



**ANGUS**  
COMMUNITY  
PLANNING  
PARTNERSHIP



# Angus Social Enterprise Strategy 2019-2026

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## **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. The action plan for Angus is 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](http://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**.

### **Angus Social Economy Partnership**

The Angus Social Economy Partnership (ASEP) is the lead strategic group for Social Enterprise in Angus which will report into the Angus Community Planning Partnership Board. The Partnership was formed in August 2019 following the initial work of the Social Enterprise Working Group and will be responsible and report on this Social Enterprise Action Plan (**Appendix Five: Action Plan 2019-2022**)

### **Social Enterprise Networks (SEN)**

At present there are 19 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. The Angus SEN has recently been created and is in the development stage. Dundee SEN is an independent organisation and an equal partner in the TSI. Perth and Kinross SEN is a network within the TSI.

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**)

### **National Support Arrangements**

Scottish Government produced the three year action plan in March 2017 <https://www.gov.scot/publications/building-sustainable-social-enterprise-sector-scotland-2017-20/> and work is continuing to meet the identified actions. A review of funding arrangements to support social enterprise and the networks to link with the 10 year national strategy is still ongoing.

### **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 2019 Census results will be released in September 2019.

From the 2017 census 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%.

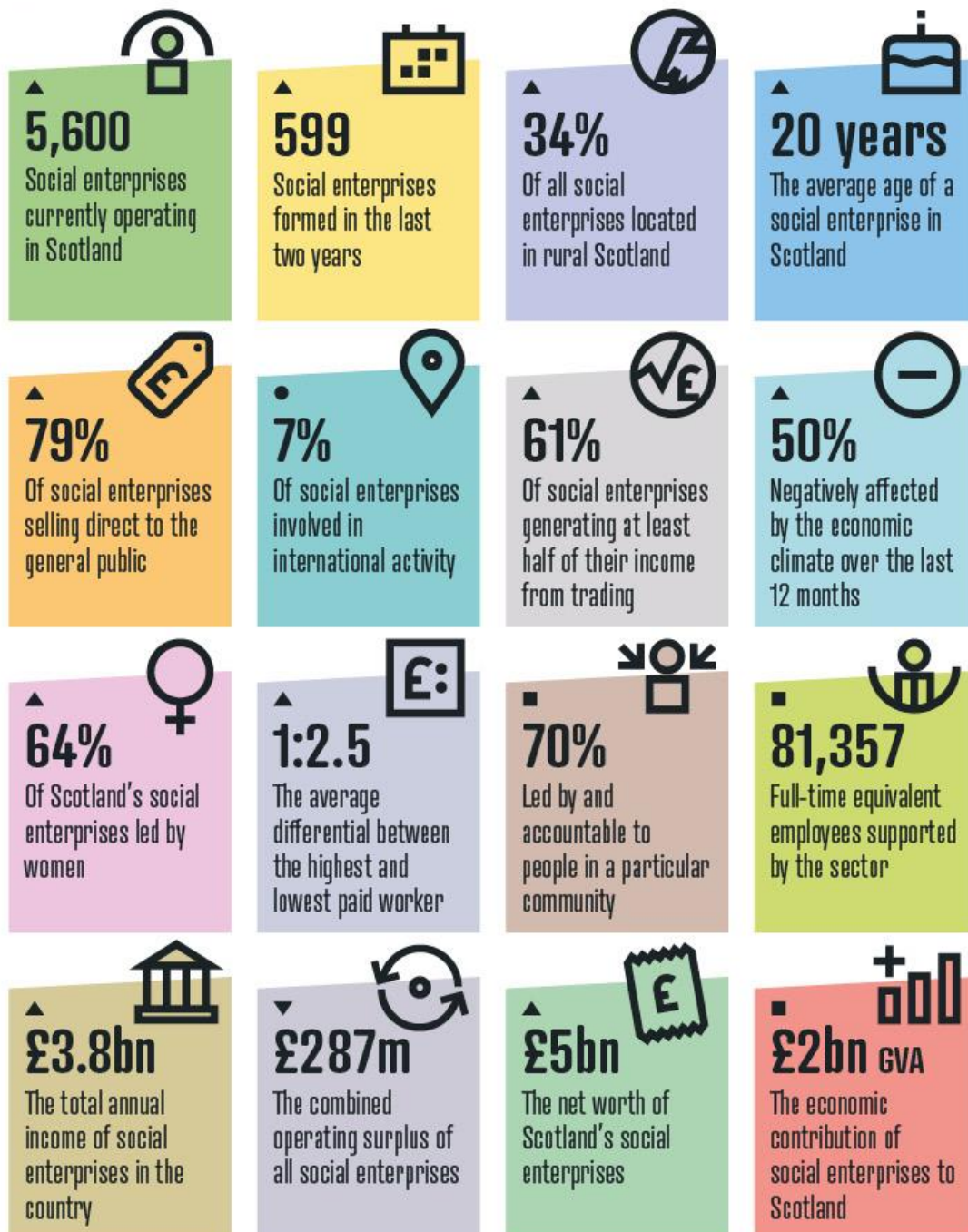
Social enterprises address inequality and the causes of poverty more directly, with 72% paying the living wage, 49% employing previously unemployed young people and

