Angus Community Planning Partnership

Angus Social Enterprise Strategy
2018-2026

Index

1. Introduction

These are unprecedented times, where public service reform, resource shift and doing things differently are at the heart of local and national strategic planning. The scale and scope of such change offers new opportunities for growing social enterprise and entrepreneurship. Over the last few years Angus has seen significant change in regards to how services are delivered locally and across the county.

As the pace of change continues, opportunities exist to further develop social enterprises in a range of services.   Locally in towns and burghs across Angus there are many examples where local people, supported by community planning partners, have developed new enterprise through asset transfers or trading in different ways as opposed to dependency on grant aid.

This strategy demonstrates the commitment of Angus Community Planning Partners in supporting further development, growth and opportunity for social enterprise in Angus.

2. Background and National Context

At a Scottish Government level, social enterprise is being placed centrally in the plans to achieve a fairer society and inclusive growth. The Social Enterprise Strategy 2016 – 2026 was launched in December 2016 and lays out a clear path for this. It has buy in from the sector and follows two years of consultation which produced Scotland's Vision for Scottish Enterprise 2025: Building a New Economy. The Ten Year Strategy will focus on three areas;

- stimulating the sector
- developing stronger organisations and
- realising market opportunities.

The action plan that was launched in March 2017 has broken these down into 92 actions. An action plan for Angus will be based on the key areas from the Scottish Government Strategy and linked to current opportunities.

The Community Empowerment (Scotland) Act 2015 gives a clear process for unlocking assets and engaging with communities to develop a more enterprising

culture, and this is especially true for the social enterprise sector. The ownership of assets and access to an increased level of participation will be a major change factor for communities and bring opportunities and challenges that can create sustainable locally controlled businesses.

As part of the Fairer Scotland Programme and the Community Empowerment Act, subsidiarity and community engagement are seen as key to the intended outcomes. Since all social enterprises are managed by a Board which is drawn from interested parties, there are higher levels of democracy as they look to be locally organised, enterprising businesses that provide direct local benefit.

The Social Enterprise approach

Social Enterprise is a term that has become part of the third sector landscape. Social enterprises come in various legal forms from a Company Limited by Guarantee, Charities (or increasingly Scottish Charitable Incorporated Organisations), Community Interest Companies or Community Benefit Companies, and while they often appear to look like a private company, all social enterprises in Scotland will have an asset lock in place. This ensures that any profit generated or capital acquired is retained for a social purpose. In essence, social enterprises are businesses that trade for common good rather than private gain or shareholder distribution: they tackle social problems, strengthen communities, improve people's life chances and/or protect the environment as their core objectives. They are recognised through the Social Enterprise Voluntary Code of Practice. www.se-code.net .

Social enterprise has three objectives: social, economic and environmental.

- Economic –Developing sustainable businesses and creating employment and work experience opportunities
- Social – Meeting a social need through empowering communities and delivering efficient but socially responsible services
- Environmental –Focus on the circular economy considering transport models, carbon reduction and promoting alternatives to traditional energy

Additionally, social enterprises are intentional about employing and giving opportunities to those furthest from the job market and not as an 'add on' community benefit.

More often than not, social enterprises arise when communities decide to do things for themselves rather than rely on the private or public sector to do it for them. Some examples of the social enterprise approach can be found in **Appendix One: Case Studies** (p19).

Social Enterprise Networks (SEN)

At present there are 17 local authority areas with a local SEN and all are providing a local link to national developments. Some have staff, some are independent and others are part of the local Third Sector Interface (TSI) either as a function of the TSI or as a partner. Dundee SEN is an independent organisation and an equal partner in the TSI. Perth and Kinross SEN is a network within the TSI. In Angus the Social Enterprise Network and Social Enterprise Partnership both provide scope for more pro-active development and will be reviewed as part of this strategy's action plan.

The SEN's role can be flexible to the needs of the area but can include: networking, partnerships , promotion, capacity, training, engagement.

A local Social Enterprise Network (SEN) can bring the sellers together and share the costs of any development. The buyers that are part of the public sector can then use the network to assist in the process of using community benefits and increasing the ability of the sector to make good tenders for the available work. A network can also be the link between the other customers and the intermediaries that are there to assist. (See also **Appendix Two: Role of Social Enterprise Networks** – p.23.)

National Support Arrangements

Scottish Government is currently reviewing funding arrangements for support of social enterprise and the networks to link with the 10 year national strategy. It is anticipated that the outcome of this review will be available by end March 2018.

What is the size of the sector?

