



WORKING DRAFT 2

Strategy for Social Enterprise in Dumfries & Galloway

Sent to SEDG members for review during Oct/Nov 2021.

Social Enterprise in D&G – The Situation

There are opportunities and unrealised potential for Social Enterprises to contribute to Dumfries & Galloway’s communities, economy and wellbeing.

According to the Social Enterprise in Scotland Census 2019 there are 238 SEs in D&G, but only half of them self-identify as SEs. Additionally, more than half (54%) of D&G SEs have a turnover of <£50K, only a small number are trading outside of the region, and the number of social enterprises operating above £500K is much lower than the Scottish average (15.5% cf 29%). Combined, these data suggest that there is work to be done around identity, recognition and pride in the SE sector, as well as generation of a mindset of ambition, creativity and growth to enable SEs to realise their own potential and drive maximum impact across the region.

Many SEs across D&G have traditionally relied on grant funding for survival, and 47% of SEs who responded to the Social Enterprise in Scotland Census 2019 reported ‘insecure / declining grant funding’ as a key challenge. These data make it clear that there is a need for renewed revenue-generating business models to be developed to enable resilience and sustainability within the sector, however 40% of SEs who responded to the Social Enterprise in Scotland Census 2019 also stated that they have no capacity to develop trading opportunities. Indeed, current SEs are often driven by an individual, or a small group of individuals without clear succession plans in place. Only 58% of SEs across D&G pay the Living Wage (cf 75% national average) with 21% using Zero Hours contracts (cf 15%).

According to the Social Enterprise in Scotland Census 2019, 37% of SEs noted their need for support to develop their workforce, 33% of SEs noted their need for support to attract new talent and 27% of SEs noted their need for support to prepare a business plan for growth. The capacity challenge across the sector must be addressed. Capacity of course sits along side capability, and there is a need to develop capability in key areas to enable innovation and growth. According to the Social Enterprise in Scotland Census 2019, 31% of SEs recognize their need for support to research new opportunities, 32% of SEs recognize their need for support to develop new products and services, 31% of SEs recognize their need for support to develop marketing strategies, 28% of SEs recognize their need to develop digital capabilities, and 35% of SEs recognize their need for support to measure social impact.

The sector benefits from a positive contribution by older people and disabled people, however not all of our older generation live in the best of health, and approximately 50% of young people across D&G choose to leave the region (10,000 Voices, DG Council Youth Work) meaning that there can be a lack of capacity and/or capability and/or confidence within (many small rural) communities/areas. Interventions and support are required to uncover and enable more viable enterprise talent in communities. Solid understanding of place-based and region-wide needs (social, health, economic and environmental) as well as a joined-up understanding of the policy landscape is required as a basis for creative problem solving to uncover robust insights that spark innovative ideas for meaningful SEs within communities.

Interventions are required to enable meaningful collaboration and partnership working amongst SEs and more broadly with the public and private sectors across D&G. 25% of SEs who responded to the Social Enterprise in Scotland Census 2019 stated that support is required to enable them to ‘collaborate with others to succeed’.



SEDG Vision

Social Enterprises in D&G are making the maximum possible contribution to the region's communities, economy and wellbeing.

SEDG Mission

To create a stronger, more viable and resilient Social Enterprise sector in D&G.

Social Enterprise in D&G – The Opportunities

Considering the situation for social enterprises in D&G, and in line with the Scottish Government strategy for Social Enterprise 2016-2026, there are opportunities for the SE sector across D&G to –

Stimulate the SE sector

Develop stronger SE organisations

Realise market potential

The outcomes-based SEDG strategy presented herein will address the three key opportunity areas above, and will also serve to make progress towards the vision of the emerging Regional Economic Strategy (RES) for the South of Scotland which states “We will be a region of opportunity and innovation – where natural capital drives green growth, ambition and quality of life rivals the best in the UK, communities are empowered and cultural identity is cherished, enabling those already here to thrive and attracting a new generation to live, work, visit, learn and invest in the South of Scotland.” In particular, the SEDG strategy will play an active role in delivering three of the six key themes identified in the RES, specifically:

SoS Regional Economic Strategy
Theme 2 – Innovative and Enterprising
Priorities

Embracing Research & Innovation
Enhancing Business Support Services
Activating Networks & Business Interaction
Creating Flexible & Accessible Workspaces

