

Scottish Social Enterprise Coalition

Social Report

1st December 2005 – 31st March 2007

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Acknowledgements

A social audit? Everyone should do one! Over the last few months my colleagues and I have found this a fascinating process of re-examination, as we have worked to dig back into the recent past with the ever patient team at Social Audit Network (SAN). As we all know, most of the time in our sector work goes on at breakneck speed; yes, written down and noted, but so often in the 'heat of battle', we manage too little time for evaluation, for a closer examination of that big picture which forever hangs figuratively speaking above our heads, captioned: 'and what are you *for*, exactly?'

As you will see here in the following pages, the birth and early years of the Coalition have seen a fair bit of sturm and drang as we have worked together to position this sector at the forefront of the minds of Scotland's policy and decision makers. As we have gone along, however much views may have differed and tempers flared, we have become increasingly unapologetic about the worth of our sector and its proven capacity to deliver miracles across Scotland's communities. In turn, social enterprise and the Coalition have received growing recognition and support, often from unexpected quarters, across all parts of Scotland's civic, media and political life.

Of course we have a very long way to go, but these social accounts record just what an extraordinary journey it's been to date. May I take this opportunity to thank all those who contributed their experiences to this audit: to our funders and supporters for their faith, to the Coalition's first Board for their coalface hard work, to the committed staff team and most of all to our members and associates, who have given the Coalition its voice.

*Antonia Swinson
Chief Executive
October 2007*

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Appendices (separate document):

Appendix 1: Social Audit Brief April 2007
Appendix 2: Framework for the Social Accounts
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and Funders Analysis
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Supplementary Source Material (available from the SSEC offices):

Business Plan April 2006 – March 2008
Operating Plan April 2007 – March 2008
Scottish Social Enterprise Coalition (SSEC) Social Accounts 2004 – 2006
Reports to Communities Scotland with outputs
SSEC Exit Interview with Jon Molyneux
List of Members, Associates and Board Members

SSEC Activities Report for Communities Scotland October 2005 – March 2006
SSEC Activities Report for Communities Scotland April 2006 – September 2006
SSEC Activities Report for Communities Scotland October 2006 – March 2007
SSEC Annual Report December 2005 – March 2007
Bushnell Report 2007
Manifesto Digest 2007: Social Enterprise in the Scottish Elections
Press Releases
Press coverage Spreadsheet
All the monthly email bulletins
Website www.ssec.org.uk

Glossary:

ACOSVO	Association of Chief Officers of Scottish Voluntary Organisations
AGM	Annual General Meeting
BLF	Big Lottery Fund
CAN	Community Action Network
CDS	Co-operative Development Scotland
CEiS	Community Enterprise in Strathclyde
CEL	Community Enterprise Limited
CEO	Chief Executive Officer
CMS	Co-operative Mutual Scotland
COSLA	Confederation of Scottish Local Authorities
CPG	Cross Party Group
CTAS	Community Transport Association Scotland
DTAS	Development Trusts Association Scotland
ELLT	Enterprise and Lifelong Learning Department
HIE	Highlands and Islands Enterprise
HISEZ	Highlands and Islands Social Enterprise Zone
IAMH	Inverclyde Association for Mental Health
MEAL	Multi Ethnic Aberdeen Ltd
MSP	Member of the Scottish Parliament
PCO	Policy and Communications Officer
PRSTC	Princess Royal Sports and Community Trust
RBS	Royal Bank of Scotland
SBC	Scottish Business in the Community
SCDI	Scottish Council for the Development of Industry
SCVO	Scottish Council for Voluntary Organisations
SEC	Social Enterprise Coalition
SEDI	Social Enterprise Development Initiative
SEE	Social Enterprise Edinburgh
SEEDS	Social Economy and Enterprise Database Scotland
SEP	Social Enterprise Partnership
SFHA	Scottish Federation of Housing Associations
SFS	Social Firms Scotland
SME	Small and medium enterprise
SOLACE	Society of Local Authority Chief Executives and Senior Managers
SSEA	Scottish Social Enterprise Academy
SSEC	Scottish Social Enterprise Coalition
SURF	Scottish Urban Regeneration Forum
TFN	Third Force News

1 Introduction

The Scottish Social Enterprise Coalition (SSEC) produced social accounts for its first development year (1 October 2004 to 30 September 2005) when it was a Big Lottery funded project run under the auspices of CBS Network. Those social accounts may be seen on the SSEC website – www.ssec.org.uk.

The Lottery Project laid the foundation for the SSEC to become an independent company limited by guarantee by December 2005 and to start recruiting its staff team.

In April 2007, the Board of the SSEC decided to use social accounting again to report on progress since incorporation and especially to consult stakeholders about the SSEC's performance and impact with a view to firming up plans and strategies for the future. It was also decided to seek external assistance in planning and preparing the social accounts and to that end a proposal was put out to tender (see Appendix 1). Following an open tendering process in June 2007, Alan Kay and John Pearce of CBS Network Services and the Social Audit Network were invited to assist SSEC with its social accounting process. It must be emphasised that the CBSN Services approach has been to work *with* the SSEC CEO (Antonia Swinson) and Administrative Officer (Victoria Pearce) in preparing these social accounts and not simply to do it *for* the SSEC.

The social accounting period covered by these social accounts is 1 December 2005 to 31 March 2007 but also including the S2S 2007 event (see below) which was held in April 2007 but which was largely planned during the social accounting period.

2 History and background

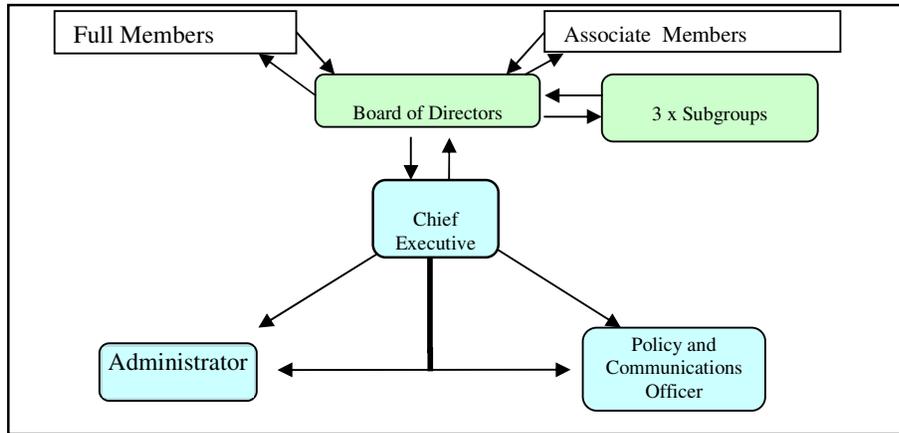
2.1 History

The Scottish Social Enterprise Coalition (SSEC) has been established to be a leading collective voice for the social enterprise sector in Scotland. The Coalition grew from the work of an ad hoc Steering Group supported by a CBS Network Lottery Project "The Bridge to the Social Economy" (May 2003 – April 2004) during the course of which a proposal was made to the Lottery for a one year project to plan and establish a Coalition on a firm footing. That Project which ended in September 2005 was successful in that the current shape of the SSEC had been agreed, a company constitution written and funding obtained from Communities Scotland. The SSEC was incorporated by December 2005 and the CEO appointed by the Board of Directors.

The SSEC Ltd consists of Full Members who are national or regional social enterprise intermediaries in Scotland. SSEC also has (non-voting) Associate Members who are social enterprises or supporters of social enterprise. At 31 March 2007 there were 16 full members and 36 associates (by September '07 membership had grown to 20 Full Members and 44 Associates). The Board consists of up to 10 directors elected from the Full Members who in turn may co-opt a further 5 directors. Throughout the social accounting period the SSEC has had two full-time staff: Antonia Swinson (Chief Executive Officer, from October 2005), Jon Molyneux (Policy and Communications Officer from October 2005) and one part time staff, Victoria Morris (Administrative Officer, from October 2004). During the course of the accounting period, one other part-time member of staff (seconded from CEiS) has worked with SSEC to deliver S2S 2007 trade fair project.

2.2 Structure

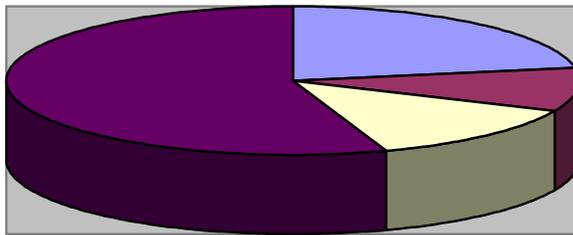
The company structure is as follows:



2.3 Financial details

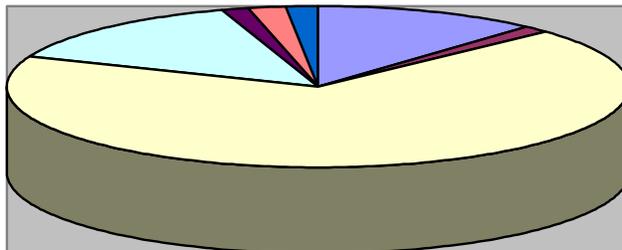
The annual budget for the SSEC for the financial year 2006/07 totalled £127,431. Actual income and expenditure varied only very slightly from the set budget. The following diagrams summarise the income and expenditure and illustrate the broad proportions.