The latest Social Enterprise in Scotland: Census 2017 report was launched in September 2017. This follow up report to the Census 2015 shows a growth in the number of social enterprises and their economic impact.
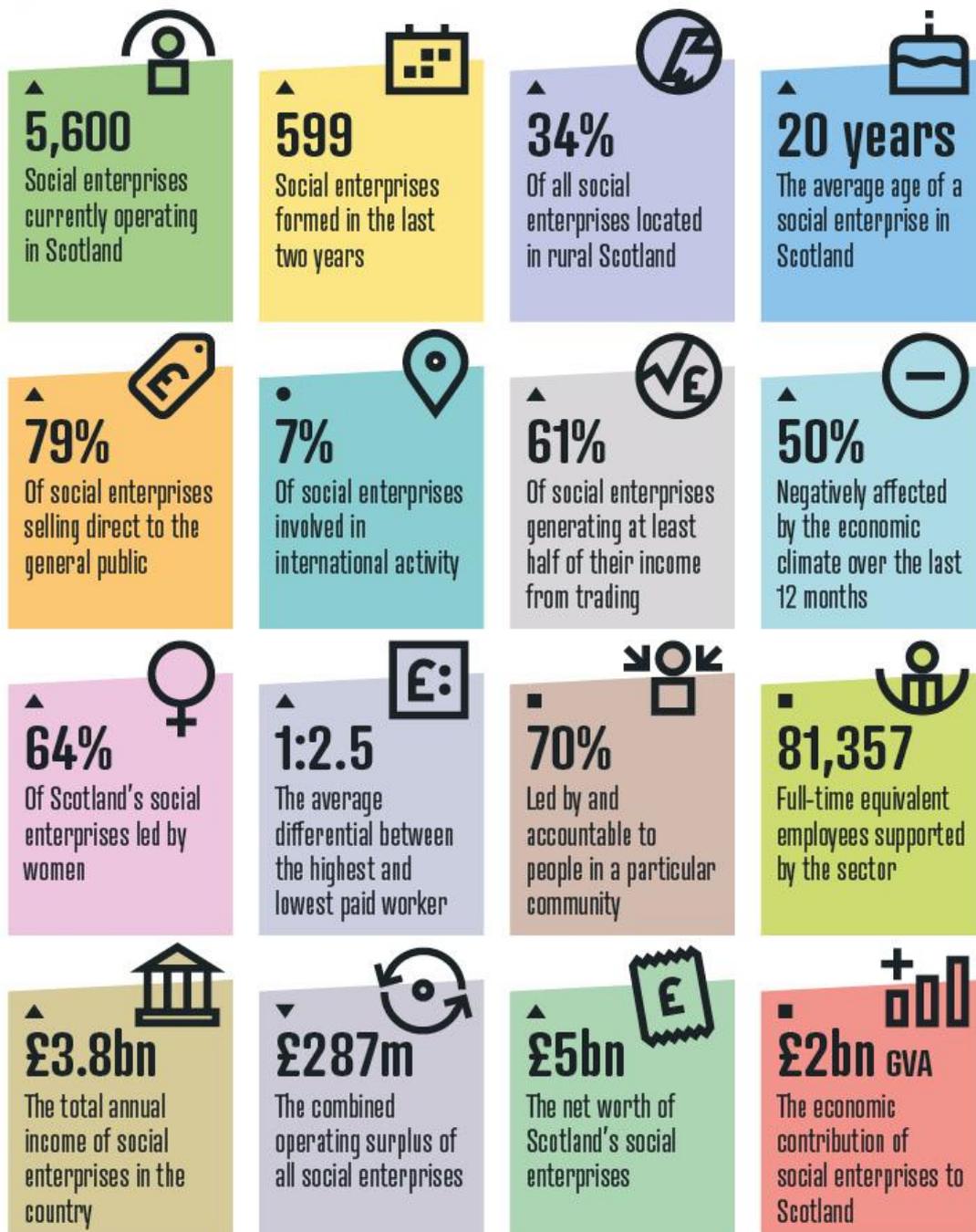
The social enterprise sector is showing strong growth in many sectors. Of the £2bn GVA, 17% is generated in the community halls and centres, 14% in the arts and creative sector, 13% in childcare and 12% in health and social care. When GVA is compared as a percentage of the total economy the market share for social enterprise is 37% in health and social care and 33% in housing, with all the other areas below 5%.

Social enterprises address inequality and the causes of poverty more directly, with 72% paying the living wage, 49% employing previously unemployed young people and 63% having a stated purpose of offering a career progression. They are working to the Fairer Scotland programme.

The research cements Scotland's global reputation as a world-leading nation in the support and development of social enterprise.

Social Enterprise in Scotland — The Headlines — CENSUS 2017

▲ **5,600**
Social enterprises currently operating in Scotland

▲ **599**
Social enterprises formed in the last two years

▲ **34%**
Of all social enterprises located in rural Scotland

▲ **20 years**
The average age of a social enterprise in Scotland

▲ **79%**
Of social enterprises selling direct to the general public

● **7%**
Of social enterprises involved in international activity

▲ **61%**
Of social enterprises generating at least half of their income from trading

▲ **50%**
Negatively affected by the economic climate over the last 12 months

▲ **64%**
Of Scotland's social enterprises led by women

▲ **1:2.5**
The average differential between the highest and lowest paid worker

■ **70%**
Led by and accountable to people in a particular community

■ **81,357**
Full-time equivalent employees supported by the sector

▲ **£3.8bn**
The total annual income of social enterprises in the country

▼ **£287m**
The combined operating surplus of all social enterprises

▲ **£5bn**
The net worth of Scotland's social enterprises

■ **£2bn** GVA
The economic contribution of social enterprises to Scotland

Comparison with 2015 Social Enterprise Census:
▲ Increase since 2015 ● No change since 2015 ▼ Decrease since 2015 ■ No comparison possible

See **Appendix Three (a)** on page 24 for a text version of this image.

