

SOCIAL ENTERPRISE CASE STUDIES 2023

www.tsdg.org.uk/social-enterprise



These case studies have been prepared as part of a programme of work supporting the Social Enterprise Dumfries and Galloway network. Building on a series of showcase and learning events, the document offers a summary of these days highlighting host organisations, visiting speakers, and key feedback collected from those attending.

As we move towards a wellbeing economy and climate transition, social enterprise will show

itself to be a vital part of how our region works for our communities.

Membership of the Social Enterprise Dumfries and Galloway network is open to any aspiring or established social enterprise in Dumfries and Galloway.

If you would like to join or would like to find out more, please get in touch: sedg@tsdg.org.uk or phone 0300 303 8558.

Events were supported by South of Scotland Enterprise, with bursaries for travel provided by the Scottish Community Alliance.



Tarras Valley Nature Reserve

Langholm has successfully undertaken one of South of Scotland's largest community land buyouts, following one of the most ambitious community fundraising campaigns ever seen. In 2021, the community secured 5200 acres of land and, following a further campaign to raise £2.2million in 2022, the area now totals a whopping 10,500 acres.

The site is being developed into the Tarras Valley Nature Reserve, including moor, ancient woodland, meadows, peatlands, and a river valley. Working with the local community, they now seek to create a nature reserve management plan, plant a new woodland, and develop an education and volunteering programme.



www.langholminitiative.org.uk

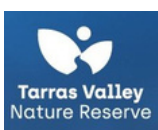
Tarras Valley Nature Reserve will help tackle climate change, restore nature at a huge scale, and support community regeneration.

A team of staff are now in place to take forward the development of the reserve, which includes creating a nature reserve management plan, planting a new woodland, and developing an education and volunteering programme.

While community ownership of the land has

required a significant fundraising programme, the team are now working to consider how the site can generate income.

With a variety of premises on the site ranging from houses to farm outbuildings, there are various routes the social enterprise could take, and part of the key to its success will be in the prioritisation of ideas where finance, people, and planet can all be taken into account.



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Community Land Scotland

Community Land Scotland was established to provide a collective voice for community landowners in Scotland.

This membership organisation has over 100 members across Scotland, ranging from community landowners of major crofting estates in the Western Isles to inner city community hubs in diverse communities. Community Land Scotland sees ownership of land and

buildings to be a significant driver of sustainable development across the whole of Scotland.

They are a company limited by guarantee with charitable status and are members of the International Land Coalition, which seeks to support community land rights and land reform movements around the world.

www.communitylandscotland.org.uk



Photo taken from Community Land Scotland Annual Conference 2022.

Over 550,000 acres of land are currently in community ownership and, for organisations looking at community ownership, they can help to navigate this process and meet other community organisations that have acquired land to share ideas and experience.

A community buyout is when a community buys land or buildings or other assets in the place where they live. It's a process that can unleash energy in a

Aims and objectives:

- To be the representative voice of community landowners
- To promote the sustainable development benefits of community landownership
- To collaborate with other organisations to ensure that community landowners can access the support they need
- To encourage more community ownership of land and buildings throughout Scotland
- To facilitate networking, mutual support, and knowledge exchange between community landowners

community and which ensures that any profits stay in the local area. It allows the community to decide what they want to see happen locally. In both rural and urban areas, community landowners have been able to reverse years of decline.

Communities buy a whole range of land and buildings, including rural estates, crofts, forestry and woodlands, allotments, community centres, churches, pubs, shops, housing and more.

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Annan Harbour Action Group

Annan Harbour Action Group (AHAG) began as a community-led initiative and is now a Scottish Charitable Incorporated Organisation (SC046732). Since 2011, AHAG has implemented infrastructure improvements, run various activities, and organised a programme of events. They aim to revitalise the local area, promote harbour usage, and raise public awareness of the harbour as a community resource.

Annan Harbour Action Group is involved in a number of activities all designed to support the local community and regenerate the harbour area. As a social enterprise, the organisation seeks to look at

income generation, as well as utilise grant finance to achieve their objectives. Their ambitious plans for the area consider long-term income generation, as they look at various proposals to utilise the warehouse building they own while serving the needs of the local community.

Supporting placemaking:

Annan has a long history with the harbour - many people living here will have had a connection with the fishing industry and, historically, we can note the influence of ship-building and international trade links. These days the harbour is less well used, though buildings and housing have been developed around it.

Supporting people and community:

From getting the community out rowing, involving young and old in boat building, hosting annual harbour events, and now running a regular food shack, Annan Harbour Action Group is establishing activities for a wide range of people within the community.