INCOME 2006/07



■ Events	£28,200
■ EQUAL Action 3	£12,131
■ Members & Associates	£16,500
■ Misc.	£200
■ Communities Scotland	£70,400

EXPENDITURE 2006/07



■ Events	£14,400
■ EQUAL Round 3	£1,634
■ Staff Costs	£84,501
■ Office Running	£16,976
■ Professional costs	£1,815
■ Marketing Costgs	£2,500
■ Equipment	£2,000

In summary, most of our income came from funding provided by the Social Economy Unit of Communities Scotland – but we are making efforts to seek funding from other sources such as

membership and running events. By far the highest proportion of our expenditure is on salaries, running the office and events such as S2S, receptions and the procurement events.

3 Our vision, mission, values, objectives and activities

3.1 Our vision and mission

The SSEC **Vision** was agreed in May 2006 as part of the Business Plan 2006 – 2008:

“Our vision is that social enterprise is recognised and valued by all its stakeholders as a viable way of doing business and meeting social and environmental needs in Scotland”

The SSEC **Mission** was likewise agreed as part of the 2006 – 2008 Business Plan:

“To be recognised and valued as a collective voice for social enterprise by decision makers across Scotland’s political and policy environment”

3.2 Our values and principles

A set of values was set down in the 2006 – 2008 Business Plan and they are:

- Inclusiveness and co-operation
- Partnership
- Creative and outward looking
- Enabling
- Accountable
- Integrity and loyalty

However, following an Away Day with the Board of Directors, these were revised in March 2007 (Operating Plan 2007 – 2008) to become:

- Integrity
- Participation
- Communication
- Achievement
- Expertise

And a set of Operating Principles were also defined (and included in the Annual Report 2006 – 2007):

- Achieving impact
- Adding value
- Ensuring representation
- Building consensus
- Respecting diversity

3.3 Our objectives and activities

The following three objectives were re-affirmed at an Away Day for the staff and Directors in February 2007 and the activities and specific tasks have been taken from the Business Plan 2006 – 2008.

Objective 1: To build the SSEC as a well-managed, membership-led organisation, representing the full range of social enterprise in Scotland by...

Activities	Specific Tasks
Engaging with intermediary members and associates	Regular meetings, visits, contacts with intermediary members and associates to gain information on core issues and priorities
Supporting the Board of Directors to ensure strong governance and management of SSEC	Fully serviced Board meetings and meetings of sub groups and quarterly management reports; Organise and support Board and staff Away Day to cover key issues around governance and management
Ensuring SSEC is well-managed, sustainable and robust	Staff training and development; Develop and maintain robust office systems; Monitor SSEC cash flow and budget; Produce monthly reports for CEO; Install SAGE Line 50 and transfer accounts; Monitor bank requirements; Seek alternative, central, cost effective office premises; Inland Revenue requirements; Provide line management support and supervision to all staff; Manage EQUAL funding claims for S2S pilot project; Build financial contribution from the sector.

Objective 2: To raise the profile of social enterprise as a dynamic business model championing the values and benefits of social enterprise to a broad range of its stakeholders by...

Activities	Specific Tasks
Using publications and the media to promote social enterprise and highlight policy issues	Distribute monthly news bulletin to at least 250 contacts; Submit articles to external media; Develop media contacts and maintain existing media relations; Issue proactive media releases as appropriate; Submit occasional pieces to sector bulletins (Senscot, COSLA, CAN etc); Develop communications and media plan identifying opportunities.
Using the website to promote social enterprise and highlight policy issues	Develop up-to-date, accurate website to be used as resource and campaign tool.
Organising and participating in events to promote social enterprise	Attend, organise or deliver events.

Objective 3: To represent the needs and views of social enterprise to policy and decision-makers in Scotland by...

Activities	Specific Tasks
Building relationships with MSPs, political parties and other policy makers	Meeting key MSPs/party researchers; Organising MSP visits to social enterprises; Identifying and producing MSP briefings for Parliamentary debates; Attending relevant CPGs; Identify and monitor relevant events; Contributing to political party manifestos; Asking parliamentary questions on relevant issues; Writing monthly policy bulletin.
Developing a manifesto for social enterprise	Produce a manifesto for social enterprise for the 2007 elections through large scale consultation with the sector and securing cross party political support.
Informing policy development within Scottish Parliament, Scottish Executive and its agencies	Identify and submit relevant consultation responses; Regular meetings with Social Economy Unit to develop social enterprise strategy; Meetings with Voluntary Issues Unit; Meetings with staff from HIE and Scottish Enterprise; Contribute to discussions over future EU funding; Contribute to reform of Public Procurement; Contribute to meetings of the Social Economy Advisory Board.

Developing links and promote social enterprise to other policy makers and opinion formers	Meet with and explore common agendas with other policy makers affecting and influencing social enterprise development.
Representing SSEC on external partnerships (SEC UK and EQUAL Social Economy Scotland)	Represent SSEC on the UK SEC and on the EQUAL Social Economy Scotland DP and explore and develop policy opportunities.

In addition there are other activities that are carried out in the course of the work of the SSEC which are not made explicit above. They are all to do with networking and sign-posting - making connections and links between organisations, members and enquirers.

3.4 Priorities identified in the Social Accounts October 2004 – September 2005

The main priorities identified in those social accounts following stakeholder consultation were as follows:

- 1 *To build the membership of the Coalition and develop a sense of real ownership by the members, including better communications between, and active participation by, members as well as a sense of mutual purpose. Three specific issues to address are:*
 - *to resolve the ongoing debate about whether SSEC should have only intermediary organisations as its members or whether it should build a membership of all social enterprises;*
 - *to ensure that the SSEC is neither actually nor perceived as an “M8 organisation”;* and
 - *to ensure that effective support is available to staff and a clear balance struck between Board and Executive leadership.*
- 2 *To represent the views of the social enterprise sector and influence/lobby Parliament, politicians, the Executive and other policy-makers (and focus on the opportunity of the 2007 elections).*
- 3 *To raise the profile of social enterprise, celebrate successes, demonstrate its worth and identify its unique benefits. (And, it must be noted, not to seek to provide direct services to social enterprises as that is the remit of other agencies, usually members of the SSEC anyway).*
- 4 *To build self-sustainability for the SSEC (with members making significant contributions) so that its independence is not compromised.*

4 Stakeholders and key stakeholders

A full stakeholder analysis was developed from the following documentation: tender document; Business Plan 2006 – 2008; Operating Plan April 2007 – 2008; and through discussion with the SSEC staff. The full analysis may be seen in the Framework for the Social Accounts in Appendix 2.

For the purposes of these social accounts the Key Stakeholders below were identified to be included in the consultations. The External Key Stakeholders were identified in discussion with the SAN team and were reckoned to have provided informed and balanced opinion.

INTERNAL Key Stakeholders to be consulted for these social accounts

- **Board Members serving up to 31 March 2007 (11)**
Serving Board Members (8)
Resigned Board Members (3)
- **Chief Executive (1)**

- **Other Staff Members (2)**
- **Members (17 Full Members and 44 Associate Members)**
Full members: National or Regional Intermediary Organisations with voting rights (13 with an additional 4 who joined since March 2007)
Associate Members: Social enterprises and supporters (23 with an additional 21 who joined since March 2007)

EXTERNAL Key Stakeholders to be consulted for these social accounts

- **Key Partner Organisations (4)**
 Social Enterprise Coalition (SEC) UK (Jonathan Bland)
 Communities Scotland (Roddy McDonald)
 EQUAL Social Economy (Pauline Graham)
 Highlands and Islands Enterprise (HIE) (Chris Higgins)
- **Key policy-makers and decision-makers (2)**
 Mark Ballard MSP
 Murdo Fraser MSP
- **Funders (3)**
 Communities Scotland (Roddy McDonald)
 Royal Bank of Scotland (Duncan Sloan and Tracy Axton)
 EQUAL Social Economy (Pauline Graham)

USER Key Stakeholders to be consulted for these social accounts

- **Attendees at the AGM June 2007**
- **S2S events 2006 and 2007**
 Attendees
 Exhibitors
- **Enquirers and sign-posted people**

5 Scope and methodology of the social accounting

The social accounts report on all our objectives and activities using descriptive and quantitative information already gathered routinely by SSEC for purposes of reporting to our Board and to Communities Scotland. The Key Stakeholders were consulted as set out in the table below.

Stakeholders were not consulted about the SSEC's Values nor Vision as these were only revised in February 2007. Consultation on our vision and values will form part of the next social accounting cycle.

Occasional staff who had worked for the SSEC during the social accounting period were not included in the consultations.

Attendees at workshops were not included for practical reasons, but Members and Associates were asked about services including workshops.

There was some confusion over some of the questionnaires that were sent to Board members whose organisation is also a Member. Although two different questionnaires were sent out – one to the Board Member and the other to their organisation – only one was returned. In cases such as this it was decided to consider the answers to the questions that occurred in both questionnaires to be included under the Board response and under the Members response.

Due to a technical problem some of the Members and Associates who joined after the 31/03/07 were sent Members and Associates questionnaires. It was decided to consider their responses in this set of social accounts (see Appendix 2 for details).