SoS Regional Economic Strategy
Theme 3 – Rewarding and Fair Work
Priorities

Growing & Diversifying Our Economy
Attracting & Securing New Investment
Improving Productivity & Competitiveness
Securing and Improving Fair Working Conditions & Wages

SoS Regional Economic Strategy
Theme 6 – Thriving and Distinct Communities
Priorities

Revitalising Towns and Rural Communities
Creating and Sustaining High Quality, Affordable Homes
Enhancing Digital & Transport Connections
Activating & Empowering Communities, the Third Sector and Social Enterprise



The Strategy for Social Enterprise in Dumfries & Galloway

Stimulating Social Enterprise

Aims to:

- create the conditions where community and co-operative enterprise can flourish more widely across D&G
- encourage and support more people from all walks of life with the potential to create, lead and grow social enterprises
- ensure values-based social enterprise learning in educational settings
- grow local and national recognition and support for social enterprise



Stimulating Social Enterprise

Outcome	Indicators	Measurement Methods	Actions
Social Enterprise has an increased identity and profile across D&G	<ul style="list-style-type: none"> -Number of SE's appearing across all local media outlets -Awareness of SE's amongst the public -Awareness of SE's amongst key stakeholders -Statutory sectors engaging with Social Enterprises 	<ul style="list-style-type: none"> -Ongoing Google alerts (# and story themes about SE's) -Annual Survey of rep population of D&G (how aware are they of SE's / do they know what an SE is / how many people have bought from them/receive services from them) -Annual survey to sector (# SE's engaged in delivery of statutory services) 	<p>Create communications strategy to raise profile, share good news stories and celebrate SE across D&G</p> <p>Explore opportunity for D&G SEs to be a part of SES and SEUK's 'Buy Social' campaign and marketplace (Buy Social Scotland Buy Social » Social Enterprise UK) and/or create a SEDG 'marketplace' to enable trading with each other and more widely, and encourage engagement in 'Buy Social Scotland' Services Directory</p>
D&G Social Enterprises have an increased profile throughout Scotland and the UK	<ul style="list-style-type: none"> -Awareness of D&G SE's amongst key stakeholders -Number of D&G SE's doing business outside of D&G 	<ul style="list-style-type: none"> -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) -Annual survey to sector and Bi-annual SES Census (# SE's trading outside of D&G) 	<p>Develop a communities outreach programme to inspire communities to develop SE solutions to their needs</p>
Communities have more appetite and ambition to develop enterprise solutions to community needs	<ul style="list-style-type: none"> -Community enquiries about developing SE's are increasing -Individuals or Communities have ideas for SE's and are taking steps to explore the possibility to set up 	<ul style="list-style-type: none"> -# approaches to TSDG and/or SEDG for support to start / develop a SE -Case studies of community groups developing SEs 	<p>Support (or partner with) creative community engagement projects around placemaking/place planning – to enable growth in confidence and vision within communities to seed Social Enterprise ideas.</p>
Social Enterprise talent in communities is uncovered and enabled to bring their ideas to life.	<ul style="list-style-type: none"> -SEDG network membership -Individuals or communities have set up a social enterprise 	<ul style="list-style-type: none"> -# new members joining SEDG network -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) -Case studies of communities who have set up SEs 	<p>Provide early-stage support for budding social entrepreneurs/community talent</p> <p>SE education programme in schools and college (partnership with D&G Education, SEA, DGC, YE Bridge2Business, DYW)</p>
More young people, including disabled young people and young people with other protected characteristics. are creating, building and leading Social Enterprises to make positive changes in society.	<ul style="list-style-type: none"> -Young people across D&G are knowledgeable about Social Enterprise -Young people across D&G are inspired to play active roles in the D&G Social Enterprise sector 	<ul style="list-style-type: none"> -Annual survey to sector (# young people involved with local SE's, # disabled young people involved with local SE's, # young people in organisation with protected characteristics) -Annual survey to sector (# new SE's started by people under 30) -Case studies of young people involved in SEs 	<p>Develop a dedicated support programme to inspire and support young people, including disabled and vulnerable young people, into Social Enterprise.</p>
More employees of Social Enterprises will earn at least the living wage	<ul style="list-style-type: none"> -# SE's paying at least the living wage 	<ul style="list-style-type: none"> -Annual survey to sector and Bi-annual SES Census (#SE's paying at least the living wage) 	<p>Understand the barriers to paying the living wage, and develop an action plan to support SEs to shift towards being living wage employers</p>
D&G Social Enterprise (SEDG) network has increased strength, resilience and capacity to stimulate and develop Social Enterprises	<ul style="list-style-type: none"> -Social impact of the network 	<ul style="list-style-type: none"> -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) 	<p>Create and support vibrant SE community (SEDG) across D&G that can connect in a variety of ways to suit differing needs (will need resource)</p> <p>SEDG to host speakers and support visits to SE's to inspire the network</p>