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



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

See Appendix Three (a) 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 three priorities in the Angus Community Plan:

1. Reducing Child Poverty
2. Improving Mental Health and Wellbeing
3. Improving accessibility and connectivity

The development of social enterprise underpins the commitment of the Tay Cities Deal to Inclusive Growth and work is ongoing to finalise the specifics of this work.

#### **Care in the Tay Cities Region**

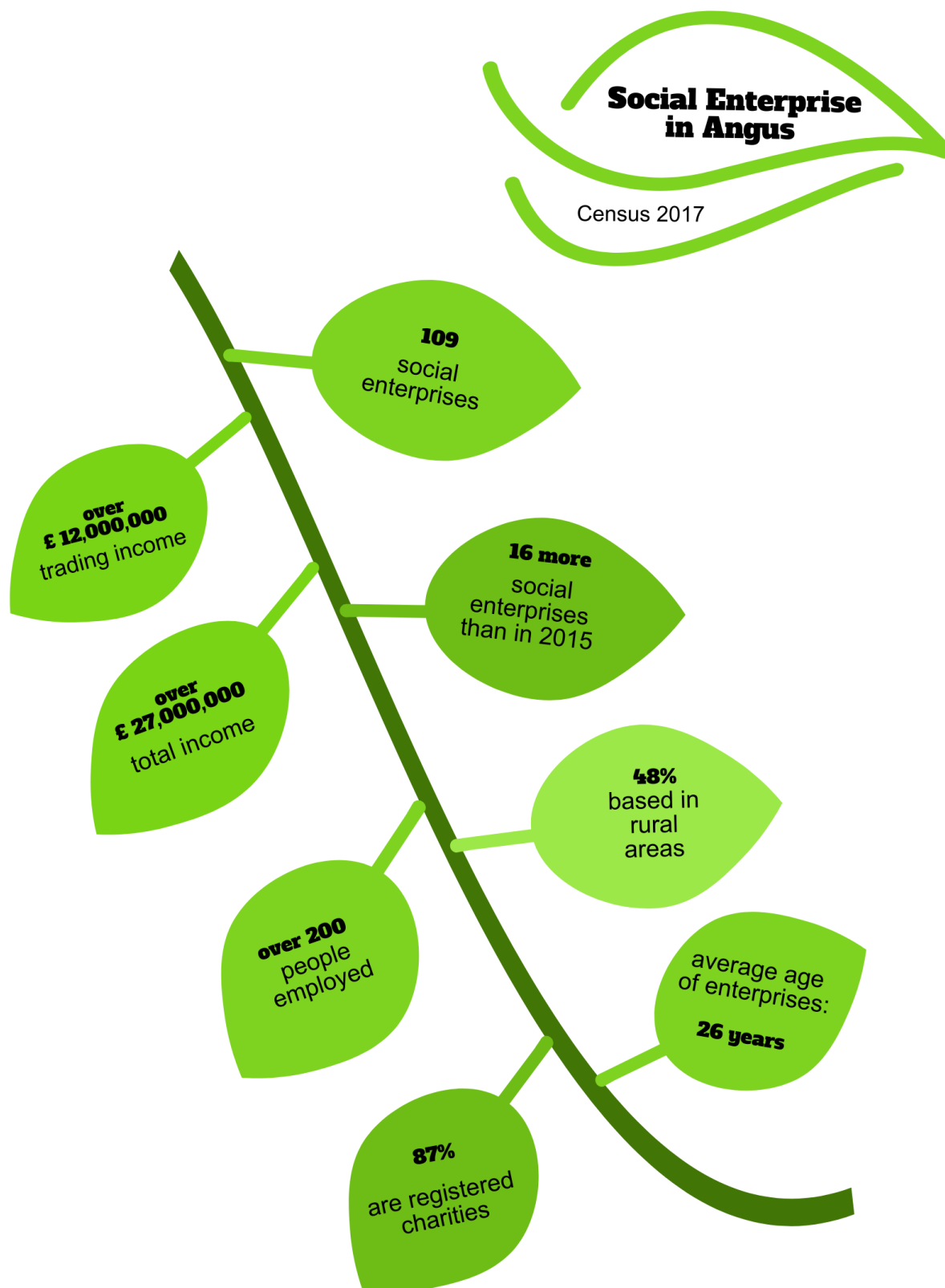
This proposal seeks to address significant demographic and health care challenges by creating new employment opportunities and provide volunteering & learning and development opportunities which will increase the number of local people entering and sustaining a career in care, whilst also developing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

