



A Social Enterprise Strategy for Edinburgh 2013 - 2018

Enabling Enterprise



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FOREWORD

Social Enterprise Strategy Steering Group

Social enterprises are making a significant contribution to Edinburgh by generating local employment, training and volunteering opportunities; taking innovative approaches to creating products and services and ploughing their profits back into their local communities.

For the past nine months the Social Enterprise Strategy Steering Group for Edinburgh (SESSGE) has been considering how the social enterprise sector can be supported to grow and develop over the next five years. We wanted to create an inclusive strategy for the city that would create opportunities not just for existing social enterprises but also for new social entrepreneurs and third sector organisations that want to increase their trading income and that place social enterprises at the heart of a vibrant Edinburgh economy.

**Neil McLean, Chair, Social Enterprise Strategy Steering Group
November 2013**

Edinburgh Compact

Edinburgh Compact Partnership brings together the third sector with the public sector to increase social value and build resilient communities. Edinburgh continues to face major social and environmental challenges and significant inequalities.

In a time of rapid social and demographic change with a hugely challenging fiscal environment the Compact Partnership believes we need to do things differently. The Compact Partnership welcomes this Social Enterprise Strategy and Action Plan as a key tool in supporting new ways of doing business for social good.

**Harriet Eadie, Chair, Edinburgh Compact Partnership
November 2013**

METHODOLOGY

This strategy was developed by the Social Enterprise Strategy Steering Group for Edinburgh (SESSGE) operating as a sub-group of the Edinburgh Compact Partnership, part of the Edinburgh Community Planning Partnership.

The strategy builds on Edinburgh's two previous social enterprise strategies: 'A New Way of Doing Business' (2005-2008) and 'Adding Value to Business' (2010-2013).

In December 2012 a consultation event, 'The Future of Social Enterprises in Edinburgh', was organised to give social enterprises the opportunity to express their views about how the sector could be supported and developed. This event was attended by around 40 people and was used as the foundation for the development of the strategy.

The strategy was then developed by the SESSGE over a period of nine months. During this time evidence was gathered from research documents and a broad range of stakeholders and potential delivery partners.



VISION AND STRATEGIC OUTCOMES

Vision

Social enterprises are key to a vibrant economy that delivers the best outcomes for the people of Edinburgh.

Strategic Outcomes

The strategy is based around 5 strategic outcomes:

1. Edinburgh's social enterprise sector grows and becomes more resilient;
2. The social value of public services is maximised and profiled;
3. Engagement by social enterprises with users and customers is enhanced;
4. The social and economic impact of Edinburgh's social enterprise sector is understood and recognised; and
5. Access to social enterprise education increases in schools and in further and higher education.

TERMINOLOGY: SOCIAL ENTERPRISE

Within this strategy the term social enterprise should be taken to mean:

Existing and new social enterprises, enterprising third sector organisations and new start social entrepreneurs.



INTRODUCTION

This strategy sets out how social enterprises will be key to a vibrant economy that delivers the best outcomes for the people of Edinburgh.

Edinburgh is home to a thriving community of social enterprises and has long been recognised as a leading centre for social enterprise. In 2005 it became one of the first cities in the UK to have a dedicated social enterprise strategy when it published 'A Social Enterprise Strategy for Edinburgh: A New Way of Doing Business'.

When the first strategy was written there was no directory of social enterprises in the city so it was not possible to measure the size of the sector. In 2005, a group of social enterprises came together to form the Edinburgh Social Enterprise Network (ESEN). This was a vehicle for organisations to share best practice and trade with each other. In 2011 ESEN partnered with Edinburgh Voluntary Organisations Council (EVOC) and the Volunteer Centre Edinburgh (VCE) to form the Edinburgh Third Sector Interface, which provides strategic support to social enterprises, third sector organisations and volunteers. This enabled the sector to participate more closely in community planning and to build strategic partnerships with other key players.

This is an ambitious strategy that will require buy-in, support and resources from a wide range of partners and stakeholders.

SOCIAL ENTERPRISE

Social enterprise is a way of doing business that takes innovative approaches to the development of products and services and to meeting social and environmental challenges. Social enterprises can achieve their aims through the running of their business and/or by investing their profits into social or environmental good.

The essential criteria that define a social enterprise are set out in the Social Enterprise Code*. In summary, social enterprises are: businesses that operate in markets and whose primary objective is to achieve social or environmental benefit; their governing documents must contain an asset lock; they must aspire to financial independence through trading and they must be distinct from the public sector.