The Members of SSEC are all intermediary organisations and have voting rights. Associates are those individuals or organisations that are social enterprises or supporters. They do not have voting rights.

The following table summarises who was consulted, what they were asked about, how they were asked and the results.

INTERNAL Key Stakeholders	Consultation Method	Subjects covered	Response
Board Members	Questionnaire	Mission, Objectives 1-3, what to do in the future, governance	11 questionnaires were sent out to the 8 representatives and 3 persons who had resigned during the social accounting period. All un-returned questionnaire were followed up. 8 Board Members responded. The results of the Board Members questionnaires are included in Appendix 3.
Chief Executive	Semi-structured Interview	Mission, Objectives 1-3, what to do in the future, terms and conditions, case studies with enquirers, environmental policy and practices, economic impacts, ethical/local purchasing policies/practices	An interview was held with Antonia Swinson on 22/08/07. The draft notes were then returned to her for comments and finalised – see Appendix 4.
Other Staff Members	Questionnaire	Mission, Objectives 1-3, what to do in the future, terms and conditions, environmental practices, ethical/local purchasing practices	2 questionnaires were sent out and both returned and analysed – see Appendix 5.
Full and Associates	Questionnaire	Mission, Objectives 1-3, what to do in the future, representative, involvement, used networking/sign-posting service	17 Full Members and 44 Associates were sent questionnaires. 12 Full members responded (after chasing); and 11 Associates returned completed questionnaires. The results are included in Appendix 6.

EXTERNAL Key Stakeholders	Consultation Method	Subjects covered	Response
Key Partner organisations Policy-makers and decision-makers Funders	Semi-structured telephone Interview with selected and representative persons	Mission, Objectives 1-3, what to do in the future, usefulness of the coalition Also where appropriate questions on “partnership”, “policy influence” and “value for money”	Semi-structured interviews were held with all those External Stakeholders listed above. The results of the interviews are included in Appendix 7.

USER Key Stakeholders	Consultation Method	Subjects covered	Response
Attendees at the AGM	Facilitated group work (4 in each group)	Main achievements and which have been most useful, missed opportunities, future priorities	30 people attended the AGM and took part in the consultation exercise – see Appendix 8 for description and analysis.
S2S Attendees and Exhibitors 2006	Feedback questionnaires	About S2S encouraging inter-trading / boosting capacity / profile raising / providing a networking forum / lessons learned	20% feedback received from the total numbers who attended or exhibited (550 attended)
S2S Attendees Exhibitors 2007	Feedback questionnaires	About S2S encouraging inter-trading / boosting capacity / profile raising / providing a networking forum / lessons learned	16% feedback received from the total number who attended or exhibited (over 500 attended)
Enquirers and signposted people	Case studies	Provided during the interview with the CEO and later verified with the persons concerned	N/A

6 Report on performance: analysis of the Social Accounts

6.1 Mission

“To be recognised and valued as a collective voice for social enterprise by decision makers across Scotland’s political and policy environment”

All Stakeholders were asked if they feel the wording of the Mission Statement accurately reflects what SSEC is all about – “Yes” meaning the Mission Statement accurately reflects what the SSEC is all about; “No” meaning the opposite. Results are as follows:

Stakeholders	Yes	No	Partly
Board	XXXXXX	XX	
Chief Executive			X
Staff Members	X	X	
Members	XXXXXXXXXXXXXXXXXXXX	XXXXXX	
External stakeholders	XXXXXX	X	

The **Board** generally agreed with the Mission Statement being what we should be about. One person suggest changing “a collective...” to “*the* collective..... Another thought it too wordy and suggested “To be recognised and valued as a collective voice for social enterprise in Scotland”.

The **CEO** felt it could be improved to: “To be recognised and valued as **the** collective voice for social enterprise by decision makers across Scotland’s political and policy environment **and civic society**”.

One **staff member** suggested “To position social enterprise in mainstream business”.

The **Members** gave a range of suggestions (see Appendix 3) with several suggesting the statement should show SSEC’s role in being valued by social enterprises as well and not only concentrate on being recognised and valued by decision-makers.

Most of the **External Stakeholders** agreed with the statement as it stands but a number made helpful suggestions – one saying it should be more assertive; another that it should include more about SSEC leading the membership; and another suggested it should be reviewed as the Coalition matures as it may have already achieved the mission.

Conclusions

- There is not universal consensus on the wording of the SSEC mission statement.

Action Points:

- ≡ Consider reviewing the Mission statement taking into account some of the points made in the course of this consultation.

6.2 Objectives and activities

The following sections on each objective are extensive. Therefore each objective will begin on a new page.

Objective 1: To build the SSEC as a well-managed, membership-led organisation, representing the full range of social enterprise in Scotland

A. QUANTITATIVE AND FACTUAL DATA

a) Engaging with intermediary members and associates...

Following Board agreement, a Membership and Associates Strategy was implemented in June 2006. It was decided that full voting **Members** would be intermediary organisations reflecting the whole range of the sector while non-voting **Associates** would comprise individual social enterprises, support organisations and individuals. SSEC would engage Members and Associates by;

- Distributing a monthly e-bulletin containing a foreword from the CEO on the Coalition's current activities, a specific policy section, and news and events. This has been done since September 2006.
- Making regular (monthly), personal contact (either by telephone, email or in person) by the CEO to all Full Members with a view to developing Coalition membership.
- During 2006/07 66 visits have been made to organisations around Scotland which are or may become members of the SSEC or give support to the Coalition in some way (a full list may be found as Appendix 9)
- Hosting two round table discussions to canvas opinion on policies. This has been done for SSEC's own Manifesto and the Social Enterprise Strategy produced by the Scottish Executive.
- Inviting Members and Associates to attend SSEC hosted events. These have included 3 'Getting better Value' procurement events (held in Edinburgh, Glasgow and Inverness); one policy forum; a hustings event in Perth; the Manifesto launch at the Scottish Parliament; a media workshop; and a First Anniversary celebratory event.
- Hosting a Members' Away Day in August 2006 attended by 16.
- Redeveloping the website to include a contacts form and events section. A completely revamped website is currently underway, the updating of which will be outsourced to ensure it is kept 'up to the minute'.
- Arranging visits for 8 MSPs, for 4 Senior Executives of fund raising and public bodies to Members and Associates in different parts of the country.
- Attending and speaking at the AGMs and conferences of Members and Associates. Again, our staff often made themselves available to attend all sorts of events.
- Arranging staff visits to social enterprises when appropriate and often in response to requests.
- Subscribing to sector produced bulletins and magazines, hard copy news including Third Force News, Holyrood Magazine, Social Enterprise magazine, New Sector, New Start, Regeneration and Renewal, Social Economy Scotland, View, Social Firms Scotland, Towards Zero, The Big Issue, Green Futures, Scotland's Health, Environment UK, Success Magazine, Ethical Consumer and Communities Today, E-bulletins include: Senscot, SEC UK, CEL, CBS Network, DTAS, HISEZ, MEAL, New Start Hotnews, Paul Zealey Associates, Quickmail, Rocket Science, SCDI, Scottish Community Land, Social Economy Scotland, SEDI, SEE, SURF, Teach a Man to Fish, and The Engine Shed.

b) Supporting the Board of Directors to ensure strong governance and management...

The Directors during the social accounting period are listed in Appendix 2, including resignation details. The Board has met almost monthly with meeting dates and attendance as follows;

Date of Board Meeting	Number of attendees (not including staff)
8 th December 2005	9
9 th January 2006	9
2 nd March 2006	11
21 st April 2006	9
8 th May 2006	8

1 st June 2006	7
14 th August 2006 (Away Day)	8
19 th September 2006	5
7 th November 2006	6
12 th December 2006	7
9 th February 2007 (Away Day)	7

Board papers and the subsequent minutes were distributed in accordance with the company's constitution. Additionally, each Board Member contributed to one of three working **Sub Groups**; 1) Governance and External Relations, 2) Policy and Strategy or 3) Human Resources and Finance. During the period under review, the Governance and External Relations subgroup met six times; the Policy and Strategy subgroup, two times; and the Human Resources and Finance subgroup five times. Minutes were distributed to those within the Sub Groups as well as the Chair. A member of each of the Sub Groups would then report to fellow Directors at Board meetings.

c) Ensuring SSEC is well-managed, sustainable and robust...

SSEC has worked towards this by following **good governance practices** which includes...

- **Regular contact** established with Board members at monthly meetings, by telephone, email and in person and by introducing the Sub Groups to concentrate on specific areas. In so doing, SSEC has been able to 'keep up the pace' and speed up the decision making process. It has been recognised by Board Members and staff, however, that with 24 fully serviced meetings, reporting has been excessive at times and the governance structure is time consuming for both staff and directors (24 fully serviced meetings over 6 months). The CEO is currently looking at ways to streamline this. Additionally, we arranged Christmas events for the Board and staff to cement relationships.
- Board and staff attended an **Away Day**. A professional management consultant was hired as a facilitator to consider how the Board and CEO could most effectively work together. It was reported that the Board would benefit from a greater diversity of personalities and it was agreed that these recommendations would be given careful consideration at the future Board elections.
- A **'chain of command'** was established between the Board Chair, the CEO and all the staff. This has not always been effective and the Chair and CEO have addressed this by using an independent consultant mediator.