3. The Local Context

The **Angus Community Planning Partnership** vision is 'Angus is a great place to live, work and visit.' The work of social enterprise links with this,   particularly in the following local outcomes in the Angus Local Outcomes Improvement Plan:

- an inclusive and sustainable economy

- attractive employment opportunities

- a skilled and adaptable workforce

- more opportunities for people to achieve success

The **Angus LEADER** Local Development Plan Strategy's aim is 'To work in partnership to create more prosperous and more resilient communities which are better places in which to live and work.'

The aim will be delivered through four strategic objectives:

• To build community capacity by supporting local development and networking in partnership with others to develop skills and experience that the community can draw on in developing a sustainable future for itself
• To improve connectivity and transport by enabling economic and social activity and ensuring that communities and their residents and businesses can get access to opportunities and services and gain full benefit from web-based services and networks
• To develop community assets and facilities by helping to secure, improve and promote them to enhance quality of life and opportunities
• To strengthen local economies by creating opportunities to develop local vocational skills, encourage business start - up and growth and the creation of new jobs

There is a need to identify and share the local opportunities that are available. These might be in Health and Social Care provision, procurement in its widest sense through the public and private sector, development of goods for sale to the general public or through inter trading. In order to gain the greatest benefits from this, there needs to be good links both between the potential sellers and buyers.

The development of social enterprise underpins the commitment of the **Tay Cities Deal** to Inclusive Growth and there are two revenue bids in the current ask. Care in the Tay Cities Region and Creating CommuniTAY Business.

Care in the Tay Cities Region

This proposal seeks to address significant demographic and health care challenges by creating new employment opportunities and provide volunteering & learning and development opportunities which will increase the number of local people entering and sustaining a career in care, whilst also developing local social enterprise.

A collaborative approach will build on the experience and relationships existing with Third Sector interfaces (TSIs) throughout Tayside and Fife to form a new partnership between the voluntary sector, health and social care organisations and academic institutions. This project builds upon a current pilot project 'Care About Angus' a newly established social enterprise, which is seeing some emerging success in delivering a home help and warden service in Angus.
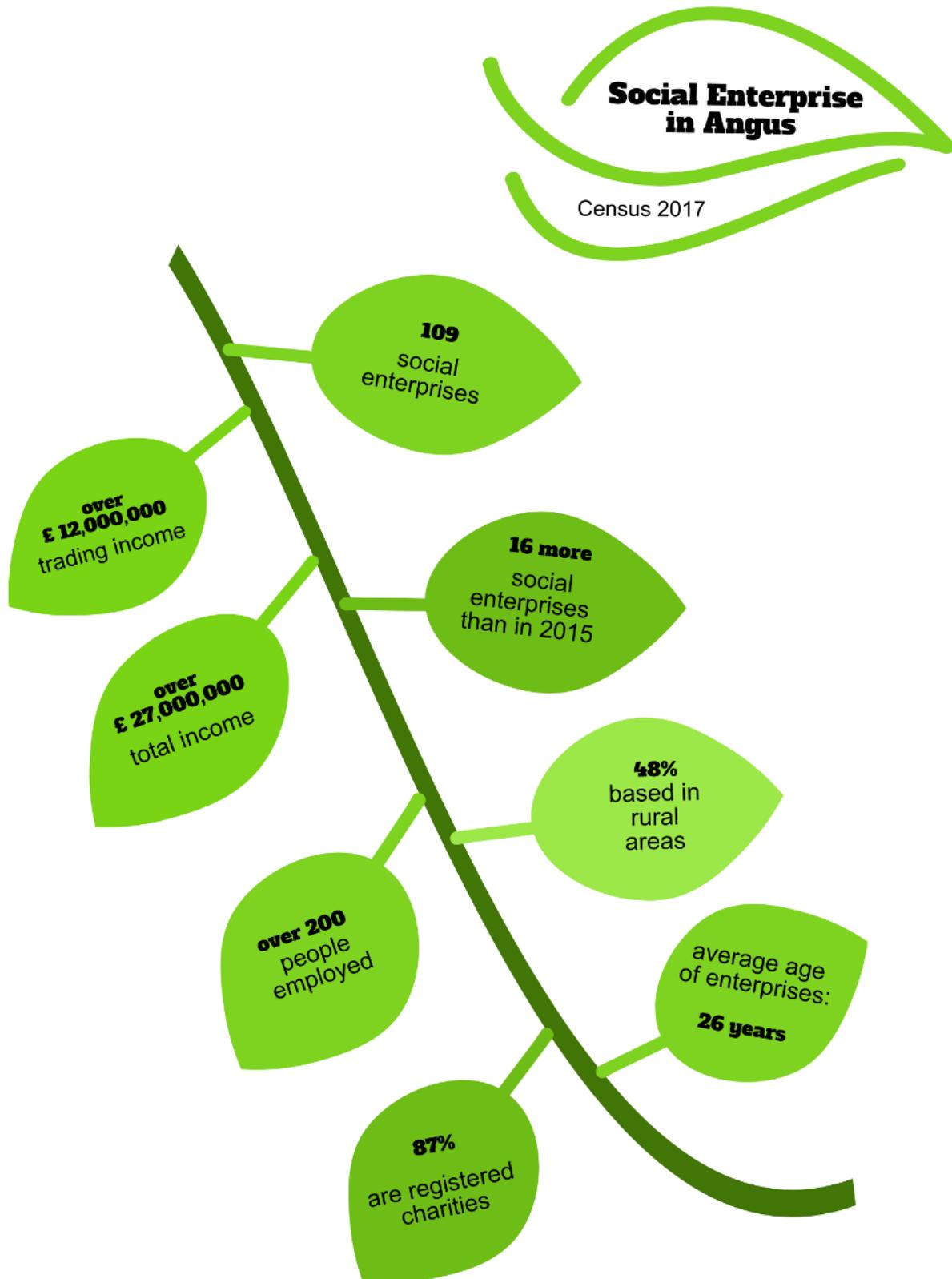
Creating CommuniTAY Business