Supporting planet and the environment:

As a harbour initiative, the organisation is all too well aware of the impacts of climate change, and in developing this area, the group seeks both to mitigate against future climate challenges, while raising awareness and improving the natural environment at the same time.

www.annanharbour.org.uk



Moving forwards, the group has ambitious plans to develop a lagoon area for water-based sporting activities, build a bridge to an adjacent site that will become a

birdwatching nature reserve, and renovate an existing warehouse to offer its community activities, while generating income to support its work.



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Community Reuse Shop Stranraer



www.reuseshop.org.uk

Since opening in 1997, The Furniture Project, Stranraer have been continuously working in the community to help reuse items rather than going to landfill. Back in 1999, they were 95% funded by the National Lottery and remained stable with about four employees for about 20 years. The big leap for this social enterprise came in 2011 with a local authority tender. This resulted in the opening of the site they now occupy on Blackparks Industrial Estate in 2017.

While this element of their work is now financially

sustainable from sales and contracts, the enterprise still utilises its legal status to apply for grants that can fund wider community activity.

In addition to their environmental goals, the Reuse Shop also sees the opportunity to offer people a chance to learn new skills and increase their chances for employment as equally important, and they are seen as a community-anchor organisation within their community.

Reuse

Accepting, testing, and preparing items for resale in their store, they offer housing starter packs and sell items directly to the public too.

reused bikes, but it is also for keeping active and fit with regularly organised cycle excursions.

ReCycle

The Active Travel Hub is not just for buying

Re:Loved

The most recent addition to their work is the Re:Loved shop, which opened to sell quality reused clothing without the high street costs.



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Circular Communities Scotland



Circular Communities Scotland is the national network of reuse, repair, and recycling charities.

As a membership organisation, they support and represent their members and are also involved in projects and programmes to support the third sector, in pursuit of zero waste.

With around 250 members all over Scotland, they prevent valuable products and materials from ending up in landfill, create local jobs and economic opportunities, and help promote and create social and environmental justice in their communities.

Membership of Circular Communities Scotland is free to organisations with a turnover of less than £100,000.

www.circularcommunities.scot

The members of Circular Community Scotland support a wide range of initiatives including:

- Furniture reuse and upcycling - collection and redistribution
- White goods reuse and repair including small electricals and tech products
- Sharing libraries and repair projects
- Waste minimisation and environmental education
- Bike repair and active travel programmes
- Redistribution of surplus food and supply of home starter packs to those in need

Alongside general support and representation, Circular Communities Scotland also run the following specific projects:

- Development and facilitation of a Share and Repair Network for Scotland
- Targeted bike reuse and repair initiative to increase active travel
- Deliver the Reuse Consortium through Scotland Excel enabling local authority partners to buy pre-loved items for tenants.

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Let's Get Sporty

Let's Get Sporty (LGS) is a not-for-profit social enterprise based in Dumfries and Galloway. They provide young people with training, mentoring, and employment opportunities through the delivery of sport and physical activity. LGS provide young people with an individualised training programme focusing on improving their social skills, employability skills, and self-confidence.

Young people work with LGS staff to deliver sport and physical activity programmes that cater for all ages and abilities throughout the region. LGS pride themselves on getting young people to develop in a professional and inspiring environment delivering quality services in their local community.



- In Dumfries and Galloway youth unemployment levels are high and physical activity levels are low.
- Since Let's Get Sporty was established in 2012, 96% of the trainees have progressed to a positive destination - either into education or employment.
- In total, Let's Get Sporty trainees have delivered over 10,000 hours of sport and physical activity throughout the region.

www.letsgetsporty.com

Let's Get Sporty Classes and Camps - Classes give participants the opportunity to play several sports, including football, basketball, hockey, and athletics, and school holiday camps catering for young people aged four to Primary 7, run from 8.30am.

Let's Get Employed - This individualised programme offers support to young people aged 12-16, aged 16-24, parents and families, people aged 24 plus, and people over 55, allowing an individual to have the opportunity to learn, develop, and grow, within an environment suited to them.

Let's Get Living - Focused on the transition a person makes to independent living, this support focuses on practical steps to manage a home, including much-needed financial skills.

Let's Get Sporty places a huge significance on income generation, ensuring it can deliver services long past the time they may use funding to develop and start new ideas.



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Glenkens Community Arts Trust



www.gcat.scot

The work of GCAT (Glenkens Community and Arts Trust) is perhaps best known to the community through its building and central activity base at The CatStrand.

CatStrand



Having begun life as Kells Primary School in 1743, it served the surrounding communities for over two centuries until the school moved to its present site in Braeside in 1964. The building then underwent a variety of incarnations including short periods as a knitting factory, a Masonic hall, a youth club and even a stint as a hairdressers. The old school became vacant in the 1990s and soon fell into a state of disrepair.