This proposal builds a new economic potential for learning and employability around the stated strategic ambitions of the Health Social Care Integration Partnerships across Tayside on reshaping care with a particular focus on increasing care at home and in the community through a mixed blend of preventative and co-productive services and timely hospital discharge. This will require a realignment of recruitment and learning approaches enhancing opportunities for local people, making access to working in the care sector easier, attractive and more rewarding.

## **Strategic Commissioning**

A number of workshops have been held with key partners to determine how to work differently under contracting with the local authority and others. This work is ongoing and will provide opportunities for further social enterprises to deliver services in key areas.



Source: Social Enterprise in Scotland Census 2017

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

## 4. Mapping of Available Support

### What support is available for Social Enterprises nationally?

The social enterprise sector in Scotland is a rich and varied landscape, so it's often hard to know where to look to find the appropriate support, or even who does what. That's why [Community Enterprise](#) teamed up with social enterprise creative agency [BOLD](#) to produce the Social Enterprise Ecosystem, a comprehensive map of support, funding, information, mentoring and networking.

The Ecosystem is colour-coded for ease of navigation and has five distinct categories: Development, Finance, Learning, Networking, and Policy & Info. The map can be accessed using the link below:

<https://www.communityenterprise.co.uk/wp-content/uploads/2019/06/SE-Eco-System-Interactive-Map-Scotland-2019.pdf>

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 just had their Scottish Government contract renewed until July 2022 to provide one to one support, training courses and procurement advice. The support offered is free to the user and has no limit, the user can keep coming back for support which is a change from their original contract. The new programme of support will be officially launched in August 2019 but will delivered under four sections:

- Start Up
- Leadership
- Strengthening your organisation
- Growing your organisation

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.

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.

The First Year Action Plan Report 2018-2019 can be found at **Appendix 4** which also incorporates the **Angus – Local Social Enterprise Business Support Route**.

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

## 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 have a dedicated Social Enterprise Officer who took up post in May 2019. The Common Services and the ones that relate to social enterprise are shown below, with the achievements in 2016/17:

<b>TSI common services</b>	<b>Support provided in 2016 – 2017 through VAA</b>
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 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.

Angus Business Connections (ABC) is LEADER funded 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. Angus Social Enterprise Action Plan 2019- 22 (See Appendix 5)**

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.

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.



## 6. Strategies and references:

Angus Community Plan 2017 – 2030

[https://www.angus.gov.uk/media/community\\_plan](https://www.angus.gov.uk/media/community_plan)

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](http://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](http://www.justenterprise.org)

## Appendix One

### Case Studies

What is happening around the country to realise the potential of social enterprise?