This proposal looks at the need to develop new businesses that are rooted in the third sector to deliver goods and services to the customers in tourism, retail and travel sectors. This includes developing capacity and capability to increases skills, employment opportunities and create indigenous organisations that will contribute long term sustainability to the region. Third Sector Interface partners are skilled and experienced in engagement and in leading through inclusiveness and will use existing networks to have an immediate and sustainable impact on the development of social enterprises that will be at the heart of the third sector development.

This project will focus on the strengths of the third sector in job creation, especially from those furthest from the job market, through the development of strong customer focussed but provider led enterprises for local and UK day 'trippers' or international visitors. The unique mix of the goods and services, all from the local area, will give a destination feel to the area and an experiential offer that is unique to the Tay Cities Region.

The development of social enterprise underpins the commitment of Tay Cities Deal to Inclusive Growth. This project brings the two themes together by seeking to develop a distinctive business growth stream which can be seen to encourage diversity and equality through delivering high quality services to visitors. This initiative will offer support through all stages of the business planning journey to bring business ideas to the point of trading and to support existing businesses to diversify and upscale.

The social enterprise model of business links the economic growth and job creation that is sought in the Tay Cities Deal Regional Economic Strategy and with the links to the community and local development that is sought through the Community Planning Partnership plans.

Social Enterprise in Angus

Census 2017

- 109 social enterprises
- over £12,000,000 trading income
- 16 more social enterprises than in 2015
- over £27,000,000 total income
- 48% based in rural areas
- over 200 people employed
- average age of enterprises: 26 years
- 87% are registered charities

Source: Social Enterprise in Scotland Census 2017

See **Appendix Three (b)** on page 25 for a text version of this image.

4. Mapping of Available Support

What support is available for Social Enterprises nationally?

National support arrangements are currently being reviewed. At present there are a range of supports available to existing and start up social enterprises. The main source of support is through the Just Enterprise contract which is delivered by a consortium of national social enterprise support organisations. Just Enterprise has a Scottish Government contract until July 2018 to provide one to one support, training courses and procurement advice. The support offered is free to the user but has maximum hours available (somewhere between 1 and 4 sessions for one to one support and 8 – 10 training courses for the whole of Scotland per year). There are limits to the availability and the advisers all travel from the central belt to deliver support locally. Additionally all these providers will have a 'paid for' service. The Just Enterprise support is for new starts, existing social enterprises and enterprising third sector organisations.

The Social Enterprise Academy provides business related courses as well as leadership training and works in schools, colleges and universities.

Many of these organisations are membership organisations: Senscot are the national support body for local SENs; Social Enterprise Scotland is a membership organisation that leads on political and lobbying for the sector; Social Firms Scotland supports enterprises that provide supported work places for those at disadvantage in the workplace; and SENs work in their local area through a peer network and as a source of signposting for social enterprises.

The support that is actually available and received throughout Scotland varies enormously. Where there is local support and a network, then the local voice is heard and better services can be provided either through the existing support or independently.

Many of the other providers of support are delivering contracts that offer a mix of advice and other services. All of these providers are social enterprises in their own right.

This strategy is intended to provide a focus to enable local and national support to be available to aspiring and existing SEs.

National support available	1-2-1 new start	1-2-1 specialist advice	1 – many support	Training courses	Procurement and trading opportunities	Social Impact Measuring	Legal	Asset Transfer	Finance and loans	Funding	Marketing[4]	Employment advice	Business Planning[5]	Network and Representation
CEiS[1]	✓	✓							✓			✓	✓	
Community Enterprise[1]	✓	✓				☑		✓		✓	✓	✓	✓	
CEMVO[1]			✓	✓										✓
Social Enterprise Academy[1]			✓	✓		☑							☑	
First Port[1]	✓	✓		☑						✓			✓	
Ready for Business[2]		✓	✓		✓									
Community Ownership Support Scotland		✓				✓		✓		☑			✓	
Social Investment Scotland	✓	✓					☑		✓				✓	
Social Enterprise Scotland[3]			✓											✓
Senscot[3]			✓		✓ [7]					✓	✓			✓
Senscot Legal	✓	✓					✓	☑				✓		
Resilient Scotland		✓							✓				✓	
Social Firms Scotland[3]	✓	✓	✓		✓	☑				☑		✓	☑	✓
Social Audit Network		✓	✓	✓		✓					☑			
Social Enterprise Networks [3,6]	✓		✓	✓	☑	☑	☑	☑	☑	✓	✓		✓	✓