SSEC has worked towards this by **using skilled and experienced people...**

- Our **Board is made up of highly experienced and skilled individuals**. All Board members are Chief Executive Officers of well established, well respected social enterprises and networks. Through the establishment of Sub Groups, individuals have been able to apply their particular skill sets in the most effective ways.
- The Coalition has benefited from **high staff retention** during the period under review with the same three core members of staff remaining in post. The commitment, in depth knowledge and team spirit of the staff has undoubtedly added to the effectiveness of the Coalition and its overall robustness.
- Biannual **staff appraisals** are conducted to discuss attainments, future objectives and any training needs. An increased budget has been agreed for the following year to allow staff to undertake further training and development as required. To date training has included staff visits to SEC UK to shadow their opposite numbers.

SSEC has worked towards this by **establishing a well managed office...**

- This has meant agreeing what **outputs and outcomes** the Coalition is working towards. Staff have drawn up quarterly and annual strategic work plans and close attention was given to staff capacity to ensure goals are achievable.
- There have been weekly **staff team meetings** to discuss progress, future business and effective diary management.
- **Operational policies** were produced. These have not yet been endorsed by the Board

and it is agreed further work is needed. When formally adopted, they will give staff a clear understanding of how SSEC operates both internally and externally.

- A suitable **IT networking and support system** has been established.
- An occupational physiotherapist was hired to assess the **ergonomic suitability of the office premises**. A report was produced and recommendations made. The staff implemented the changes as required in an effort to reduce stress and improve health.
- Newly refurbished **office premises** have been secured from Autumn 2007. The new office is centrally based and will be in heart of a social enterprise hub thereby putting the Coalition 'in the thick of things'. The office is owned and managed by The Ethical Property Company and as such, reasonable rents and comprehensive support services have been procured. Strict environmental policies will be followed. The office is accessible day and night thereby allowing staff a degree of flexibility not currently available. The office is also fully accessible to those with reduced mobility.

SSEC has worked towards this by **careful financial management...**

- The Board and staff worked together to establish clear **financial practices**. These have been laid out in a Finance Procedures document which, although not yet formally adopted by the Board, is in practice, adhered to by staff. The systems in place offer safeguards against financial mismanagement.
- Careful consideration has been given to **future annual budgets** and how the Coalition may diversify its income stream. SSEC has explored the following options to cover future anticipated costs and core activities;
 - *Increasing Membership and associate numbers*: Currently, these fees make up 13% of the Coalition's annual income.
 - *Grant Funding*: Applications have been made to The Joseph Rowntree Reform Trust, The Big Lottery Fund, Esmé Fairbairn and Communities Scotland. The Coalition has been careful in its choice of applications so as not to 'shrink the pot' for others in the sector.
 - *Sponsorship*: RBS has agreed to offer some financial support for SSEC's core activities for the next three years. Other sponsorship opportunities are being explored.
 - *Income generation from professional activities*: This includes research undertaken for Triodos Bank and EQUAL policy development work and a media training workshop.
 - *Events and seminars*: For the period under review, SSEC has generated income by delivering S2S and three procurement events.
 - *In kind work and CSR opportunities*: SSEC has been in discussion with Standard Life to second a Parliamentary Officer and to use their printing and venue facilities. RBS has also offered its venue facilities, thereby reducing SSEC overheads.
- The Coalition worked towards building up **financial reserves** as security. Currently there are sufficient funds to cover two months operating costs.
- An **auditor** with appropriate sector experience has been appointed.
- A **bank account with four signatories**, and a linked credit card have been established. Agreement has been given to open a savings account to maximise interest payments on any reserves.

B. OPINIONS OF STAKEHOLDERS

a) On the objective

All stakeholders were asked three questions relating to Objective 1. They were asked to assess their answer where 1 is the lowest or least effective and 10 is the highest or most effective with DK meaning "don't know". This scale is used in most of the subsequent tables.

How well do you feel SSEC has been managed as an organisation?

Stakeholders	Not well										Very well		DK
	1	2	3	4	5	6	7	8	9	10			
Board			XX		X	XX	XX						X
CEO							X						
Staff			X			X							
Members and Associates		X	XX	X	X	XX	XXX	XXX	XXXX	X		XXXXX	
External							XXXX	XX			X		

How effectively do you feel SSEC has been membership-led?

Stakeholders	Not effectively					Very effectively					DK	
	1	2	3	4	5	6	7	8	9	10		
Board		X	X		XXXXX		X					
CEO							X					
Staff		X					X					
Members and Associates		X	X		XXXXXXXXXX	X	X	XXX	X			XXXXX
External				X		XX	XX					XX

How well do you feel SSEC represents the full range of social enterprises in Scotland?

Stakeholders	Not well					Very well					DK	
	1	2	3	4	5	6	7	8	9	10		
Board	X	X	X		XXX		X	X				
CEO								X				
Staff			X				X					
Members and Associates	X		X		XXXXX	XX	XXXX	XXXX	X			XXXXX
External				X		X	XX	XXX				

Selected and representative comments relating to the three questions above (1- 2 from each stakeholder group. For full lists see Appendices 3-8):

- *It still has the potential to do all of these things but thus far progress has been hindered by internal difficulties. (Board)*
- *There are gaps but a number of existing Members represent a substantial percentage of the sector. I think a decision will have to be made in the next year or so about how far to extend membership. At the moment, social enterprise is flavour of the month and there are those who will want to be involved for political as opposed to philosophical reasons. (Board)*
- *CEO understands that the reference to “well managed” refers to the Board management as well as her own management. However she feels that in spite of all the teething difficulties, the SSEC has made a “huge impact” despite few resources and few staff. (CEO)*
- *Management generally sound, but need for more attention to detail. Representative role is good, but heavily relies on support and co-operation of others in the sector – perhaps SSEC can develop stronger independent identity. (Staff)*
- *Management has appeared rather rocky from time to time with disputes within the Board and between the CEO and the Board, especially the former Chair. It seems that the division of decision-making between CEO (and staff) and Board has not always been clear; membership could and should be more involved on an ongoing basis (eg – the good and keen participation at the AGM); the question about representation links to the later question about membership. SSEC has been successful in building up membership within the current terms but that does not necessarily mean it represents as many social enterprises as it might. (Member)*
- *SSEC has a lot of intermediaries involved in it and so, on one hand, one of the issues here is more about the role of the intermediaries, such as ourselves, and whether or not we are membership-led. Also my understanding was that the SSEC was about providing a collective voice for intermediaries whether members or not so there is also an issue about overall purpose of SSEC – is it for member benefit or the wider social enterprise sector. (Member)*

- *SSEC appears to be well-managed despite operating in a difficult environment. Not sure if the membership is driving SSEC forward but it does represent the social enterprise sector in Scotland. They are a new organisation and have been created at the right time. It must be difficult to offer leadership and try and form a consensus – both of which require the building of trust. It must have been difficult to do this with limited resources. (External)*
- *The SSEC seemed to be well-managed. Being “membership led” is more problematic as the SSEC membership is diverse including some contradicting interests. “Membership led” implies that the membership knows where it is going – and this is questionable as it includes a wide range of organisations. Also it is not clear that the “sector” sees itself as a sector – as it is made up of “micro sectors eg. co-ops do not see themselves as social enterprises. This is not the SSEC’s fault but social enterprise is almost self defining. (External)*

b) On SSEC membership structure

All stakeholders were asked if they thought the current membership structure of the SSEC is “fit for purpose” and if not, how they thought it might be improved

Stakeholders	Yes	No	Partly	DK
Board	XXX	XXXXX		
Chief Executive			X	
Staff Members		XX		
Members and Associates	XXXXXXXXXXXX	XXXXXXXXX	X	XXX
External stakeholders	XXX	X	XX	X

Selected and representative comments and improvements (1- 2 from each stakeholder group. For full lists see Appendices 3-8):

- *Need to be much clearer. It (the SSEC) is either for intermediaries or social enterprises or both. There is an issue re: those that provide “paid for” services to the sector. There is a question about their participation at Board level (Board)*
- *Should be split so that your membership structure reflects the segmentation of the sector. (Board)*
- *AS believes that the current membership structure would merit a review by the incoming board as part of the Coalition’s ongoing development. She feels the SSEC is a “coalition of the willing” and therefore all people and organisations in the sector should have a vote ie. full voting members should be intermediary organisations AND social enterprises and non-voting Associates should be individuals and support organisations. She said that this view was shared by others. Perhaps we should talk about a social enterprise “movement”. (CEO)*
- *SEs themselves as full members. SSEC should be the voice of social enterprises – directly, not via intermediaries. Important because some intermediaries are better (ie more representative, more active and engaged) than others. Also other parts of the sector don’t per se have intermediary representatives. Who is representing the myriad ‘new forms’ of SE that are emerging and will continue to emerge???? (Staff)*
- *All social enterprises should be full members if they wish. I think intermediaries can over-represent their members (Member)*
- *I would favour possibly three categories of member: the intermediaries (currently the only category); other (non SE support bodies); and social enterprises & individuals with each category electing a section of the Board – however SE intermediaries would remain the biggest block – probably holding a majority over the other two. The present distinction between Members and Associates (who are not members) is divisive. (Member)*
- *The SSEC is a coalition but its Full Members are intermediaries with voting rights BUT the voters are not the social enterprise that SSEC is supposed to be representing. This might be improved by allowing the Associates to vote but then the intermediaries may see their views “diluted”. The Executive is happy with the membership at the moment but recognise it is not perfect. (External)*

- *Scotland needed an “umbrella of umbrella organisations” and SSEC fulfilled this role. The current situation of membership is better than having a range of competing members and individual social enterprises which would be unwieldy. (External)*

c) On getting more involved

Members and Associates were asked if they would like to get more involved with SSEC and if so, how and what particular skills or other contribution they might offer to SSEC. Five said they would like to be more involved while 14 said they would not. Two selected comments are:

- *Willing to invest some time for organising events if needed. Also willing to help other social enterprises in becoming market aware, re-branding, or re-positioning (I have a marketing background)*
- *Unable to commit time which is why it is important to have organisations like SSEC to do things we don't have time for individually*

d) On the purpose and operation of the Board

We also asked members of the Board questions about their understanding of the purpose of the Board, about how the Board works and about the membership of the Board. The full submissions are included in Appendix 3. The findings are summarised in the next few paragraphs.