The Glenkens Community and Arts Trust was formed in 2001 with the aim of transforming the building, which was by now an eyesore, into a centre for community and cultural activities. Within two months, the local community had contributed enough funds to purchase the building and CatStrand was on its way. Six years and a £1 million fundraising campaign later, the building started its new life as CatStrand in September 2007.



Youth Arts

The organisation is now involved in a range of activities including:

- arts, culture and heritage (development and performances)
- community development and engagement (cross age)
- enterprise and facilities (shop, café, venue hire, tourism info etc.)
- transport (community transport operation)
- Bright Stars (early years and nursery provision)
- business support (admin, finance, asset management, HR, business support, governance etc.)



Through its work, GCAT has now expanded its venue offer working in partnership with other local organisations, meaning it is able to showcase the arts and utilise this as an avenue for active community involvement.

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Social Enterprise Scotland



Social Enterprise Scotland is an independent, membership-led organisation, which has united and represented social enterprises for more than 15 years.

Social enterprises are innovative, independent businesses that exist to deliver a specific social and/or environmental mission. Their profits are reinvested in their mission. Social enterprise is a dynamic, ethical, and more sustainable way of doing business. There are more than 6000 social enterprises in Scotland, generating more than £2.3billion for Scotland's economy, and supporting more than 88,000 jobs.

www.socialenterprise.scot

Brought together by a common approach to prioritise impact, the work of these businesses cuts across a wide variety of sectors from health and social care, circular economy, community-led regeneration, employment and training, housing, and creative industries etc.

Increasingly, these enterprises are developing product-based initiatives, alongside service delivery.

To support their work, Social Enterprise Scotland offers the following:

- Newsletters, webinars and events covering a wide range of member interests

- Representation across a range of policy areas, working with other partner organisations as appropriate
- Delivery of the Buy Social Scotland initiative, promoting social enterprise products and experiences to the general public
- Promotion of social enterprise through mainstream press, events, awards and the Social Enterprise Places programme

Membership of Social Enterprise Scotland is free to organisations with a turnover of less than £100,000.

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Social Enterprise Academy

The Social Enterprise Academy offers a wide range of leadership and enterprise training and a learning and development programmes for people and organisations enabling social change.

Having started in Scotland, they now have a number of international hubs and have received wide recognition for their Social Enterprise Schools programme.

Leadership and enterprise training:

Social Enterprise Academy learning programmes help people to focus, reflect, plan and act on the areas that will make their organisations more successful.

They support attendees to: explore their leadership of themselves and others; be more entrepreneurial and grow their business; develop the skills, mindsets, and cultures that create great organisations; and look at measuring and communicating social impact.

Social Enterprise Schools

This programme was developed in partnership with The Scottish Government and it enables



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every young person to step up, realise their potential, and create the change they want to see in the world.

By giving young people a real-life experience of running their own social enterprise in school, this fully-funded programme delivers transformational learning which impacts both them and their community.

International development

Social Enterprise Academy now works with a variety of partners across the globe supporting socially motivated entrepreneurs and organisations.

The Social Enterprise Academy is a partner on the Just Enterprise Programme (see more details on Page 12) and, as such, courses are subsidised.

www.socialenterprise.academy

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A' The Airts, Sanquhar



A' The Airts is run by the Upper Nithsdale Arts and Crafts Community Initiative. A lively venue well used by young and old in the community, A'The Airts offers a wide range of arts and craft activities with knitting groups, youth theatre, after school clubs, plus touring theatre, exhibitions, and opportunities to socialise in its friendly cafe.

The area has a long history and tradition associated with knitting. Sanquhar Pattern Designs is a unique pattern style for the area and A'The Airts wished to capitalise on this for the benefit of the community and is revitalising the local cottage industry centred around the Sanquhar knitwear. Local knitters produce a range of scarves, hats, jumpers, gloves, baby blankets, and other items (some seasonal), which they proudly sell in the shop and online.

www.atheairts.org.uk

Shop at A' the Airts in Sanquhar - The shop provides a platform for local artists and crafters to sell their works, many of which feature the Sanquhar pattern and are exclusive to the organisation.

Theatre Space at A' the Airts in Sanquhar - Seating a maximum of 50 individuals, the space is suitable for small productions, performances, and talks and is also used as a community cinema. Seats are retractable enabling the space to have other uses, including Tai Chi, playgroups, parties, and conferences.

Gallery/Exhibition Space at A' the Airts in Sanquhar - A new gallery and exhibition space is being developed

as A'The Airts expands into their new space - an extension of the existing building.

Craft Rooms at A' the Airts in Sanquhar - Used by a variety of people from within the community, sessions bring people together and provide much needed opportunities in this rural community.

Café at A' the Airts in Sanquhar - The café offers a great spot to sit down with a coffee and the catering facility is also utilised to allow tour groups to visit.



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Community Enterprise

Community Enterprise is a long established business support organisation focused on helping communities and social enterprises turn ideas into reality.