- ✓ - Main work   ☑ - Associated work

Notes

1. A member of the Just Enterprise consortium

2. A consortium of CEiS, Social Firms Scotland and Senscot

3. Membership organisations.

4. Community Enterprise train organisations and provide marketing support. The others provide the service to the sector.

5. Many provide this support for their own specialism and not as a general support.

6. The SEN will support directly having a general knowledge and signpost to the appropriate specialist provider as needed.

7. Provided through Partnerships 4 Procurement consortium.

Support delivered to Social Enterprises locally in 2016/17

Voluntary Action Angus (VAA) delivers the Third Sector Interface service in Angus, a national contract from the Scottish Government. Its core functions include a fundamental role in Social Enterprise development and inspiring entrepreneurship. VAA has premises in Forfar and Arbroath and locality development workers who provide an initial point of contact for social enterprise development in each burgh. The   Common Services and the ones that relate to social enterprise are shown below, with the achievements in 2016/17:

TSI common services	Support provided in 2016 – 2017 through VAA
► Provide information for local organisations to access contract and business opportunities.	► Care About Angus (CAA) – example of an augmented SE. Proposed expansion of this project through Tay Cities Deal has the potential to increase impact
► Give help to set up appropriate structures for social enterprise.	► 27 organisations supported to explore setting up, developing or maintaining SE
► Signpost them appropriately to advice and financing support both locally and nationally.	► 12 agency referrals made.
► Provide networking opportunities to deliver, influence and learn.	► Ongoing examples "Let's Get Noisy" Conference and "Bringing it Altogether" dialogue events
► Understand local needs around business development and provide or refer organisations to appropriate learning opportunities.	► SQA learning opportunities within CAA – 500 volunteering hours ► 30 participants
► Communicate what social enterprise is and promote its value.	► As below
► Promote enterprising activity and encourage third sector organisations to be more enterprising.	► 4 x "What is Social Enterprise" information sessions facilitated
► Network and work in partnership with the private sector to create value and understanding and to increase trading between enterprising third sector organisations, third sector organisations and the private sector.	► Ongoing discussions with Leader and Business Gateway
► Support increased use of social enterprises by the public sector / public.	► CAA a prime example as public sector previously provided this service

Direct support is also provided through the **Just Enterprise** contract (as outlined above) and in 2016/17 covered Business Support, Start up, Leadership Courses and Business Skills Workshops. The reported figures show that Workshops (1/2 of recipients) and Start Up support (1/4 of recipients) were the most popular but it is not clear if recipients travelled or this was offered in the Angus Council area. It would appear that at least 20 recipients came from Angus, however unfortunately the postcode data is not detailed enough to clarify how many of the remaining 46 recipients were from Dundee rather than Angus.

In addition to the support from VAA and Just Enterprise, a range of support is offered to social enterprises from Business Gateway, Dundee and Angus College, lawyers and independent support agencies. There are no figures for the level of support offered. A successful LEADER bid has been made by Angus Business Connections (ABC) and is a 2 year partnership between Dundee SEN and Community First UK and will offer the rural community direct and local peer support, business skills support, training and mentoring focussed on both social enterprises and micro/small enterprises.

5. Action Plan

This will address how to increase the opportunities for social enterprise and the enterprising third sector to develop their business ideas in Angus in the next three years. There is an opportunity through the raised profile of social enterprise through the 10 Year Strategy and the Tay Cities Deal to improve support for the local enterprises in Angus. The SENs in Dundee and Perth & Kinross are working with Senscot to co-ordinate a regional response as outlined in the 10 year Strategy, with opportunities for Angus social enterprises to become further involved.

In order for the full benefits of social enterprise development to be achieved in Angus the key factors will be:

- Good networks of support, well resourced to provide a local contact that can promote the model and the goods and services on offer.

- An engaged public sector implementing the strategies that are in place

- An integrated approach which makes the best use of resources from the third, public and private sectors and links to national strategies

- Sufficient finance to provide support to the businesses, especially those led by new business leaders

- Access to quality training for the employees

- An ongoing development of the ideas using co-productive techniques and flexibility to respond to the challenges and the new opportunities.

Angus Social Enterprise Strategy Action Plan Priorities

Initial partnership priorities

- Responding to opportunities presented by national social enterprise developments
- Clarifying and communicating support arrangements for social enterprise in Angus for various agencies involved/the public/social enterprises
- Re-invigorating local infrastructure by reviewing current social enterprise partnership and social enterprise network arrangements
- Supporting opportunities presented by Tay Cities developments

Success will be tracked via

- the two yearly Scottish Government Social Enterprise Census
- annual locally gathered data eg numbers accessing sessions/survival/enquiries/ start-ups/funding obtained via active support/job creation.