This strategy takes an inclusive approach to social enterprise, recognising that growth in the sector will come not just from existing social enterprises, but from new social entrepreneurs and third sector organisations wishing to become more independent through trading.

* www.se-code.net



SOCIAL ENTERPRISES IN EDINBURGH

In 2013, Edinburgh Social Enterprise Network (ESEN) had a total of 120 Edinburgh social enterprises listed on its database. ESEN estimates that the number of organisations in the city meeting the criteria in the Social Enterprise Code could be as high as 300.

A mapping study carried out by ESEN in 2013 showed that there were over 4,400 people involved in the running of Edinburgh's social enterprises and the turnover of the sector was £44million per annum, of which 75% was generated through trading.

ESEN estimates that the number of social enterprises in the city is growing at 15% per year. Firstport, the national support programme for new start social entrepreneurs, reports that it supports double the national average of new social entrepreneurs in Edinburgh.

ESEN's 2013 mapping study showed that the largest market for social enterprises in the city is consumers, followed by third sector organisations and businesses, with the public sector making up only 13% of the market. This is peculiar to Edinburgh as, elsewhere; the public sector generally forms a much larger part of the market for social enterprises.

Edinburgh has an incredibly diverse range of social enterprises, delivering over 30 different types of product and service. It has large number of social enterprises working in the creative industries; venues; cafes and reuse and recycling services and currently has fewer than the average numbers of social enterprises working in the field of health and social care.

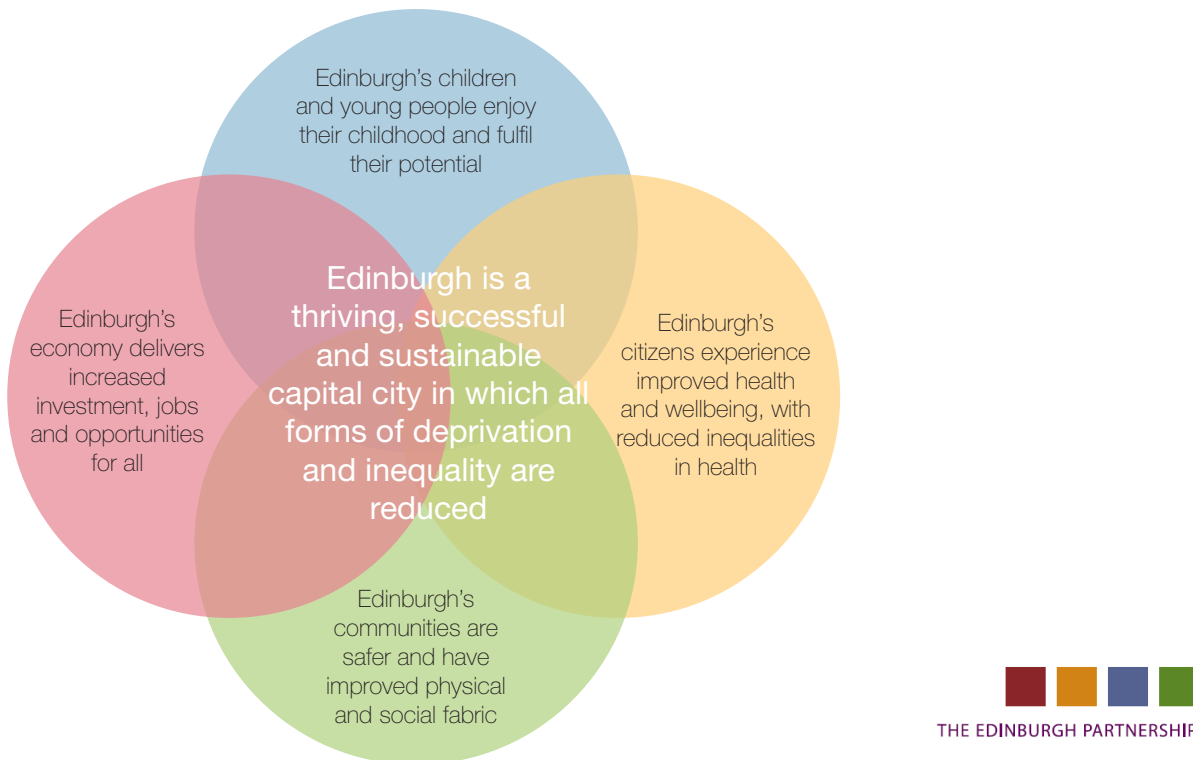
CONTEXT

The Social Enterprise Strategy for Edinburgh has to operate within a broad context, working within the Edinburgh Partnership's strategic objectives and as a strategy owned by the Compact Partnership. It must also take account of other significant plans, for example, the City Economic Strategy and the Cooperative Capital Framework.