#### 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/](http://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 them to showcase the work that was 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/](http://www.mwrc.org.uk/) or WeVolution [www.wevolution.org.uk/](http://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 wish 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://sencot.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 split 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 way 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 prisoner's 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

### First Year Action Plan Report (2018-19)

Angus SE Strategy Action	LEAD	Who and what to deliver	Achieved by February 2019	Outcome
<p>1. Raise Awareness</p> <p>a) Hold an ACPP launch event for the strategy and the consultation on the action plan.</p> <p>b) Additional local events held for partner staff/interested parties.</p> <p>c) Regional Social Enterprise conference in Dundee</p>	<p>VAA</p> <p>VAA, ABC, Senscot</p> <p>DSEN</p>	<p>Invitations to ACPP partners, councillors, social enterprises and other third sector organisations.</p> <p>Raising understanding of SE/exploring opportunities for SE/action plan</p> <p>Promotion to potential Angus attendees</p>	<p>VAA</p> <p>Promoted on social media in May.</p> <p>Generic presentation created.</p> <p>ABC – Fed of village halls</p> <p>ABC open event on What is SE?</p> <p>Promoted to local SE through social media and newsletter.</p> <p>EVENT CANCELLED. An awards ceremony held February 2019.</p>	<p>Awareness is raised of the strategy and the one year consultation programme.</p> <p>MEASURE: Raised awareness among non SEs of the sector through evaluation and event uptake. Identify key messages that need to be shared.</p> <p>New enquires to start up SE.</p>
<p>2. Review the operating SEs in Angus</p>	VAA	<p>VAA, ABC, Business Gateway, AC.</p> <p>Use the Census 2017 list to carry out research on needs</p>	<p>VAA</p> <p>20 returned. A big push by end November to get more completed.</p>	<p>An understanding of the existing SEs in Angus</p> <p>MEASURE: A report on the findings.</p> <p>Note 1</p>

Angus SE Strategy Action	LEAD	Who and what to deliver	Achieved by February 2019	Outcome
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.	DSEN - Meeting of the providers to agree the final copy. A national route map has also been included.  Where best to site the information and Route Map?	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.  Completed See Note 2.
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.	VAA  DSEN – completed SE in Tourism report for Tay Cities Deal bid.	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.  Note 3
5. Create a training needs report	DSEN	ABC, VAA, Dundee & Angus College – to carry out training needs research	DSEN - the results from the SE survey, ABC and DSEN info.	Ensure that training is available to develop a skilled and adaptable workforce.  MEASURE: Promote a training and events programme for SEs.  Completed  Note 4
6. Offer direct support that is available currently to existing,	VAA, ABC,	VAA, ABC, Business Gateway, Just Enterprise and Senscot to continue to	Angus SE Newsletter circulated May 2018, August 2018,	Provide support that is available for finance, business development, governance, evaluation of impact,

Angus SE Strategy Action	LEAD	Who and what to deliver	Achieved by February 2019	Outcome
new and emerging social enterprises	Business Gateway	provide/promote 'routine' support	December 2018 and February 2019.  Difficulty in getting basic stats on the numbers supported. Ongoing to have a baseline.	Learning Exchange visits, marketing, contract developments.  MEASURE: Number of attendees and variety of support delivered/required.  Note 4
7. Networking and partnership	Social Economy Working Group	Meet three/four times a year to bring interested parties together and draw up a three year action plan.  Investigate the future role/remit and membership of the SEWG and its possible role in monitoring and reporting on the Strategy and Action Plan.  Review the operation and need for a social enterprise network from the engagement of local SEs	SEWG  Event planned for 20 <sup>th</sup> February 2019 for all SEs. Is this what you want? What are the opportunities? Support structure and future of SEWG.  Working group to work on the report and draft 3 year action plan that was submitted and discussed at February 2019 SEWG meeting.	Create an understanding of the needs of the sector to enable it to contribute to a sustainable economy in Angus. Completed.  Local SEs determine what representative structure they require.  MEASURE: A three year action plan bringing together the shared learning from year one. A final review of the Strategy with amendments as required. Clear governance arrangements for delivery.  The three year plan represents the needs.  Note 5 – the way forward for a SEN and Angus Social Economy Partnership

- VAA – Voluntary Action Angus, ABC – Angus Business Connections, DSEN – Dundee Social Enterprise Network
- Social Economy Working Group – consists of VAA, DSEN, Angus Council and others who are to be recruited for their knowledge and interest in the development of SE and willing to engage in delivery of support.

## **Social Enterprise Questionnaire**

The questionnaire was sent out to the list of 109 Social Enterprises registered in Angus. There were 20 responses to the social enterprise questionnaire, all existing, new and upcoming Social Enterprise's had the opportunity to participate. A summary of who responded and the responses are as follows:

- The response and needs ranged from training and assisting with finding funding and larger premises, training needs were as follows good governance/board training, customer service and business planning.
- 10 of the respondents were playgroups and out of school clubs which all had similar answers and needs. The other 10 were a complete mixed of organisations with a number of different needs.
- From the responses it was clear that one of the main needs of these organisations is an opportunity to access more training. This was made evident and listed in the 3 year action plan.
- From the responses there is a an opportunity to look at the SE's interest to come together as an Angus wide forum or through locality links to share best practice and work more collaboratively.