Developing Stronger Organisations

Aims to:

- realise the personal and organisational potential within social enterprises
- build the strength of the social enterprise sector
- enable more social enterprises to realise the full benefits of organizational co-operation / collaboration
- enable the D&G social enterprise sector to achieve its optimal scale and impact



Developing Stronger Organisations

Outcome	Indicators	Measurement Methods	Actions
Social Enterprises across D&G generate more earned income	<ul style="list-style-type: none"> -Social Enterprises have appetite and ambition to generate more earned income (more appetite and ambition over time) -Social Enterprises have business plans in place to generate earned income -Social Enterprises' reliance on grants (less reliance over time) 	<ul style="list-style-type: none"> -Annual survey to sector and Bi-annual SES Census (Turnover / business plans in place to generate income / (# SE's reliant on grants / £ amount of grant funding received in D&G) -Case studies (SE's who have actively worked to generate more earned income) 	<p>Create and support vibrant SE community (SEDG) across D&G that can connect in a variety of ways to suit differing needs</p> <p>Create a 'capability map' for Social Enterprise across D&G that can be used by the network</p> <p>Support community centres & halls (partnership with LA) to define sustainable business plans that maximise trading opportunities</p>
Social Enterprises have more capacity to explore, develop and deliver trading activities to enable their organisation to flourish	<ul style="list-style-type: none"> -Success of the network in achieving its mission 	<ul style="list-style-type: none"> -Case studies (SE's who have actively worked to generate more earned income) -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) 	<p>SEDG to host themed collaboration sessions on topics that most resonate with the SE community</p> <p>Specific interventions around business support, particularly developing enterprise opportunities and sustainable business plans</p> <p>Create strong connections with national intermediaries to ensure they truly understand the needs of SE in D&G, and provide appropriate support to meet those needs</p>
Social Enterprises have more capability to translate their enterprise/trading ideas into reality	<ul style="list-style-type: none"> -Effective and sustainable networked support structure in place (stronger network over time) -Social Enterprises accessing the right support at the right time and in the right way (for them) -Supporting organisations understand the social and economic needs and particular potential for Social Enterprise across D&G -Supporting organisations are engaged to deliver support to meet the unique needs and aspirations of Social Enterprises across D&G 	<ul style="list-style-type: none"> -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) -# support requests to TSDG 	<p>Connect with the No One Left Behind (NOLB) & DYW teams in D&G to define opportunities for people to find positive destinations within the SE sector.</p> <p>Provide support for bidding for contracts and procurement methodologies</p> <p>Understand the capacity challenges and develop an action plan to alleviate (provide support for 'development' capacity within organisations)</p> <p>Support the sector to consider why and how to build diverse, inclusive teams to enable the strength of their organisation(s)</p> <p>Within the network, set up a database of resources and kit that can be shared between SEs in D&G</p>
Social Enterprise organisations become more stable and sustainable	<ul style="list-style-type: none"> -Succession plans in place across the sector (more over time and more inclusive over time) -Sustainable business plans in place across the sector (more over time) 	<ul style="list-style-type: none"> -Annual survey to sector and Bi-annual SES Census (Succession plans in place / business plans in place) -Case studies of organisations that have become more sustainable 	<p>Use the SEDG network to establish collective bargaining and purchasing power for SEs (insurance, power etc.)</p> <p>Advocate for long-term funding deals for SEs and/or set up a fundraising consultancy business in D+G to enable SEs to buy in temporary fundraising capacity at an affordable level</p>
Social Enterprise organisations have the capacity to support the sector	<ul style="list-style-type: none"> -Social Enterprises are actively supporting other Social Enterprises across the region to achieve goals 	<ul style="list-style-type: none"> -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) -Case studies 	<p>Develop a way to enable more skill sharing within the sector (e.g. skills bartering, kesero.com)</p> <p>Develop a way to enable SEs to collaborate on recruitment of staff</p>