The strategy helps deliver many aspects of these arrangements in particular complementing the overarching vision 'Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced'. This reiterates the benefits of a social enterprise approach while operating as a business, the enterprise is based on social objectives and has the capacity to reduce deprivation and inequality through jobs and training and community development.

City Community Plan

Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced. Action to deliver this vision will be concentrated on four high level outcomes outlined in the diagram below.



Reducing inequalities is integral to all four outcomes because this is the most effective preventative action for many social and health problems. The vision, and four accompanying outcomes, capture the essence of the Partnership's ambition for the city. The outcomes and actions in this Community Plan are designed to tackle some of the key economic, health, educational and social priorities in the city.

The Partnership also wants improved outcomes in these areas to bring benefits to as many citizens as possible, seeking to reduce poverty, inequality and disadvantage and provide a positive legacy for future generations. Partners' resources will be harnessed efficiently and effectively and better targeted to tackle these priority issues. The Partnership provides services which embrace the approaches of prevention, early intervention and innovation, based on evidence and centred on the needs of our citizens.

Compact

This strategy was developed by the Social Enterprise Strategy Steering Group, which worked under the auspices of the Edinburgh Compact Partnership, part of the Edinburgh Partnership cohort of Strategic Partnerships.

The Edinburgh Compact Partnership brings together key public sector partners and a range of third sector partners under the over arching principle 'In Equal Respect'. Partners collaborate to strengthen positive and purposeful relations while taking forward a range of joint initiatives that benefit Edinburgh's communities of interest and place.

The Social Enterprise Strategy for Edinburgh aligns with the Edinburgh Volunteering Strategy 2012-2017, which was developed by the Implementation Group Inspiring Volunteers in Edinburgh (iGIVE), also operating under the auspices of the Edinburgh Compact Partnership.

Third Sector Interface

The Edinburgh Third Sector Interface (TSI) provides support to the wider third sector and volunteers in the city. It is funded by the Scottish Government and is a collaboration between ESEN, Edinburgh Voluntary Organisations Council and the Volunteer Centre Edinburgh. By working together, the partners aim to build and enable resilient, sustainable and inclusive communities in Edinburgh.

Within the TSI, the Edinburgh Social Enterprise Network (ESEN) supports social enterprises in the city. It provides services to help social enterprises thrive including: a business support programme; an online and printed social enterprise directory; a social enterprise web site; networking opportunities, training and an e-newsletter. As a membership organisation, ESEN also represents the social enterprise sector in Edinburgh and is responsible for building strategic partnerships with social enterprises.

Cooperative Capital

A key component of the Capital Coalition's vision is to *'To build a cooperative and more prosperous Edinburgh in which every resident and community benefits'*. The City of Edinburgh Council in October 2012 approved the adoption of the *'Framework to Advance a Cooperative Capital 2012/17'*. The Framework consists of six core themes and is aligned to several Capital Coalition pledges to develop cooperative organisations in the city to deliver energy, housing, child-care and social care services.

Key elements of the framework are reflected in this strategy, for example: the development of cooperatives and intentions around co-production. The planned application of sustainable procurement approaches resonates with the cooperative procurement theme. The cooperative corporate social responsibility (CCSR) theme embraces a range of collaborative efforts between and across the public, enterprise and business communities.

National Context: Scottish Government

In 2008, the Scottish Government produced the 'Enterprising Third Sector Action Plan 2008 – 2011' to help create the right conditions in which an enterprising third sector, including social enterprises, can thrive, enabling the third sector to play a full role in the development, design and delivery of policy and services in Scotland.

The Scottish Government has continued to be supportive of the enterprising third sector by funding Just Enterprise and the Enterprise Ready Fund. It supports Social Enterprise Scotland, Senscot and Social Firms Scotland to help social enterprises to network, develop, collaborate and grow, to raise the profile of social enterprise and to have an input into policy development. The role of local social enterprise networks was also recognised in the new Third Sector Interfaces (TSIs) infrastructure, which was introduced by the Scottish Government.

Just Enterprise

The Just Enterprise programme, which is funded by the Scottish Government, supports social enterprises through the provision of tailored support. Just Enterprise has a number of strands: Just Enterprise business support assists enterprising third sector organisations in their development; Firstport provides start-up support to social entrepreneurs and Just Enterprise Learning and Development services have been designed to ensure third sector leadership is enhanced to increase business skills and competencies and support business development and sustainability.