As aforementioned, the response numbers were quite low in comparison to the number of organisations it was sent to, therefore it would be my recommendation to introduce the questionnaire again at the event giving organisations a clear briefing on the purpose, and either providing time at the end for them to fill it out or at least highlighting that we will be resending to ensure they are aware and look out for it. This should result in a larger return.

**Note 2**

**Angus – Local Social Enterprise Business Support Route**

Pre Start	Start up/Early Stage	Existing Enterprise Development
<ul style="list-style-type: none"> <li>•Angus Business Connections</li> <li>•Business Gateway</li> <li>•Coca Cola 5x20 project</li> <li>•Just Enterprise</li> <li>•Social Firms Scotland</li> <li>•Voluntary Action Angus</li> </ul>	<ul style="list-style-type: none"> <li>•Angus Business Connections</li> <li>•Business Angus</li> <li>•Business Gateway</li> <li>•First Port</li> <li>•Just Enterprise</li> <li>•Social Firms Scotland</li> <li>•Visit Scotland</li> <li>•Voluntary Action Angus</li> </ul>	<ul style="list-style-type: none"> <li>•Angus Tourism Co-operative</li> <li>•Business Gateway</li> <li>•Business Angus</li> <li>•COSS</li> <li>•First Port</li> <li>•Just Enterprise</li> <li>•Partnership 4 Procurement</li> <li>•Scottish Enterprise</li> <li>•Visit Scotland</li> </ul>

## Business Support

<p>Governance</p> <p>Business Plans</p> <p>Training Business Planning/Marketing/IT</p> <p>Legal Advice</p> <p>Peer to Peer Support</p> <p>Mentoring</p> <p>Desk Space</p> <p>Funding and Investment</p>	<p>Social Media training</p> <p>Bookkeeping</p> <p>Legal Advice</p> <p>Digital Marketing/Digital Boost</p> <p>Peer to Peer Support</p> <p>Mentoring</p> <p>Community Asset Transfer</p> <p>Social Impact Measuring</p>	<p>Finance/Loans</p> <p>Market Development</p> <p>Employer Advice</p> <p>Supplier Development Programme</p> <p>Export Help</p> <p>Marketing</p> <p>Partnerships</p> <p>Public Social Partnerships</p>
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### Business Networks

Angus Business Connections  
 Angus Tourism Co-operative  
 Community Resources Network Scotland  
 Development Trust Association Scotland  
 Dundee & Angus Chamber of Commerce  
 The Federation of Small Businesses  
 Tay Country (East of Scotland Tourism Partnership)

**Note: National Organisations are identified on national support route map.**  
<https://www.communityenterprise.co.uk/wp-content/uploads/2019/02/A2-SE-Map-2019-Poster.pdf>

**NOTE 3 - VAA****Opportunities that are currently available linking to local economy.**

<b>Strategy</b>	<b>Who to link with</b>	<b>Opportunity</b>
Community Empowerment	Angus Council	CAT enquiries and Participatory Budgeting
HSC Integration	IJB/HSCP	New services
Tay Cities Deal	Tay Cities Board	Progress on bids
Employability	Shared Apprenticeships	No of engagements
Childcare provision	Education	New services
Tourism	Angus Tourism Co-op	No of SEs engaged
Grow Angus	VAA	No of SEs in the group

This is still under review and will form part of the discussions and opportunities that will arise through the Transforming Services Events which fully involves all partners from Third Sector, Angus Council CPP and HSCP.

VAA will increase its strategic resources available to developing social enterprise in Angus. A new Strategic officer will be responsible for stimulating local develop through the Angus Social Economy Partnership, working collaboratively with partners and VAA Locality workers. This will help develop new organizations and approaches, whilst helping existing voluntary sector organizations to develop new market opportunities. The social enterprise innovation hub will increase opportunities for support to new enterprise initiatives. As part of our new digital capacity approached more support will be available on line. The Strategic officer will lead on VAA work and develop strong partnerships. This post will also help support VAA Locality workers as a first point of contact for early stage development.