Recognising and Realising Market Potential

Aims to:

- increase the number and range of social enterprises involved in the delivery of Scotland's public services
- enable social enterprises to be more visible to consumers and for more social enterprises to tap into the growing desire for consumers to buy ethically
- raise the level of trade between social enterprises and other businesses



Recognising and Realising Market Potential

Outcome	Indicators	Measurement Methods	Actions
People, businesses and the public sector are making more choices to buy from Social Enterprises in D&G	<ul style="list-style-type: none"> -People of D&G, and beyond, are actively spending their money with Social Enterprises -Businesses are choosing D&G Social Enterprises to deliver their contractual community benefits and/or to enhance their social impact 	<ul style="list-style-type: none"> -Annual survey to sector (# customers / profile of customers (public / businesses / public sector) / mechanism for gaining customer(s) e.g. Buy Social, public contract, personal connection etc.) -Case studies of people / businesses/ public sector choosing Social Enterprises 	<p>Encourage SEDG members to sign up to the Buy Social Scotland Services Directory</p> <p>Create a SEDG Services Directory for SE's and partners to use</p>
D&G Social Enterprises have more opportunities to deliver public sector contracts	<ul style="list-style-type: none"> -Public sector commissioning depts. are actively engaged in ensuring that their policies and procedures are inclusive for SE's to bid for contracts -Public sector Procurement / tendering processes support bids from SE's/consortia of SE's 	<ul style="list-style-type: none"> -Annual survey to sector (# public sector bids entered / # public sector bids won) -Case studies of public sector procurement policies/procedures evolving to be more appropriate for SE's 	<p>Work with the Local Authority to champion the SE sector and build understanding and desire across LA departments to support the SE sector to succeed.</p> <p>Work with public bodies to influence their procurement and tendering policies and processes to enable SEs to compete for business</p>
D&G Social Enterprises recognise their own potential to create maximum positive impact	<ul style="list-style-type: none"> -Social Enterprises are taking part in innovation workshops to explore their potential -Social Enterprises have more ideas about how to grow / evolve their business model to create sustainable impact 	<ul style="list-style-type: none"> -Annual survey to sector (# SE's actively working on new ideas) -# Contacts with SEDG / TSDG and others to explore innovation -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) 	<p>Work with public bodies to influence policies and processes for SEs to be linked in as providers of community benefits required in big public sector contracts</p> <p>Explore trading opportunities with private sector organisations who are looking to enhance their social impact</p>
D&G Social Enterprises bring their own potential to life to create maximum positive impact	<ul style="list-style-type: none"> -Social Enterprises increase their turnover AND profits to reinvest in their social aims -Communities across D&G are thriving 	<ul style="list-style-type: none"> -Annual survey to sector and Bi-annual SES Census (# SE's actively working on new ideas / # SE's launched new ideas within past 12 months / turnover / profit for reinvestment) -Case studies of communities that are thriving because of Social Enterprise -"Unlocking Potential" (Social capital data analysis - Measures impact through indicators of connectivity and collaboration) 	<p>Investigate ways to share skills / recruitment of staff across the sector (Kesero.com as possible enabler)</p> <p>SEDG to host speakers and support visits to SE's to inspire the network</p>

Appendix – Unlocking Potential

Unlocking Potential is a people analytics engine that helps business leaders transform their business ecosystems into smart ecosystems.

Why is Unlocking Potential a useful tool for us?

Unlocking Potential will enable us to measure and develop the benefits that social enterprise brings to the economy and to local communities. Unlocking Potential works by measuring impact through indicators of connectivity and collaboration. The tool will help us understand the value of the network of connections developing between social enterprises across the region as well as with various partners and support agencies. We'll use the information gathered to inform the development of the SEDG network to achieve its mission and vision.

[Unlocking Potential - Optimising Business Agility & Performance](#)



Next steps:

- Strategy finalised and translated to full action plan with clarity on key partners and stakeholders, key owners for actions and timelines for delivery (By mid/late Nov 2021)