The majority of the respondents were in agreement over the **purpose of the Board** ie. that it is not responsible for the day-to-day management of SSEC and instead acts as advisors to the organisation deciding on policy and strategic issues with ultimate responsibility for legality and finance of SSEC. There was a general feeling that the remit of the Board was clear but two Board members were not sure about this – one connected comment was that the Board's remit should be revisited annually; another stated that they were not sure if the CEO “knew what the Board's remit is”. Other selected comments are:

- *While “clear” (remit) I think that some blurring took place at points as the Board Members intervened in day-to-day operations and some key strategic decisions did not come to Board. Perhaps natural as groups of people and staff get used to working with each other.*
- *The remit of the Board is pretty clear and will hopefully become more so after the away day, but there is always room for improvement hence a score of 4.*

On **how the Board operates**, most of the respondents felt that there was enough information to fulfil their duties; the meetings were easy to participate in and the meetings were sufficiently frequent. However, over half of the respondents did not think the meetings were well run and there was a mixed response over the circulation of papers for the meetings and the minutes after the meetings. Two selected comments are:

- *Timeous circulation of papers has slowly improved. Conflict between some Board and Staff Members made many meetings difficult (now largely resolved).*
- *Often too full an agenda for the time allotted with many AOCB items at the last meetings*

When asked about the **“balance” of the membership of the Board**, there was agreement that it was the right size but there was a mixed response on make-up of the Board in terms of gender and age and no clear agreement over the representation of intermediaries (Full Members) and social enterprises (Associates). The comments were mainly about age, gender and that there should be more social enterprises as Board members.

e) On the most difficult and “tricky” issues

Members of the Board and the CEO were also asked to explain which were the most difficult or “tricky” issues they had had to deal with since December 2005. The full comments are included in Appendix 3 and 4. They are paraphrased here:

Board's "tricky" issues	CEO's "tricky" issues
<ul style="list-style-type: none"> • New organisation with a new CEO and new Chair • Too much time spent on how the organisation is managed • The members of SSEC in terms of Full Members (intermediaries) and Associates (social enterprises) • Board is not representative of the social enterprises in sector • Differences in opinion and style between the CEO and the Chair • Staffing and resources for the SSEC 	<ul style="list-style-type: none"> • The lack of diversity in the Board (highlighting the Bushnell report – February 2007) • A new Board, new Chair and new staff all at the same time - no-one very experienced of coalition working and differences of expectation and viewpoint • Difficulties in communications within the SSEC and this has been helped by building up trust • Difficult for the SSEC to learn to "talk with a common voice" as the Board were more used to talking as separate and independent organisations • Staff morale has been a "big issue" that required "great deal of energy"

f) Employee terms and conditions

Both staff members were asked if they were happy with their job with the SSEC and if they found it interesting.

One staff member was not happy with their job with SSEC stating *"I haven't progressed as I had thought I would – barriers to progression"*. They felt the job was partly interesting.

The other staff member was partly happy with their job which they found interesting. They went on to say: *"Social enterprise is an exciting field in which to work; the vibrancy around the sector means that the Coalition has fertile ground in which to work. The work is challenging, fresh, reactive – certainly able to stimulate interest..... However, like any job, it also has its weaknesses: leadership has not always been clear – possibly fair to say there has been a power vacuum....can lead to 'fear' of doing/saying the wrong thing in someone's eyes; reactive nature of the work makes it exciting, but also stressful and at times 'frenetic'"*.

The two staff members valued *"praise, recognition and appreciation of work done"*; *"shared learning and communication"* with an *"ability to grow and be challenged"*. One staff member was unhappy about the rate of pay for the job and their terms and conditions.

The CEO is happy with her job and finds the work interesting. She felt that *"it is very satisfying to see how SSEC is developing"* but has had to *"temper both her own and others' ambitions and expectations, and to make the best use of limited resources"*. She feels SSEC has been building up a rapport with members and she is happy with the balance of the recently elected Board. She admits that it has been a *"learning curve"* but SSEC is a new organisation and it has had its difficulties in setting up – but it is getting better as *"processes are sorted out"*. *There has been "solid and genuine progress"*.

The CEO was happiest with *"developing new skills"*, *"opportunities to develop and advance in their role"*, *"involvement over decision-making and control over their own work"*. Her additional comments regarding the work with SSEC are:

- AS feels she has not received as much training as she would like and perhaps needs help in identifying training needs.
- Although AS has not put "pay" as a priority it is a factor and AS welcomes the terms and conditions which includes flexibility of employment.

Conclusions

- We have an agreed Membership and Associates Strategy in place which involves a regular e-bulletin, regular contact with members and holding events for members.

- During 2006 – 07 we had a stable Board of Directors which met regularly and embraced governance, employment and financial practices which were robust and followed best practice.
- Our stakeholders are divided over how they feel we have been managed with a significant minority of Directors and Members feeling we have not been well managed (see previous tables); which contrasts with our External Stakeholders who think we have been well managed. Several comments were made about the different opinions and personalities on the Board and within the staff that affected the smooth management of SSEC. In fact, the Board’s responses throughout the consultation were arguably more negative than other stakeholder groups.
- There is division over whether or not we have been “membership led” but perhaps this reflects the variant opinions about our two tier membership structure where only Full Members (who are intermediary organisations) have voting rights. This point was further emphasised in the response to the question about the membership structure – and again covered in some of the comments. This appears to be an on-going theme running through our social accounts and something that has to be “grappled” with.
- The stakeholder response to our representative role with regards the social enterprise sector is not clear cut. This again may reflect the divergent opinions about our membership strategy. This is further reinforced in the comments.
- The Board were clear on their purpose but there was a mixed response over how the Board operated and its make up. In fact, in Appendix 3 there is strong criticism from Board Members on how the Board meetings were run
- It is clear that in 2006-07 we have had to deal with a number of “tricky” issues especially about the governance, membership and management of the organisation but this may be partly to do with the creation of a new organisation.
- The staff were generally happy with their work but with a number of major qualifications – mainly, in one case, a dissatisfaction with their progression and pay and conditions; and in another frustrations with the decision-making process.

Action Points:

- ≡ Consider reviewing the current Membership and Associates Strategy and communicate any revisions. This could be done through “constitutional convention” to look at the categories of membership and perhaps increase the categories so all differing views can be reflected by SSEC.
- ≡ Strengthen the Board by establishing clear procedures and diversifying the make-up of the Board.
- ≡ Consider the staff structure and roles and responsibilities and how that relates to pay and conditions.
- ≡ Consider looking at other coalition structures and see how they work eg. the Scottish Chambers of Commerce and the SEC in London.

Objective 2: To raise the profile of social enterprise as a dynamic business model championing the values and benefits of social enterprise to a broad range of its stakeholders

A. QUANTITATIVE AND FACTUAL DATA

a) Using publications and the media to promote social enterprise and highlight policy issues...

SSEC implemented a **media strategy** centred on five, clear messages; 'Social enterprise means business'; 'Social enterprise is historically significant'; 'Social enterprises are business pioneers'; 'Social enterprise provides valuable policy solutions' and 'Social enterprise should be at the heart of Scotland's devolved identity'.

Key targets within the press were identified as follows:

- Political and business editors of the Scotsman, Scotland on Sunday, Herald, Sunday Herald, Financial Times, Daily Record and BBC Scotland.
- Editors of business, policy and trade press such as Business Insider, Holyrood Magazine, Regeneration and Renewal, New Start, Social Enterprise, New Sector, Good Company, Social Enterprise Magazine and Third Force News.
- Business and news editors of local and regional press for example Aberdeen Press & Journal, Evening News, Evening Times and the Dundee Courier.

Contact was made with all targets.

In total, SSEC produced 35 **news releases** during the period under review (See Supplementary Material). Key events and milestones such as Social Enterprise Day, the SSEC Manifesto launch and S2S received wide coverage. Coverage was also secured in national newspapers (The Herald, The Scotsman, Scotland on Sunday, Daily Record, Evening Times, and Evening News), business press (Success Magazine) and national broadcast media (BBC Scotland), as well as local, regional and specialist news media (The Courier, Perthshire Advertiser, Press and Journal and Life and Work).