**Note 4**

Existing support delivered – this has been recorded through the year. There is no standard recording system or sharing of this data.

<b>Group/Organisation</b>	<b>Training Courses</b>	<b>1-2-1 Support follow up delivering the support</b>
Tourism/ATC	Courses – FAM and ATC awareness raising	
DSEN	Making Connections to Realise Opportunities (40 attendees)	4 engagements
ABC	Courses – Support provided/providers meeting/ Marketing/Collaboration	38 engagements
Just Enterprise	Courses What is SE?	5 engagements
Business Angus	None specific	11 engagements
Business Gateway	None specific	3 referrals to ABC
First Port	Course – Fine Tune your SE event in Dundee	5 engagements
Visit Scotland	None specific	
VAA		25 Engagements
COSS	None specific	1 engagement
P4P	Course – introduction to Procurement (8 attendees)	1 engagement
Scottish Enterprise	Course – Tourism Masterclass (12 attendees) Innovation Workshop – People, Place and Practice (11 Attendees)	2 engagements

**Identified Training Needs**

From the above engagements and through the different organisations work, the following have been identified as the main areas of training needs.

Social media, Marketing, Networking, Tourism opportunities, Business planning, budgeting and cashflow, Developing new income streams, Digital tax and completing returns. Premises and leases, Legal structures for trading. Measuring social impact and writing case studies.

Strategic areas that enterprises would like to know more about are – Health and Social Care Integration, Tourism strategies (local and regional), Community Asset Transfer.

Note 5 – Feedback from the consultation event on 20<sup>th</sup> February 2019

Who should be on an Angus Social Economy Partnership?

Local Authority, Third Sector Interface, Health Board/HSCI/IJB, Support organisations (Community Enterprise, First Port, Just Enterprise), SEN reps, Dundee and Angus College, local SE grass roots reps, Business Angus.

- Could be a good point of contact for grass roots and agencies.
- Those on it to contribute to the delivery and respond to needs of SE in the area
- Might have LA reps as needed such as Property, Law, Procurement, Economic Development, Elected Officials.
- Bring in Education and private sector as well to realise the opportunities that are identified in the action plan.

What is the role for a SEN?

- Set the direction of SE development in Angus
- A network that meets and shares opportunities and challenges
- Might employ a co-ordinator
- Gives a voice locally that feeds into national. Shares national info to SE.
- Develops relationships with the other agencies and public sector. Promotes SE as a goods and service delivery option.
- Is an independent network
- Can be big or small – whatever is needed locally.

Resourcing a SEN – Peer support but also might be some funds available. Link into funds from TSI and LA. Part of the 92 point Scottish Government actions in the National Strategy offers commitment to support a SEN where needed/wanted.

Angus SEN –What would its role be?

Support the development of a network, Connecting SE to local policy at strategic level, SE's being part of the decision.

Role of the Strategy Office at VAA

- VAA role to support social enterprise in Angus and so will address this gap.
- TSI role
- Links to the Action plan – need to see how. Compliments the Angus action plan.
- Might signpost SE to support
- Could support the network along with other work
- Work with the SEN in partnership – some TSI's work with their SENs in partnership and some are independent.

How to raise the profile and understanding of SE in Angus?

- Raise awareness of the model across the public sector especially. Clear up misunderstandings.
- Get better links and how to share case studies and best practice.
- What it is and is not. Not a silver bullet to fix all problems. But an option.



**Appendix 5**



**ANGUS SOCIAL ENTERPRISE ACTION PLAN  
2019-2022**

### **Angus Social Economy Partnership**

The Angus Social Economy Partnership (ASEP) is the lead strategic group for Social Enterprise in Angus which will report into the Angus Community Planning Partnership Board. The Partnership was formed in August 2019 following the initial work of the Social Enterprise Working Group and will be responsible and report on this Action Plan.