A SOCIAL ENTERPRISE STRATEGY FOR EDINBURGH 2013-18

Enabling Enterprise

The Strategy

The social enterprise sector has never been stronger and is in a position to play a key role in the development of a vibrant, mixed economy in Edinburgh. This action plan sets out how the city can strengthen and grow the sector over the next five years. We want to see a sector that is comprised of strong businesses; that is a strategic partner to the public sector; that engages well with businesses and people of Edinburgh; that is clear about its own size and impact and that works with schools, colleges and universities to create the next generation of social entrepreneurs.

The action plan recognises the current economic situation and outcomes are proposed on the basis of maximising the impact of existing resources and working cooperatively to deliver outputs.

An increase in sustainable income for the social enterprise sector will lead to more employment, training and learning opportunities leading to increased economic and social benefit for Edinburgh's communities.

Action Plan 2013 - 18

The term social enterprise should be taken to mean: existing and new social enterprises, enterprising third sector organisations and new start social entrepreneurs unless otherwise stated.

The delivery of some actions is subject to resources being made available.

Strategic Outcome 1: Edinburgh's social enterprise sector grows and becomes more resilient

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>1A</p> <p>Social enterprises and social entrepreneurs can access the business support they require</p>	<p>There is a clear route to appropriate business support for new and existing social enterprises:</p> <ul style="list-style-type: none"> The support landscape will be mapped and a guide will be made available to new and existing social enterprises The Business Gateway (BG) will employ a specialist social enterprise advisor to increase access to Business Gateway Services for social enterprises ESEN will refer social enterprises to the Business Gateway, its own business support programme and other programmes such as Just Enterprise for advice and training 	<p>Basic guide published</p> <p>Appointed by autumn 2013</p>	<p>ESEN</p> <p>Business Gateway</p> <p>Just Enterprise</p>	<p>Guide produced and published on the Compact website and other promotional routes</p> <p>90% of social enterprises rate Business Gateway as good or very good</p>	<p>v1 – 2014</p> <p>v2 - 2016</p> <p>2015</p> <p>2017</p> <p>Ongoing</p>
	<p>The support offer will develop to meet the needs of social enterprises:</p> <ul style="list-style-type: none"> Local business support providers will form a review group that will meet once a year to plan for the changing needs of social enterprises A survey of social enterprise in relation to business support will be carried out on a two-yearly basis and fed back to support providers 	<p>Review group formed</p> <p>Survey completed</p>	<p>ESEN</p> <p>City of Edinburgh Council</p> <p>Business Gateway</p> <p>Community Enterprise</p>	<p>Review group formed by February 2014 and group meets annually thereafter</p>	<p>Feb 2014</p> <p>Ongoing</p> <p>2015</p> <p>2017</p>
	<p>Social enterprises can access the finance they need to develop and grow:</p> <ul style="list-style-type: none"> The ESEN business support programme and Business Gateway provide up-to-date advice on funding, social finance and investment Social enterprises will be kept up to date with new ways of raising finance such as crowd-funding and community shares 	<p>Briefings and signposting provided as required</p>	<p>ESEN</p> <p>Community Enterprise</p> <p>Business Gateway</p>	<p>90% of social enterprises rate advice provided as good or very good</p>	<p>Ongoing</p> <p>Ongoing</p>

Strategic Outcome 1: Edinburgh's social enterprise sector grows and becomes more resilient