We have provided **ad-hoc comment or opinion pieces** to a number of specialist publications, including Third Force news (TFN), New Start, View, Good Company, Social Enterprise Magazine and Holyrood Magazine. An eleven page supplement was produced for The Big Issue Scotland in late 2005 and a further supplement was delivered to The Herald in early Spring 2007. We have also provided information and copy to sector-oriented e-bulletins and newsletters including Senscot, HISEZ, Social Economy, Western Mail, CANzine and Social Enterprise Edinburgh.

Additionally, the in-house **bulletin** has been disseminated to an average of 85 recipients monthly (See Supplementary Material). After careful consideration, it was decided that only fee paying Members and Associates should receive the bulletin which has limited the number of recipients. As such, the target of 250 has not been met during the period under review, although the list of recipients continues to grow month on month. A specific policy bulletin has been circulated monthly to all MSPs by email.

b) Using the website to promote social enterprise and highlight policy issues...

The SSEC website has been used as a resource for information, marketing events and SSEC activity, and features a dedicated area to engage support around the SSEC Manifesto. However, during the period under review, the website has been under-used and under-managed, mainly due to limited staff capacity. Additionally, the website suffered significant content loss due to a server malfunction. This occurrence, however, allowed staff to carefully consider the purposes of the website and design a website brief accordingly which takes into account SSEC's emerging house style. The website is therefore due to undergo another re-design during the summer of 2007 and will include a traffic monitoring feature (See Supplementary Material).

c) Organising events to promote social enterprise...

The following events were organised by SSEC.

S2S 2006, Perth Concert Hall, 25/04/2006

The S2S Social Enterprise Trade Fair was designed as a pilot project - an opportunity to test a new national trade fair approach to developing an 'internal market' for social enterprise trade in Scotland. Its main aims were:

- To provide an opportunity for social enterprises to trade with each other;
- To build social enterprises' capacity to trade;
- To provide a forum for networking, debate and exchange of ideas;
- To raise the profile of social enterprise with public and private sector purchasers, policy makers and other key audiences;
- To test the merits of a national trade fair approach

Funding was provided by Communities Scotland and EQUAL with additional income from sponsorship by Highlands and Islands Enterprise and RBS. Admission was free of charge.

Approximately 550 attended the one day event. It featured 51 exhibitions (or trading stalls) and a number of other activities including speed networking, a marketing zone, seminars/panel discussions and interactive workshops. In addition, a packed lunch and a delegate bag was provided free of charge. The event was opened by Deputy Communities Minister, Johann Lamont MSP, Murdo Fraser MSP and Mark Ballard MSP, and members of the Perth Chamber of Commerce.

A post-event analysis based on feedback from exhibitors, attendees, funders and sponsors, reported that the event achieved a significant profile and created a 'buzz' both within and outwith the sector. Key factors for success are likely to have included the high-level of support for the event, the unique opportunities to network, the emphasis on trade, the relative prominence of social enterprise practitioners, the quality of exhibitors selected and the efforts that some had gone to with their exhibition and marketing. We circulated feedback forms asking questions about the event and received a 20% response.

As a result of its success, the Coalition was keen to establish the trade fair as a 'must attend' annual event. Lessons learned from this pilot project informed the development of S2S 2007.

Social Enterprise Manifesto Launch, Scottish Parliament, Edinburgh, 15/11/2006

SSEC developed and launched its manifesto *Bigger, Better, Bolder: Social Enterprise Solutions for Scotland* to sector stakeholders at both the Senscot Ceilidh and at an evening wine and canapé reception in the Scottish Parliament. Attendance at The Parliamentary Reception was a little disappointing perhaps due to an unavoidable clash of commitment for MSPs (with only 5 attending) and for sector personnel, however, an address was made by Des McNulty MSP, who had been appointed Deputy Communities Minister that day.

The launch marked a significant moment for the Coalition; the publication of a hard copy document, the result of months of consultation with those in the sector.

SSEC Anniversary Event, Engine Shed, Edinburgh, 12/12/2006

This was an all day event to mark SSEC's first anniversary of incorporation. The keynote speaker was Deputy First Minister and Enterprise Minister Nicol Stephen. The 50+ guests included SSEC Members and Associates and other key supporters. The day also featured discussion on the future of the sector, and a policy forum on the SSEC manifesto campaign.

Getting Better Value Events (3): Edinburgh Zoo, Edinburgh 17/01/2006; Trades Hall, Glasgow 30/01/2007; Town House, Inverness 14/02/2007

SSEC organised three lunchtime events across Scotland to launch the Scottish Executive's "Getting Better Value" guides to purchasing from the social economy'.

The aims were to promote the guides and case studies; raise awareness of the potential for social enterprises to deliver public sector contracts; facilitate positive interaction between social enterprises and the public sector purchasers and to raise the profile of the social enterprise sector.

High profile speakers included Kevin Robbie (Forth Sector), John McClelland CBE (author of Review of Public Procurement in Scotland - Report and Recommendations), Lynn Garvie (Scottish Parliament), Gary Butler (Northern Constabulary) and Sandy Cumming (HIE) and individual social enterprises were given the opportunity to exhibit and raise their own profile.

Over 130 people attended the three events and of those 17% who responded to the post event evaluation survey 71% said the event they attended fully met their expectations, with 18% saying it mostly met them, and 11% partly met. Additionally, 91% of respondents rated the event organization and administration as excellent. The events provided useful learning points and identified a number of areas for developing the agenda around social economy organisations delivering public services.

Hustings, Marquee by Perth Concert Hall, Perth, 25/04/2007

With an eye on the impending Elections, SSEC hosted an evening reception/hustings event inviting representative MSPs from the main political parties. They included Murdo Fraser MSP Conservative, Mark Ballard MSP Green, John Swinney MSP SNP, Andrew Arbuckle MSP Liberal Democrats and Michael Marra MSP, Labour. The Coalition CEO acted as Chair. Approximately 100 guests attended from a variety of backgrounds. The MSPs presented their party's commitments to the social enterprise sector and a lively discussion was had with challenging questions from the floor. A networking opportunity over wine and canapés followed. The event was paid for by McSense with complimentary wine supplied by CMS. Feedback was verbal and very positive.

S2S 2007, Perth Concert Hall, Perth 26/04/2007

Given the highly successful S2S 2006, the Coalition agreed that it should host S2S 2007 and this was developed with similar outcomes in mind. In order to keep the event free for attendees, provide lunch and delegate bags, funding was secured from Communities Scotland. In addition, the Coalition secured sponsorship from a variety of sources (Royal Bank of Scotland, Social Investment Scotland, Perth & Kinross Council, Business Gateway, Highlands and Islands Enterprise) as well as in kind support (Kibble) and charged exhibitors on a sliding scale.

Over 500 delegates attended with 63 trading stalls offering a wide range of goods and services from all over Scotland. Murdo Fraser MSP, Andrew Arbuckle MSP, the Deputy Lord Provost of Perth and Kinross attended, along with representatives from the Chambers of Commerce.

As well as the main exhibition, the event also included a programme of workshops. For example, Money Talks: Finding the right finance & developing good governance, speed networking sessions and speeches from supporters such as Tracy Axton, Royal Bank of Scotland, and featured a large marquee for additional capacity.

Again, a post event evaluation was carried out and overall the event was thought to be a solid success, clearly delivering on all objectives. Capacity was increased as was trading activity between organisations. Overall satisfaction was very high with 97% of the 95 delegates who responded rating the event either good or excellent. Whilst important learning points were identified - for example in workshop management, catering and future capacity to grow - S2S

2007 successfully served to cement its position as the pre-eminent social enterprise event in Scotland and has established itself as an annual fixture in the sector's diary.

d) Participating in events to promote social enterprise...

During the social accounting period the SSEC has spoken at and participated in 62 social enterprise events around Scotland and, occasionally, south of the border. (For a full list please see Appendix 9.)

B. OPINIONS OF STAKEHOLDERS

a) On the objective

We asked all stakeholders how successfully they thought SSEC has raised the profile of social enterprise in Scotland (Objective 2). They were asked to assess their answer where 1 is the lowest and 10 is the highest with DK meaning “don't know”.

How successfully do you feel SSEC has raised the profile of social enterprise in Scotland?