Having been in operation for over 30 years, Community Enterprise has supported many groups and social enterprise organisations to develop plans and implement projects for the benefit of their community.

Services range from feasibility and development planning to branding and communication work, offered both directly or through the Just Enterprise consortium or other partners.

Development support:

The Community Enterprise development team provides a range of support including strategic thinking, market research, business planning, evaluations, organisational reviews, community plans, and fundraising. Depending on circumstances, there can be ways to access



**community
enterprise**

support so that it is free or affordable.

Accelerate:

Accelerate is a support programme for the third sector and community organisations. Funded by the Scottish Government, support is free and delivered by Community Enterprise. It aims to help groups and organisations become more sustainable and enterprising.

BOLD:

BOLD is the social enterprise design agency owned by Community Enterprise. Now in its eighth year of development, its services include powerful branding, beautiful design and print, clever web design, and creative marketing strategy.

www.communityenterprise.co.uk

Just Enterprise

Funded by the Scottish Government, the Just Enterprise programme provides training and one-to-one support for third sector organisations throughout Scotland.

Just Enterprise is a consortium-led initiative, fronted by CEIS (Community Enterprise in Scotland), that brings together a wide range of partners and expertise.

just enterprise

www.justenterprise.org

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SOCIAL ENTERPRISE

Event discussion notes

In addition to the Social Enterprise Tours, a number of external speakers were invited to join our sessions. Discussions at each of the events were far ranging, though key themes have been summarised below:

- Transparency and clear communication were noted as a key focus when developing new initiatives on behalf of the local community, though in dealing with commercial deals there was also a need to maintain confidentiality. This all needs to be carefully managed.
- Crowdfunding can be a really valuable way not just of raising income but also in demonstrating to funders that the community is on side.
- It is critical to have income generation included as part of a social enterprise business plan.
- While there are often debates as to the levels of income generation a social enterprise should strive for, there is a value in using grant income to support new ideas/growth or to offer additionality alongside a core offer.
- The importance of holding onto core values, particularly during a period of growth, was noted.
- Employment programmes can be a great source of additional staff to support the work an organisation is doing, but it is critical they work for the individuals involved and are not seen purely as a cost-effective staffing structure.
- What a social enterprise actually does is not always what you see on the surface.
- The 50% trading definition of a social enterprise can be misleading.
- There comes a point in a social enterprise (as with any business) where it has a confidence and position that enable it to better negotiate.
- There is a need to develop a clear, honest and robust business plan for the organisation not just to satisfy a funder.
- Social enterprise can have a role in offering people a vision and seeing the possibilities of place development.
- It is critical to respond to local needs and also to understand income generation when developing a project/area of work.
- Social enterprise needs to communicate its identity and build its message for the wider community.
- Cafes are often not income generators, though they can play an important role in engaging and supporting a local community.
- It is important to look at what else already exists in the area when developing a community-based social enterprise - don't want to tread on toes of existing businesses.
- Sometimes you can make mistakes by thinking you can do it all.
- Volunteers are looking for something in return for their time and you need to be clear on what that is.
- Just because you're a social enterprise doesn't mean you shouldn't run as a mainstream business, so you can ensure if funding is cut you will still be there.
- Be sharp on invoicing and cashflow - this is absolutely essential.
- Look at legal structures as you grow - understand interaction between different entities and the relationship with risk management.
- Do a board skills audit and make sure you have the right people 'on board'.
- Ask - is it an asset transfer or a liability transfer? Is managing a building a help or hindrance?

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SOCIAL ENTERPRISE

Social Enterprise Dumfries and Galloway network feedback

As we visited the region on a tour of social enterprise showcase and learning events, we were keen to promote social enterprise activity across the region, bring people together to build connections, and take

time to listen to what they need, and hear how a social enterprise network could help them. We have collated the notes below - some are specific support requests, some are thoughts on a network.

Consistency

Project management

Communication

Shared recruitment, independent examiner, access and information

Connection

Support to develop cash flows and greater info on profit and financial sustainability

Shared training courses - such as managing volunteers, first aid etc)

Time management

Mentorship

Sustainable support

Access to training and advice

Brand

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SOCIAL ENTERPRISE

Social Enterprise Dumfries and Galloway network feedback

Run events
in 'cold spots'

Support
social enterprise

Survey members
to understand annual
needs and challenges

Lobbying Scottish
Government and local
authority for practical
support for social enterprises
- not just start-ups

Decision making

Need to understand
similarities and
differences between
third sector and social
enterprise

Mailing list and
sharing contacts

Future
planning help

Networking
opportunities

List of funding
opportunities

Facilitate peer
to peer learning
and collaboration

Important to
hear how social
enterprises develop and
overcome problems

For more: www.tsdg.org.uk/social-enterprise

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