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale	
1B Emerging social enterprises can access the knowledge and expertise of existing social enterprises	<ul style="list-style-type: none"> The establishment of a peer-to-peer coaching and mentoring or 'enterprise angels' programme for individuals and organisations planning to set up social enterprises will be investigated A clear referral pathway will be developed for third sector organisations wishing to increase trading Social entrepreneurs and new social enterprises will be invited to attend ESEN network meetings and Firstport's Start-up Social Enterprise Network The benefits of involvement in a business incubator will be promoted to new social enterprises 	<p>Feasibility of providing programme established</p> <p>Referral pathway established</p> <p>New social enterprises profiled at ESEN meetings</p> <p>Info about business incubators included in ESEN's e-newsletter</p>	<p>City of Edinburgh Council</p> <p>ESEN</p> <p>EVOC</p> <p>VCE</p> <p>Business incubators</p>	<p>Number of referrals increases by 5% per year</p> <p>90% of new social enterprises rate ESEN's services as good or very good</p>	<p>June 2014</p> <p>March 2014</p> <p>Ongoing</p> <p>Ongoing</p>	
	1C More new businesses will adopt social enterprise as a model	<p>The Edinburgh Business Gateway will highlight social enterprise as a model to new social entrepreneurs</p>	<p>Staff to be briefed on the benefits of social enterprise and sector support arrangements</p>	<p>Business Gateway</p>	<p>Number of new social enterprises/ entrepreneurs emerging per year</p>	<p>Ongoing</p>
		1D Social enterprises have the appropriate competences and skills	<p>The Management Boards of social enterprises will be supported to be more enterprising:</p> <ul style="list-style-type: none"> A risk matrix tool for social enterprise boards will be developed Business leaders, particularly those from the SME sector, will be encouraged to join the boards of social enterprises Training and support will be developed to help social enterprise boards better understand risk, financial reporting and planning <p>Social enterprise will be supported to become more resilient:</p> <ul style="list-style-type: none"> A learning programme focusing on leadership development, change management and resilience will be developed 	<p>Risk matrix developed and associated training made available</p> <p>Training developed</p> <p>Leadership programme developed</p>	<p>ESEN</p> <p>Social Enterprise Academy</p> <p>Business Gateway</p>	<p>In place by April 2015</p> <p>Number of business leaders attracted onto boards</p> <p>Training will be delivered to six boards per year</p> <p>Learning programme established</p> <p>Eight social entrepreneurs participate per year</p>

Strategic Outcome 2: The social value of public services is maximised and profiled

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>2A</p> <p>The public sector increases social enterprise delivery of services through sustainable procurement and purchasing practices</p>	<p>Edinburgh's public sector bodies to increase opportunities through the following:</p> <ul style="list-style-type: none"> Identify and promote opportunities for sub-contracting within tenders Apply article 19 and/or social benefit clauses in procurement exercises <p>Develop partnerships with companies delivering public sector contracts:</p> <ul style="list-style-type: none"> Encourage the use of social enterprises as sub-contractors to companies bidding for or delivering contracts <p>More (non-purchased) products and services shall be purchased from social enterprises, using the following:</p> <ul style="list-style-type: none"> Produce a framework for determining the type of funding relationship (grant, SLA/ contract) as agreed for development within the Compact's Funding Strategy. In order to maximise the full social value of public expenditure, public sector bodies identify a number of products and services that could be provided by social enterprises. <p>Public sector actively considers alternative commissioning mechanisms, to enable the full involvement of service users, providers and other interests, for example, co-production and Public Social Partnerships (PSPs) in relation to designing services and commissioning plans</p>	<p>Apply article 19 and/or social benefit clauses in procurement exercises</p> <p>Public sector bodies audit discretionary expenditure and identify potential for spend in Edinburgh's social enterprise community</p> <p>Commissioners increasingly apply coproduction in designing services and service planning</p>	<p>Public sector</p> <p>ESEN</p> <p>EVOG</p> <p>Business forums</p>	<p>Number of social enterprises taking advantage of sub-contracting opportunities</p> <p>Number of tenders including social benefit clauses</p> <p>Number of jobs and traineeships created</p> <p>Number of partnerships with private sector developed</p> <p>Framework in place in order to influence grant and contract relations</p> <p>New products and services identified by public sector</p> <p>The number of service plans and service packages designed cooperatively increases by 10% year on year</p>	<p>Ongoing</p> <p>(Note: Guidance will be issued by the Scottish Government following settlement of the Procurement Reform Bill in 2014 – this may impact across developments in this section)</p> <p>July 2014</p> <p>Ongoing</p> <p>Ongoing</p>

Strategic Outcome 2: The social value of public services is maximised and profiled