Stakeholders	Not successful								Very successful		
	1	2	3	4	5	6	7	8	9	10	DK
Board							XX	X		XXXXX	
CEO										X	
Staff										XX	
Members and Associates						X	XX	XXXXXXXXXX	XXXXXXXXXXXX	X	
External						X	X	X	XXX		X

Selected and representative comments (1-2 from each stakeholder group. For full lists see Appendices 3-8):

- *Difficult to separate out SSEC's contribution to this because times and policy context is changing but profile has definitely been raised and SSEC has certainly contributed to that* (Board)
- *CEO and staff are very good at profile aspect of the objectives* (Board)
- *The CEO feels that SSEC has had to do “a lot on building the profile of social enterprise and has had a very big part to play in this” – especially through the S2S trade fairs* (CEO)
- *SSEC has had a major influence on the Scottish Social Enterprise Strategy and the manifestos of political parties.* (CEO)
- *This has been a significant achievement of SSEC – press and policy work has been intense. Social Enterprise mentioned in every political party manifesto. I notice just generally people seem to know what I am talking about more these days – which is satisfying.* (Staff)
- *I...think the organisation has done very well, but needs to continue, and if anything increase its efforts, raise its game and direct resources and efforts in a more focused way.* (Staff)
- *I am impressed with a highly organised, proactive and targeted approach* (Member)
- *I have to give an academic answer as the profile of social enterprise has risen spectacularly but it is not possible to attribute this entirely to SSEC – it is arguable that SSEC has risen on the back of the “natural wave”. However, SSEC has been at forefront of the S2S and if pushed would say that 25-30% of raised profile has been due to the work of SSEC, the CEO and S2S.* (External)
- *There could have been more promotion and the development of more promotional materials for social enterprises to use. The kinds of promotional materials could be: newsletters, case studies around S2S (recognising Senscot does case studies already); or using examples around themes eg. procurement. There is also a need to promote the sector to private enterprise and this is important as there is a lack of understanding in the private sector. The CEO has been very good at promoting social enterprise to the public sector.* (External)

Conclusions

- We have designed and successfully implemented a media strategy which involved news releases, articles and an e-bulletin. Our website has not been as effective as it could be due to technical difficulties during the period in question.
- We have organised a number of successful events which were generally well received. We have been particularly successful in organising the S2S Trade Fairs in Perth – both of which were attended by more than 500 delegates.
- We have made a particular effort to participate in events that promoted social enterprise.
- All the stakeholder groups responded positively when asked if we had successfully raised the profile of social enterprise in Scotland and this was reinforced in the comments which were nearly all positive and complimentary. In fact, the membership seriously appreciates and applauds our efforts in this objective.
- We were conscious of the Scottish Election in May 2007 and carried out a considerable amount of work to ensure that all the political parties in Scotland were aware of social enterprise. We also organised a hustings event on the eve of the S2S Trade Fair.

Action Points:

- ≡ Continue to develop our media strategy and contact with politicians and policy-makers
- ≡ Continue to organise an annual trade fair and other events that appear to be pertinent and topical for the membership
- ≡ Continue to attend as many relevant events as possible

Objective 3: To represent the needs and views of social enterprise to policy and decision-makers in Scotland

A. QUANTITATIVE AND FACTUAL DATA

a) Building relationships with MSPs, political parties and other policy makers...

During the period under review, SSEC has...

- ...undertaken a rolling programme of meetings with MSPs and Ministers from all leading parties including key members of the Enterprise & Culture and Communities Committees in order to introduce the sector and engage in demonstrating the sector's impact. We have organised visits to social enterprises for Malcolm Chisholm MSP, Donald Gorrie MSP, Richard Baker MSP, Mark Ballard MSP, Susan Deacon MSP, Jamie Stone, Murdo Fraser and Maureen Macmillan. The CEO has also had meetings with Alex Salmond MP, Adam Ingram MSP, Nicola Sturgeon MSP, Annabel Goldie MSP, Nicol Stephen MSP, Nora Radcliffe MSP, Mary Scanlon MSP, Alex Neil MSP, Euan Robson MSP and Des McNulty MSP who spoke at the social enterprise manifesto launch and participated in a debate with the PCO on social enterprise by New Statesman magazine. The CEO also met with succeeding Communities Minister, Rhona Brankin shortly after her appointment to discuss the launch and implementation of the Social Enterprise Strategy.
- ...invited all MSPs to attend the launch of its manifesto at a Parliamentary reception and mailed out a hard copy to all MSPs.
- ...addressed MSPs at events in Parliament, including a Community Transport event, the Business in the Parliament Conference, and the SURF Question Time event.
- ...attended bi monthly meetings of the CPG on the Scottish Economy.
- ...took part in a round table event on the environment with Oliver Letwin MP
- ...participated in Scottish Liberal Democrat Poverty Commission chaired by Ross Finnie MSP, Environment Minister.
- ...met with senior researchers from all parties to discuss detailed ideas for supporting social enterprise in election manifestos. Many of SSEC's recommendations were translated into election promises, clearly demonstrating overall a major increase in political support for the sector (see Supplementary Material and tables below)
- ...spoke in the main debate at the Scottish Conservative Party Conference in Perth
- ...attended a policy breakfast with Party leaders organised by SCDI
- ...attended manifesto launches of main political parties
- ...sent policy e-bulletins to all MSPs in December 2005, February, March, April, and August 2006. (See Supplementary Material)
- ...produced MSP briefings on six different subjects including; the Business Growth Inquiry, the McLelland Report on Procurement, Social Enterprises and Young People and a briefing on rural Scotland.
- ...arranged for the then Deputy First Minister Nicol Stephen to speak at its first anniversary event.
- ...arranged a hustings event attended by representative MSPs from the major political parties to take place in April 2007.

The following table shows quotes for different political party manifestos. For further details see the "Social enterprise and the Scottish Elections: At a glance guide" (see Supplementary Material).

Party	Comments
Scottish Conservatives	"We know that in order to improve people's quality of life, we all have to play our part – government, businesses, social enterprises, charities, communities, families and individuals"
Scottish Green Party	"Social enterprises put social justice and the environment at the heart of business, rather than solely maximising shareholder profits. Yet they receive less support in Scotland than in England and Wales. We need to catch up with the rest of the UK and go further"
Scottish Labour Party	"Scottish Labour recognises the growing contribution of the voluntary and social enterprise sectors... We are focusing more resources on the sector, including our first ever Social Enterprise Strategy."

Scottish Liberal Democrats	"Social enterprise has a major role to play in fostering entrepreneurship in service delivery and community action across Scotland. I want greater recognition and support for social enterprise models."
Scottish National Party	"Scotland's social enterprises will be key partners for an SNP government. You have an important role to play in building a more successful, sustainable and inclusive Scotland."
Scottish Socialist Party	No explicit reference to social enterprise
Solidarity	"We believe that by ... supporting not-for-profit businesses and the Social Economy... we can create many more genuine and lasting jobs than Scottish Enterprise - an undemocratic quango committed to the interests of big business - ever could."

b) Developing a Manifesto for social enterprise...

Following an extensive consultation process, the Manifesto for the social enterprise sector was published in November 2006. The key features of the manifesto were to..

- **grow the economy** by delivering 10% of public spending through social enterprise by 2012; **improve public services** by making community benefit clauses standard in all public procurement contracts;
- **transform communities** by making it easier for communities to acquire and use assets as a catalyst for enterprise;
- **change lives** by developing a national supported employment programme for those furthest from the labour market; and
- **realise sustainability** by creating new investment funds for businesses that deliver social and environmental benefits.

A launch was held at the Parliament on Social Enterprise Day November 2006 and copies of the document were mailed out to over 400 key stakeholders, including all MSPs, key political party staff, other policy makers, media, social enterprises, SSEC members and associates, and supporters.

c) Informing policy development within the Scottish parliament, Scottish Executive and its agencies...

During the period under review SSEC has...

- ...played an active part in the Business Growth Inquiry submitting both written and oral evidence to the Committee. The CEO subsequently met with convenor Alex Neil and obtained some high-level coverage in the published Report. When the Scottish Executive response was published, we circulated a considered response to MSPs and liaised with MSPs taking part in the subsequent debate. The outcome was significant recognition of the contribution the sector makes to the economy, the barriers it faces including public sector procurement, and acknowledgement that the sector is likely to continue to grow in size and importance in future years.
- ...met Deputy First Minister Nicol Stephen in March 2006, and at his request prepared a report, assisted by the sector and our Coalition networks, on the consequence of falling ESF funding. This was welcomed by senior staff in both Enterprise & Lifelong Learning and Communities Scotland and was used in cabinet discussions.
- ...held meetings with senior civil servants including Alisdair McIntosh (Head of Regeneration Fuel Poverty & Supporting People Division), Mike Palmer (Head of Voluntary Issues Unit), Ian Mitchell (Director of Communities Scotland), Gordon Brodie (Business Engagement Manager of Enterprise & Lifelong Learning - Determined to Succeed), Ian Howie (Head of Business Growth and Innovation), Ian McCall (Head of ELLT), Alistair Thornley (Scottish Enterprise), David Coulter (Scottish Enterprise), Chris Higgins and John Watt (HIE) and Philip Raines (ESF Division). In all cases this has been to discuss how we can win further policy recognition for social enterprise across key government agendas.
- ...arranged a social enterprise tour for Angiolina Foster and Ian Mitchell of Communities Scotland and David Erdal of the Baxi Partnership. They toured Neilston Development Trust and IAMH.