The action plan will link to the Scottish Government Social Enterprise priorities and the Angus LOIP priorities and give short, medium and long term objectives. The first action plan (2018 - 19) will develop this work and allow the identification of key areas to work upon. Thereafter a three year action plan will be drawn up by the partners following consultation with local enterprises, public sector, support agencies and the wider third sector for 2019 – 2022 and subsequent years.

ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN

Tackling inequalities   Focusing on prevention   Working together effectively

Building services around people and communities

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6. Strategies and references:

Angus Local Outcomes Improvement Plan 2017 – 2030
www.angus.gov.uk/cpplocalities

LEADER Angus Local Development Strategy http://angusleader.co.uk/about/

Tay Cities Regional Economic Strategy 2017 – 2037/ Tay Cities Deal
Proposals https://www.taycities.co.uk/publications

Voluntary Action Angus Strategic Plan 2017- 2020
http://www.voluntaryactionangus.org.uk/

Scotland's Social Enterprise Strategy 2016 – 2026 (Scottish Government,
2016) and Action Plan https://beta.gov.scot/policies/third-sector/social-
enterprises/

Senscot Voluntary Code of Practice for Social Enterprise. www.se-code.net

Scotland's Vision for SE 2025: Building a New Economy
http://www.socialenterprisescotland.org.uk/policy/166

Fairer Scotland Action Plan 2016
http://www.gov.scot/Publications/2016/10/9964

Social Enterprise in Scotland: Census 2017 (SVL)
http://www.socialenterprisescotland.org.uk/policy/200
https://beta.gov.scot/publications/social-enterprise-in-scotland-census-2017-
technical-report/

Scottish Government SIMD 2016 http://www.gov.scot/Topics/Statistics/SIMD

Community Empowerment (Scotland) Act 2015
https://beta.gov.scot/policies/community-empowerment/

UK Government Social Investment: A Force for Social Change. Strategy
2016

Just Enterprise - www.justenterprise.org

Appendix One

Case Studies

What is happening around the country to realise the potential of social enterprise? Some examples to inspire an action plan for Angus:

Stimulating Social Enterprise

'You don't know what you don't know.' The 10 year Scottish Government Strategy aims to raise the profile and the understanding about the role and operation of social enterprise. This will be not just within the third sector and business community but in schools, colleges and universities. Much of the schools and student work is undertaken by the Social Enterprise Academy www.socialenterprise.academy/scot/ and through links with local social enterprises.

There are a range of events held to engage the social enterprise, those that could be trading as a social enterprise, the public sector, private sector and the academic community. Senscot hold an annual event that is the key conference of the year. Closer to home Dundee SEN last year held an event that brought together the social enterprise and third sector grass roots staff with public sector, university and national bodies. There were over 100 attendees and the whole event which was sponsored by a mix of private sector and national bodies. As well as bringing new ideas and challenging perceived thinking, the conference also hosted the first Dundee social enterprise awards with four categories. This allowed us to showcase the work that is being carried out in Dundee to the national delegates. In addition, there was good press coverage and a news item on STV. http://dundeesen.org/wp-content/uploads/2016/12/Post-Conference-Report-1-1.pdf

The social enterprise model has been found to meet the needs of those in communities, including equalities groups and communities of interest to recognise and develop new social enterprise opportunities like Amina www.mwrc.org.uk/ or WeVolution www.wevolution.org.uk/ . The rural communities also find that this is a good model for providing services that would otherwise not exist, mainly through market failure, and the 2017 census showed that there are a higher concentration in Highlands than other parts of Scotland. The most successful not only provide a

service and employment but scale up to develop sustainable businesses. Callander Youth Trust Project provides employment and training as well as first class hostel for visitors. http://callanderyouthproject.co.uk/ Badenoch and Strathspey Community Transport provide a safe, high-quality, affordable, accessible transport and social inclusion services to those who have a community transport need in Badenoch and Strathspey. B&S CTC generates income through a series of registered bus routes. These are primarily used by local residents, but are also popular with the steady stream of tourists who visit Aviemore. A paid transport service is also available for people with disabilities who visit the area. https://senscot.net/resources/case-studies/badenoch-strathspey-community-transport-company /

Developing Stronger Organisations

In order to achieve success, the training of staff and leaders is essential and this is embedded in the Scottish Government Strategy. There is an expectation that there will be support for new starts and those developing a social enterprise. The main delivery partner for this is the Social Enterprise Academy who offer bespoke courses throughout Scotland.

Social enterprises are also very good at supporting people who are furthest from the job market and taking them to the level of manager. DNDP has been very successful in employing those with mobility issues to be delivery drivers. The company's policy of flexible working has allowed people with disabilities to enter sustainable employment, improving, transforming and in some cases even saving lives. http://www.dndp.co.uk/ This is not just creating jobs but offering a career.

Training programmes are provided through a range of nationally supplied courses and local events that are tailored to local need. Courses such as social impact assessment, finance and cashflow can be offered to support the specific needs of the sector whereas the colleges and Business Gateway offer booking and VAT or employment courses. Both of the Tay Cities Deal bids have at their core the provision of employment opportunities both for staff and those that which to create their own business.

