141 212 9600

Email: [enquiries@lifechangestrust.org.uk](mailto:enquiries@lifechangestrust.org.uk)

Website: [www.lifechangestrust.org.uk](http://www.lifechangestrust.org.uk)

Address: Life Changes Trust, Edward House,  
283 West Campbell Street, Glasgow, G2 4TT