### **Angus Social Enterprise Priorities**

The Angus Social Economy Partnership (ASEP) have agreed the following priorities for the next three years:

1. Developing a higher profile sector.
2. Growing market share
3. Improving sustainability
4. Demonstrating impact

### **Measuring Impact**

It is suggested that the work of ASEP and its impact will be measured consistently with community planning approaches used in delivering on key outcomes. These will reflect the above priorities and discussed by community planning partners and local implementation groups as well as HSCI strategic groups. More specifically impact will be demonstrated by the following:

- Feedback from emerging and existing Social Enterprises
- Progress reports on the action plan
- An annual survey
- An annual Social and Economic impact assessment
- The Scottish Government bi-annual Social Enterprise Census

\* Priorities in bold are Year 1 priorities

STRATEGIC ACTIONS	LEAD	MEASURE	PROGRESS AS AT (Insert date)
<b>1. Developing a Higher Profile Sector</b> SG priority - Stimulating Social Enterprise			
<b>Priority one:</b> Develop the Angus Social Economy Partnership and engage with the key agencies. Engage and promote the SE model to these organisations	ASEP	Terms of reference Number of individuals and agencies on the partnership Shared Communication Plan	
<b>Priority two:</b> Developing effective local signposting from all partners for support from new starts to growing social enterprises	ASEP	Shared information through the Angus Support Route Map and National map No of referrals	
Raise the profile of social enterprise in Angus through the Communication Plan	ASEP	No of posts, media hits etc Events attended	
Work with communities, including equalities groups and communities of interest, to recognise and develop new social enterprise opportunities	ASEP	No of new social enterprises or aspiring groups	
Enhancing the contribution in rural areas	ABC	No of new groups	
Supporting social entrepreneurship learning in schools	ASEP	No of schools engaged	

<b>2. Growing Market Share</b>			
SG priority - Realising Market Opportunity			
<b>Priority one:</b> Identify ongoing market opportunities – linking to local economy, Community Empowerment, Health and Social Care Integration, Tay Cities Deal, Employability, Childcare provision, Tourism Grow Angus.	ASEP	CAT enquiries New services Progress on bids No of engagements New services No of SEs engaged No of SEs in the group	
<b>Priority two:</b> Helping to win public sector business through supporting commissioners and buyers, especially in Health and Social Care, Self-directed Support and Education.	ASEP Just Enterprise Business Angus P4P	No of new bids No of those attending training	
<b>Priority three:</b> Building the social enterprise market place by promoting local goods and services e.g. through events/online to general public and private sector.	ASEP	Use of communication plan	
Developing the ability to respond to new opportunities – training and create links.	ASEP	SE annual survey responses on new opportunities acted upon	
Building trading relationships across the third, public and private sector.	ASEP		

<b>3. Improving Sustainability</b>			
SG Priority – Developing Stronger Organisations			
<b>Priority one:</b> Supporting the development of a local network for social enterprises to learn from each other, share and provide representation.	Senscot ASEP	Creation of a network	
<b>Priority two:</b> Facilitating access to finance and support to develop capacity in financial management. Investigate the creation of a local start up fund.	ASEP Just Enterprise	No of orgs accessing finance Training in social finance Create a fund	
Encourage the use of Community Benefits in Public Sector procurement or more flexible partnerships to encourage contract development.	ASEP VAA Tayside Community Benefit Group	No of Community Benefits made No of PSPs or Innovation partnerships.	
Providing business skills development for leaders	ASEP Just Enterprise Business Angus	No of courses run No of attendees on courses	
Supporting social enterprises to build careers for their staff and provide training courses.	ASEP Just Enterprise	No of courses Retention and progression of staff	
Encourage co-working spaces. Support the provision of business premises.	ASEP ACPP	No of SEs involved	
Develop mentoring approaches through Angus SEN	ASEP Angus SEN	No of mentoring opportunities arranged and carried out	

<b>4. Demonstrating Impact</b>			
Links Local Community Plan Outcomes			
<b>Priority one:</b> Create a baseline	ASEP	Attractive employment opportunities A skilled and adaptable workforce An inclusive and sustainable economy Combat poverty	
<b>Priority two:</b> Engage all delivery partners in agreeing a shared reporting system for training and one to one support	ASEP	System created	
<b>Priority three:</b> Create case studies on the social and environmental impact of Angus Social Enterprises through different media forms.	ASEP	4 Case studies Social Enterprises using a journal to record progress/successes	
Undertake an annual survey of social enterprises - face to face interviews	ASEP	Questions based on measures in the plan	
Undertake an annual Social and Economic impact assessment, incorporating a measure for income reinvested/spent in Angus.	ASEP	Impact on local economy	
Encourage participation in the Bi- annual national Census	ASEP	Promoted through individual organisations and the Communication Plan	