The social enterprise networks provide a local support service as well as signposting and encourage mentoring by the more established organisations to those that are new starts. In addition, there are thematic SENs that are co-ordinated nationally by Senscot and are able to provide most specific engagement and representation on sectoral issues. They focus on Health, Sport, Culture, Employability, Tourism and Community Food. https://senscot.net/networks/ The local SENs are the place that the interactions and new contacts are made. New partnerships are formed and opportunities explored. Where possible the needs of members are addressed and by collaborating, the most cost effective solutions can be found. There has been an exchange programme funded through Scottish Community Alliance and this has allowed a wide range of shared learning and study visits to be undertaken. These are usually arranged by the SEN.

Realising Market Opportunity

There are a great many opportunities that are on offer however without support these cannot be taken forward. This might be in Health and Social Care provision, procurement in its widest sense through the public and private sector, development of goods for sale to the general public or through inter trading. Support has been offered to social enterprises in Dundee to be able to fulfil the requirements of the Welfare Fund. Three local organisations won the contract with the support of the procurement team and the council development officer.

Being able to identify and then tender for a contract can be a daunting prospect and one that requires a good working relationship with commissioners. Catering facilities for the **Flower and Food Festival** have traditionally been provided by a single provider who would purchase the concession to deliver all of the catering. Ongoing discussions between DSEN officers and Dundee City Council procurement team early in 2016 identified the opportunity for this service to be delivered in full or in part by Social Enterprise. The tender was placed on Quick Quotes and spilt into smaller lots. As a result of the work, Transform secured the contract to deliver hospitality and catering to the judges and a seated service of high teas to the public and ran a very successful service. The contract was been extended for this year's show.

There is also a market for sales to the general public and the leading provider of this is the Edinburgh SEN with the Market in the Garden 2017. A wide range of goods were on offer right in the middle of the city during the festival. http://www.edinburghsocialenterprise.co.uk/social-in-the-gardens-17/ Increasing trade and not just taking on contracts is a way to scale up and increase your direct customers. Many of the SENs now produce a local directory to make it easier for potential customer to find the local social enterprises.

Developing public social partnerships has become a popular was to trial new ways of working build the capacity of the organisations involved in the delivery. Low moss prison Public Social Partnership is a project jointly designed and delivered by the public and third sectors which helps short-term prisoners access suitable housing, apply for jobs and increase their qualifications. It works to improve relationships with their families and communities, supporting them in prison and helping them to feel settled and adapt to life once they leave prison. http://www.turningpointscotland.com/news/low-moss/ In Dundee, the Baldovie Recycling Hub has created a partnership that ensures that items which were previously incinerated or landfilled are now given a new lease of life and are of benefit to the local community to those who need it most. The partners have a base at the recycling centre and goods are selected before the cars get to the skips. Since the its opening the hub has received a total of 13,403 items.

Glasgow Caledonian University are leading a five year study, Common Health, into the effectiveness of social enterprise in responding to the Health and Social Care needs as well the effectiveness on the preventative potential. http://www.commonhealth.uk/projects/ Individual social enterprises are making a real difference to people's lives through the reduction of loneliness. Lingo Flamingo use education in different languages to achieve this. https://senscot.net/resources/case-studies/lingo-flamingo/ In Angus, Care About Angus has grown to become a successful social enterprise delivering augmented preventative services for elderly and vulnerable people. With more than 50 employees and 400 customers, Care About Angus provides an example of the entrepreneurship and new approaches to delivering services. http://www.careaboutangus.org.uk/about-us

Appendix Two

The role of the Social Enterprise Network (SEN) can be flexible to the needs of the area but in order to realise some of the opportunities the focus could be on:

Network – Provide links and peer support for existing and new businesses. Link the developments in the businesses to market opportunities and customers to Support growth. Support those developing new business ideas to develop skills and networks. Provide access to local provision of support services.

Partnerships – Working with business support agencies to streamline the tools and skills available to new and existing enterprises. The public sector partnerships are also crucial in linking the economic, social and environmental aims.

Promotion – Support the development of materials and an online presence to raise the profile of social enterprise and its products and services for customers. Engage with the third sector and promote the role of trading in creating a sustainable organisation.

Capacity –Support the organisations to seek out and find new business and develop their organisation to be able to deliver a quality service or product. Develop new businesses that are rooted in the third sector to deliver goods and services to customers, whether the general public, local authority or other business.

Training – upskill those that are already working in the sector by developing capacity and capability to increases skills, employment opportunities and create indigenous organisations that will contribute long term sustainability to the region. And provide for those that are not employed but may be farthest from the job market, underemployed or unemployed. They are often lacking in confidence to take the first steps and this can be linked to lack of formal education or experience of business.

Engagement – local people are engaged and benefiting at all levels from owner/manager to new employee and trainees.