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>2B</p> <p>Social enterprises and the public sector understand the value in working together</p>	<p>Social enterprises are seen as viable providers of public services:</p> <ul style="list-style-type: none"> • Training sessions and briefings for public sector buyers, which promote the quality of products and services that social enterprises can provide and the financial and operational sustainability of social enterprises <p>Public sector providers will tap into the expertise of social enterprises:</p> <ul style="list-style-type: none"> • A protocol for the involvement of third parties in the co-production of services will be developed <p>Social enterprises understand how they can influence and deliver public services:</p> <ul style="list-style-type: none"> • Compact and TSI partners publicise public sector consultations to social enterprises through their newsletters and events • Social enterprise registration on Public Contracts Scotland (PCS) portal promoted • A programme of open provider briefings occurs promoting upcoming opportunities - delivered by Edinburgh's public sector, promoted by business and enterprise leading interests • Public sector buyers consult on the most appropriate way to ensure that opportunities are maximised for the benefit of the city's social and business economy, for example through a business opportunity portal 	<p>Edinburgh's first 'Meet the Supplier' event occurs – to coincide with National enterprise week</p> <p>Joint workshops occur on maximising social value in procurement and grant programmes</p> <p>Protocol developed and adopted by public sector agencies by Dec 2014</p> <p>Protocol routinely applied by buyers (those involved in commissioning and procurement)</p> <p>Compact website becomes the main route for engagement and consultation</p> <p>Public buyers undertake open briefings for providers from all sectors</p> <p>Buyer/supplier working group established by summer 2014</p>	<p>Public sector</p> <p>TSI partners</p>	<p>First event occurs Nov 2014 and annually thereafter</p> <p>Increase in awareness and benefits of investing in the sector to buyers increases by 10% year on year</p> <p>Minimum of 4 workshops takes place</p> <p>Protocol applied and all public sector buyers briefed by Dec 2014</p> <p>Incidence of services designed / delivered in partnership with third parties increases by 5% year on year</p> <p>Promotion undertaken as required and 10% increase in levels of interest and registrations per year</p> <p>A minimum of two open provider briefings held per year by public bodies</p> <p>Quarterly meetings occur</p> <p>Annual report of activity issued</p>	<p>Nov 2014 and each year of the strategy</p> <p>Four workshops per year</p> <p>December 2014</p> <p>Dec 2014 and ongoing</p> <p>April 2014 ongoing</p> <p>June and Nov 2014 onwards</p>

Strategic Outcome 2: The social value of public services is maximised and profiled

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
2C Social enterprises will provide more direct services to individuals buying their own care	<ul style="list-style-type: none"> ESEN will provide briefings to social enterprises that are not currently in the market and that want to provide direct services to individuals buying their own care 				Ongoing
	<ul style="list-style-type: none"> ESEN will provide business support to organisations wishing to fill gaps in the market that have been identified by the Edinburgh Health and Social Care Partnership 		Edinburgh Health and Social Care Partnership		Ongoing
	<ul style="list-style-type: none"> EVOC and ESEN will provide information and support to third sector organisations making the transition from delivering services via public sector contracts to providing direct services to individuals buying their own care 	Briefings provided as required	TSI partners	Feasibility assessment by April 2014	Ongoing
	<ul style="list-style-type: none"> The Edinburgh TSI will look into the feasibility of managing the direct payments system on behalf of social enterprises and third sector organisations 				April 2014 and applied thereafter

Strategic Outcome 2: The social value of public services is maximised and profiled

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>2D</p> <p>More public buildings are owned or managed by social enterprises</p>	<p>The public sector opens up opportunities for social enterprises to manage and/or buy publicly owned buildings and access long-term leases:</p> <ul style="list-style-type: none"> • Access to concessionary rentals and leases is transparent (in particular any associated process) and regarded as investment in social enterprises • An asset transfer framework and processes will be developed by public bodies reflecting the pending Community Empowerment and Renewal Bill • A task group to be established for the purpose of assessing applications for asset transfer • A key contact in public sector bodies will be appointed to manage asset transfer and liaise with social enterprises on long-term leases <p>All parties will take steps to learn from experience in Edinburgh and elsewhere:</p> <ul style="list-style-type: none"> • An evidence gathering and learning event will be held every three years • The partners will involve COSS in the development of approaches to asset transfer • Lessons learnt will be made available to other interests in Edinburgh and beyond <p>Social enterprises are aware of opportunities to manage or own public buildings:</p> <ul style="list-style-type: none"> • As a first step, the City of Edinburgh Council and TSI partners work to identify opportunities to transfer the management or ownership of publicly owned buildings <p>Social enterprises receive appropriate support to take on the management or ownership of buildings:</p> <ul style="list-style-type: none"> • Social enterprises receive support from ESEN and COSS to plan and manage the handover or management of ownerships* 	<p>Policy statements and processes in place across Edinburgh's public bodies – with resourcing included as part of public investment packages</p> <p>Public partners develop an appropriate framework</p> <p>Group established following adoption of framework(s) and promotional efforts</p> <p>Event</p> <p>Opportunities identified with potential for social enterprise management and/or ownership</p> <p>Competency, capacity and sustainability of those enterprises with potential to succeed is increased</p>	<p>Public sector</p> <p>TSI partners</p>	<p>Asset transfer frameworks and process established</p> <p>Task group installed and key contact appointed</p> <p>Number of social enterprises managing and/or owning public buildings increases by around 5% per year</p> <p>Number social enterprises receiving support increases by around 10% per year</p>	<p>Summer 2014 and applied thereafter</p> <p>October 2015</p> <p>October 2014</p> <p>2016</p> <p>October 2015 thereafter (or earlier if opportunities arise)</p> <p>October 2015 thereafter (or earlier if opportunities arise)</p>

* Community Ownership Support Service which is run by the Development Trusts Association Scotland

Strategic Outcome 3: Engagement by social enterprises with users and customers is enhanced

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>3A Awareness of social enterprises in the city is increased</p>	<p>A strategic approach to promoting the sector is developed:</p> <ul style="list-style-type: none"> • A needs analysis in relation to marketing and promotion of the sector is carried out • A communications plan for social enterprises is developed <p>Social enterprises will be promoted online and through social media and other routes:</p> <ul style="list-style-type: none"> • The online and printed directory will be maintained and promoted • Social enterprises will be promoted through social media • The communications plan for the sector will be implemented 	<p>Promotion and communications plan installed</p> <p>ESEN directory</p>	<p>ESEN</p> <p>City of Edinburgh Council</p> <p>Business Gateway</p>	<p>Needs analysis carried out</p> <p>Communications plan developed</p> <p>Communications plan implemented</p> <p>Sector turnover grows by 5% annually</p>	<p>April 2014</p> <p>Measured in 2015 and 2017</p>

Strategic Outcome 3: Engagement by social enterprises with users and customers is enhanced

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>3B</p> <p>More social enterprise products and services are purchased</p>	<p>More businesses will buy products and services from social enterprises:</p> <ul style="list-style-type: none"> • Connections amongst social enterprises and businesses will be developed through strategic partnerships • A forum for interaction between the private sector and social enterprises will be established • The ESEN social enterprise directory will be distributed to interested businesses <p>More consumers will buy products and services from social enterprises:</p> <ul style="list-style-type: none"> • Information about social enterprises will be made available in public spaces such as libraries, schools and community centres • ESEN will establish a 'friends of social enterprise' e-newsletter • The feasibility of running a social enterprise festival will be investigated and held if feasible connected with enterprise activity <p>Inter-trading amongst third sector organisations shall be increased:</p> <ul style="list-style-type: none"> • Social enterprise and third sector products and services are promoted through TSI partners' communications • Cross-sectoral speed-dating events are held • A campaign encouraging Housing Associations to buy from and engage with social enterprises will be included in the Communication Strategy • Social enterprises will be supported to develop partnerships and consortia with a view to (potentially) jointly deliver services 	<p>e-newsletter established</p> <p>Feasibility study completed</p> <p>Speed-dating exchanges established</p> <p>Where appropriate business partnerships and/or consortiums will be formed to strengthen the prospects of attracting investment</p>	<p>ESEN</p> <p>Business Gateway</p> <p>Scottish Business in the Community</p> <p>EVOC</p> <p>VCE</p> <p>Business forums</p>	<p>Forum established</p> <p>Directory distributed to 50 businesses per year</p> <p>Information about social enterprises available in 50 public spaces</p> <p>Circulation of e-newsletter grows to 300</p> <p>If feasible festival happens every two years</p> <p>One event per year</p> <p>2% more social enterprises per year citing Housing Associations as customers</p>	<p>Summer 2014</p> <p>Ongoing</p> <p>October 2014</p> <p>2018</p> <p>2015</p> <p>2017</p> <p>April 2015 and annually thereafter</p> <p>Annually</p> <p>2015</p> <p>2017</p>
<p>3C</p> <p>People are encouraged and supported to volunteer in social enterprises</p>	<ul style="list-style-type: none"> • Volunteer opportunities in social enterprises are promoted through the Volunteer Centre Edinburgh • Social enterprises are directed to VCE training and best practice guides • The need for specialist training in volunteer support for social enterprises is assessed and, if required, delivered 	<p>Needs analysis carried out</p>	<p>VCE</p> <p>ESEN</p>	<p>Volunteering in social enterprises grows by 5% annually</p>	<p>2015</p> <p>2017</p>

Strategic Outcome 4: The social and economic impact of Edinburgh’s social enterprise sector is understood and recognised