Appendix Three (a)

Text version of the image on page seven:

Social Enterprise in Scotland

The Headlines Census 2017

5,600 social enterprises currently operating in Scotland (increase since 2015)

599 social enterprises formed in the last two years (increase since 2015)

34% of all social enterprises located in rural Scotland (increase since 2015)

20 years – the average age of a social enterprise in Scotland (increase since 2015)

79% of social enterprises selling direct to the general public (increase since 2015)

7% of social enterprises involved in international activity (no change since 2015)

61% of social enterprises generating at least half of their income from trading (increase since 2015)

50% negatively affected by the economic climate over the last 12 months (increase since 2015)

64% of Scotland's social enterprises led by women (increase since 2015)

1:2.5 – the average differential between the highest and lowest paid worker (increase since 2015)

70% led by and accountable to people in a particular community (no comparison possible)

81,357 full-time equivalent employees supported by the sector (no comparison possible)

3.8bn – the total annual income of social enterprises in the country (increase since 2015)

£287m – the combined operating surplus of all social enterprises (decrease since 2015)

£5bn – the net worth of Scotland's social enterprises (increase since 2015)

£2bn GVA – the economic contribution of social enterprises to Scotland (no comparison possible)

Appendix Three (b)

Text version of image on page 11:

Social Enterprise in Angus Census 2017

109 social enterprises

16 more social enterprises than in 2015

Over £12,000,000 trading income

Over £27,000,000 total income

Over 200 people employed

48% based in rural areas

Average age of enterprises: 26 years

87% are registered charities

Appendix Four

Interim First Year Action Plan (2018-19)

Angus SE Strategy Action	LEAD	Who and what to deliver	Timescale	Outcome
1. Raise Awareness a) Hold an ACPP launch event for the strategy and the consultation on the action plan.	ACPP (VAA)	Invitations to ACPP partners, councillors, social enterprises and other third sector organisations.	May 2018	Awareness is raised of the strategy and the one year consultation programme.
b) Additional local events held for partner staff/interested parties.	VAA, ABC, Senscot	Raising understanding of SE/exploring opportunities for SE/action plan	Throughout the year	MEASURE: Raised awareness among non SEs of the sector through evaluation and event uptake. Identify key messages that need to be shared.
c) Regional Social Enterprise conference in Dundee	DSEN	– Promotion to potential Angus attendees	October 2018	
2. Review the operating SEs in Angus	VAA	VAA, ABC, Business Gateway, AC. Use the Census 2017 list to carry out research on needs	September	An understanding of the existing SEs in Angus MEASURE: A report on the findings.
3. Review the support available and draw up a map.	DSEN	VAA, ABC, Business Gateway, Dundee & Angus College, Angus Council Departments, HSC Partnership - Through joint meetings and review programmes.	September	Create a shared vision of the support pathways and partners roles. Identify any gaps in provision and partners that are actively working together to fill these. MEASURE: A support map for SEs in Angus to show where to direct enquiries from new starts to growing enterprises.

Angus SE Strategy Action	LEAD	Who and what to deliver	Timescale	Outcome
4. Create a list of strategic opportunities that should be prioritised.	VAA	VAA, DSEN – to identify business opportunities and raise awareness of these. Possible links to other strategies such as Community Empowerment, HSC Integration, City Deal bids, Employability and Childcare provision.	6 months – 1 year	Identify key areas for support in increasing trading and, therefore job creation, for Angus SEs and new partnerships to develop these. MEASURE: A report on the opportunities that are currently available.
5. Create a training needs report	DSEN	ABC, VAA, Dundee & Angus College – to carry out training needs research	6 months – 1 year	Ensure that training is available to develop a skilled and adaptable workforce. MEASURE: Promote a training and events programme for SEs.
6. Offer direct support that is available currently to existing, new and emerging social enterprises	VAA, ABC, Business Gateway	VAA, ABC, Business Gateway, Just Enterprise and Senscot to continue to provide/promote 'routine' support	1/4ly mailing and promotion	Provide support that is available for finance, business development, governance, evaluation of impact, Learning Exchange visits, marketing, contract developments. MEASURE: Number of attendees and variety of support delivered/required.
7. Networking and partnership	ACCP – SEP	Meet three/four times a year to bring interested parties together and draw up a three year action plan. Investigate the role/remit and membership of the SEP in the ACPP and its possible role in monitoring and reporting on the Strategy and Action Plan. Review the operation and need for a social	April, September, January and March	Create an understanding of the needs of the sector to enable it to contribute to a sustainable economy in Angus. Conclusions of review of the Social Enterprise Partnership considered and implemented. MEASURE: A three year action plan bringing together the shared learning from year one.

Angus SE Strategy Action	LEAD	Who and what to deliver	Timescale	Outcome
		enterprise network from the engagement of local SEs		Clear governance arrangements.

Linking to the Angus LOIP and SG Outcomes

ANGUS LOIP ECONOMY LOCAL OUTCOMES	LINKS TO ONE YEAR PLAN OUTCOMES	SG SOCIAL ECONOMY ACTION PLAN	LINKS TO ONE YEAR PLAN OUTCOMES
Attractive employment opportunities	1, 3,4, 8	Stimulating Social Enterprise	1, 3, 8
A skilled and adaptable workforce	3, 4, 5, 6	Developing Stronger Organisations	2,3, 4,5, 6
An inclusive and sustainable economy	2, 3, 4, 6,8	Realising Market Opportunity	1,4, 5, 6, 8