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>4A</p> <p>The size of the sector is understood and promoted</p>	<p>The size of the engaged social enterprise sector is understood:</p> <ul style="list-style-type: none"> The size and impact of social enterprises engaging with ESEN will be mapped on a biennial basis The results of this mapping will be promoted through PR channels and made available to policy leaders, elected members, etc Social enterprises participate in Compact initiatives to measure the health of the third sector <p>The size of the sector in terms of organisations that meet the Social Enterprise Code is understood:</p> <ul style="list-style-type: none"> A mapping exercise involving TSI partners will be undertaken that will identify and analyse the scale of organisations that meet the Social Enterprise Code The Social Enterprise Code shall be promoted through TSI partners to help third sector organisations decide if they want to identify their organisation or trading arms as social enterprises 	<p>Mapping reports</p> <p>Wide-ranging mapping occurs</p>	<p>ESEN</p> <p>EVOC</p> <p>VCE</p>	<p>Undertaken by June 2015</p>	<p>2015</p> <p>2017</p> <p>June 2015 onwards</p>
<p>4B</p> <p>Businesses learn about achieving social impact from social enterprises</p>	<p>SMEs/businesses are invited to events promoting the social impact of social enterprises:</p> <ul style="list-style-type: none"> Businesses are invited to events promoting the social impact of social enterprises A short film and promotional pack about achieving social impact through trading is created Social enterprise is promoted as a way doing business through Cooperative Capital CCSR routes 	<p>Short film</p>	<p>ESEN</p> <p>Business Gateway</p> <p>City of Edinburgh Council</p> <p>Business forums</p>	<p>Short film created</p> <p>Businesses invited to one social enterprise event per year</p>	<p>End 2015</p> <p>Ongoing</p>

Strategic Outcome 5: Access to social enterprise education increases in schools and further and higher education

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>5A</p> <p>Schools in Edinburgh are engaged in social enterprise education</p>	<p>More schools are engaged in social enterprise education through the following proposed action:</p> <ul style="list-style-type: none"> A plan and guidance should be developed setting out how social enterprise in school education could be encouraged More schools endeavouring to embed social enterprise as a cross-curricular activity More teachers and college lecturers will attend CPD training in 'Understanding Social Enterprise' College students will have the opportunity to participate in Understanding Social Enterprise Awareness Sessions Students at Edinburgh University's Moray House School of Education will have the opportunity to participate in Understanding Social Enterprise Awareness and meet people from local social enterprises to encourage employer engagement <p>The social enterprise model will be promoted to HE and FE students considering setting up their own businesses</p>	<p>Plan to be prepared for the summer of 2015</p>	<p>City of Edinburgh Council</p> <p>Social Enterprise Academy</p> <p>HE/FE sector</p>	<p>Baseline of participation established in the first year with a minimum of 5% increase year on year</p> <p>5% increase on teachers attending CPD on social enterprise</p>	<p>Summer 2015</p> <p>Ongoing</p> <p>Summer 2015</p>
<p>5B</p> <p>The creativity of young people is recognised and strengthened</p>	<ul style="list-style-type: none"> An annual Dragon's Den is run for school pupils Social entrepreneurs in the city are trained, through the Enterprise Angels programme, to work with school pupils and college students to help them develop their ideas More Edinburgh schools achieve a Social Enterprise in Education Certificate 	<p>A Dragon's Den events annually</p> <p>Social enterprises are trained</p> <p>Number of schools achieving this recognition increases</p>	<p>City of Edinburgh Council</p> <p>Social Enterprise Academy</p> <p>ESEN</p>	<p>Volume of school pupils participating in the Dragons Den increases by 5% year on year.</p> <p>A minimum of six social entrepreneurs are trained each year</p> <p>Increase of 10% year on year</p>	<p>Annually from 2014</p> <p>Ongoing from April 2015</p> <p>Ongoing</p>

Strategic Outcome 5: Access to social enterprise education increases in schools and further and higher education

Strategic objective	Actions	Outputs	Proposed delivery partners	Key performance indicator	Timescale
<p>5C</p> <p>Young people have the chance to engage with Edinburgh's social enterprises</p>	<ul style="list-style-type: none"> • More schools, colleges and universities visit social enterprises • Social enterprises in the city offer student placements letting pupils and students get involved in solving work based problems • A school social enterprise is invited to an ESEN network meeting at least once a year • Links will be developed between social enterprises and business schools within the HE sector 	<p>Placement programme established</p> <p>A school identified to attend a minimum of one network meeting per year</p> <p>A formal exchange</p>	<p>City of Edinburgh Council</p> <p>Social Enterprise Academy</p> <p>ESEN</p> <p>HE/FE sector</p>	<p>15% of social enterprises host visits annually</p> <p>10% of social enterprises offer placements</p>	<p>From 2015</p>