- ...arranged a social enterprise tour for Mike Palmer of Voluntary Issues Unit who visited Spruce Carpets, Second Opportunities, The WISE Group and Govanhill Development Trust.
 - ...submitted its response to the Scottish Executive consultation on the social enterprise strategy and commented on it in a number of media outlets. This raised awareness of the strategy, and the consultation response resulted in changes or clarifications within the final strategy.
 - ...met with the Communities Minister Rhona Brankin to make representations regarding the launch and delivery of the Strategy, preceded by a meeting with Communities Scotland civil servants in charge of the Strategy. This resulted in changes to the final Strategy, notably an increased emphasis on learning and governance support. SSEC's representations also influenced the decision to launch the Strategy before the election shutdown.
 - ...been representative on the Social Economy Advisory Board and the Social Economy Unit Research Steering Group in which the CEO was instrumental in obtaining a social enterprise section on the SEEDS Database. The CEO also secured membership of the Steering Group for Ian Hughes of Co-operative Development Scotland. The CEO attended a number of meetings and in particular contributed to ideas for the procurement subgroup.
 - ...made initial steps towards greater engagement with Local Government, including contact and meetings with representatives of COSLA and SOLACE. The Getting Better Value events also provided access to a number of local government procurement officers.
- d) Developing links and promote social enterprise to other policy makers and opinion formers...**

In addition to previous information provided in these Social Accounts we have...

- ...significantly engaged with the Big Lottery Fund by meeting with Policy Head, Jackie Killeen to discuss the Fund's proposed Venture Fund, and also issues relating to the Growing Community Assets portfolio. A social enterprise tour was arranged for Dharmendra Khanani, Head of the Big Lottery Fund Scotland in January 2006, and included visits to Second Opportunities, Spruce Carpets, Govanhill Development Trust, The WISE Group with transportation provided by Castlemilk Community Transport Ltd. A second tour was organised for a UK BLF delegation including its Chief Executive, Stephen Dunmore and Head of Policy, Vanessa Potter. The CEO attended the Big Lottery Fund launch of Investing in Communities Fund and together with the PCO, gave a presentation to Grant Officers on the benefits of social enterprises and why they are ripe for investment.
- ...sat on the judging panel of Scottish Business in the Community 'Business of the Year awards' 2006/07. This was the first year to feature a dedicated social enterprise of the year award. Haven Products won the award for best small and medium enterprise (SME) beating off blue chip competition. Kibble won the award for Social Enterprise of the Year. A further award went to Cunninghame Housing Association. In total, three of the six Company of the Year Awards went to social enterprises - a landmark moment for the sector establishing itself firmly as part of Scotland's business mix. The CEO has been invited to participate in the judging panel for the 2007 annual awards.

e) Representing SSEC on external partnerships...

SSEC has worked closely with SEC UK by its continued representation on the SEC UK Board and attending 3 meetings in London. SSEC undertook an active part in SEC UK's Away Day on 2nd November 2006 and the AGM on 28th November 2006. SSEC also took part in SEC's membership review, meeting with SEC's Head of Membership and Business Development. The Policy and Communication Officer has also liaised with SEC extensively regarding EQUAL Mainstreaming activity and attended SEC UK's Enterprising Solutions Awards. A social enterprise visit and meeting with SSEC Chair was arranged for the Chair of SEC, Baroness Glenys Thornton, in the summer of 2006.

The Coalition has also worked with EQUAL by participating in the transnational program. This involved the CEO taking part in the Highlands and Island's social enterprise visit (for example to Badaguish Adventure Centre) with a delegation of Poles, Italians and Finns. Additionally, the PCO has led on the Coalition's work as part of the EQUAL Action 3 Mainstreaming strategy. This has involved meeting with Thematic Boards, speaking to pilot projects, facilitating discussion and developing draft briefings. SSEC has also ensured excellent access to policy makers and promoted EQUAL activity to policy stakeholders.

B. OPINIONS OF STAKEHOLDERS

a) On the objective

We asked all stakeholders two questions about Objective 3: how well they thought SSEC had represented the needs of the sector and how well it had represented the views of the sector. Stakeholders were asked to assess their answer where 1 is the lowest and 10 is the highest with DK meaning "don't know".

How well do you feel SSEC has represented the needs of the sector to policy and decision-makers?

Stakeholders	Not well					Very well					DK
	1	2	3	4	5	6	7	8	9	10	
Board			X			XX	XX	X	XX		
CEO									X		
Staff								X	X		
Members and Associates			X	X	XX	XXXX	XXXX	XXXX	XXX	X	XXX
External				X			XXX	XX	X		

How well do you feel SSEC has represented the views of the social enterprise sector to policy and decision-makers?

Stakeholders	Not well					Very well					DK
	1	2	3	4	5	6	7	8	9	10	
Board			XX			XX	X	XX			X
CEO							X				
Staff						X		X			
Members and Associates			XX		X	XX	XXXXX	XXXXXXXXXX			XXXX
External							XXXX	XX	X		

Selected and representative comments (1-2 from each stakeholder group. For full lists see Appendices 3-8):

- *As before, slightly dominated by the needs/views of intermediaries. But staff have made great efforts to listen to needs and views. (Board)*
- *Has the SE sector (ie. the enterprises themselves) been asked for their views recently? (Board)*
- *SSEC has represented the needs of the sector through involvement in the Strategy – especially the sections on business development, procurement, finance, etc. as well as the need for the sector to evaluate its work. SSEC has had to employ a consultation strategy which then fed into the Strategy. It can be difficult to communicate the full range of sector views, reflecting the inherent tension of being both strategic and representative. (CEO)*
- *The CEO feels that SSEC's work has as far as possible reflected the views of the sector through involvement in the Strategy the SSEC Manifesto and holding the Policy Forums. (CEO)*
- *In order to represent views effectively, you need to find out what they are first! Some members and associates can be slow to express opinions and tell SSEC what they think! (Staff)*
- *Harder to represent 'views' – in communicating/lobbying need to simplify messages, it is a necessary evil. Not possible to represent all views. SE Strategy is testimony to*

representing needs well – generally the strategy is a good start to address major needs. (Staff)

- *My sense of it is that “needs” have not been so well represented, perhaps because the sector is less able to agree what its needs are – possibly because they differ between types of social enterprise. (Member)*
- *Again is this the needs of the sector, the members, individual social enterprises or intermediaries – they are all different. Same issue as above re: are they intermediaries representative of their respective sectors. (Member)*
- *Parts of the SSEC have not identified their common “needs”. Policy-makers want to receive a list of three (say) things they can do – they do not want a wide range of diverse “needs”. There are lots of “views” coming from the sector and they are, and can be, multifaceted. SSEC has represented these views reasonably well. (External)*
- *SSEC has been a successful voice for the sector and ensured social enterprise has a profile. It is difficult to separate out the “views” and the “needs”. (External)*

Conclusions

- We have concentrated a great deal of our working effort to building good relationships with MSPs, political parties and policy makers.
- Following wide consultation, we wrote a manifesto for social enterprises in November 2006 and this fed into the Scottish election in May 2007 and was referred to in the hustings event in April 2007.
- We have been able to influence policy development at different levels within the Scottish government and have developed links with a wide range of policy makers that has helped social enterprise to be promoted
- We have represented SSEC on external partnerships.
- The majority of stakeholder groups (see previous tables) consider that we have been successful at representing the needs and views of the social enterprise sector. However, there is a minority that do not agree with this and perhaps the reasons for this should be investigated further. It may be that the needs and views of the sector are very divergent and wide-ranging which makes the representation of the view difficult – this is referred to in two of the selected comments.
- There is an interesting divergence between representing “needs” and “views” - maybe we should be representing “views” but the intermediaries should have a greater role in representing “needs” as these may differ for different types of social enterprise.

Action Points:

- ≡ Continue with the activities under this objective and develop other ways in which the views and the needs of the sector can be effectively represented to policy and opinion makers in Scotland.
- ≡ Investigate other ways the social enterprise sector in Scotland can be effectively represented – perhaps through consultation (as with the Manifesto), listening and formulating a general consensus.
- ≡ Review this objective in terms of “views” and “needs” and consider that we might concentrate on the “views” while our Full Members represent the “needs” of their membership.
- ≡ Continue to look at ways to represent the intermediary organisations and the social enterprise in Scotland – forming a coalition of the willing.

6.3 Networking and Sign-posting

In planning the SSEC's social accounting it became clear that a further activity, which is not specified in the SSEC Objectives and Activities, centres around dealing with inquiries, offering guidance and making contacts and sign-posting people to relevant other agencies. The SSEC estimates that on average 15 enquiries are received and dealt with each month. To date no accurate records are kept to record the scale of this activity but it is proposed to monitor it for the next social accounting cycle.

The SSEC CEO made 66 visits to social enterprises and SSEC have participated at 61 events – all between April 2006 and March 2007(see Appendix 9).

All members and associates were asked if they had ever made use of this service provided by the SSEC. 6 respondents had used SSEC while 13 reported that they had not – one person saying that “This is not the job of the coalition!”. Some short cameo examples were provided:

- *Not specifically for me – but for our policy Officer, David Ogilvie has found SSEC helpful on a day-to-day basis. (SFHA)*
- *Referred to private sector contact as a possible Board Member (SSEA)*
- *Suggestion made to contact SFHA for any mutual areas of interest. Still to speak directly to SFHA but have engaged usefully with GHA (CTAS)*
- *Jon gave me a paper on procurement which has been extremely useful in developing thinking for a project that we are currently operating. (SFS)*
- *S2S networking and contact with Borders procurement guide. Networking in general eg. at the AGM (Renfrewshire SEP)*
- *Several signposts including social enterprise who would like skills support from the private sector and who would like to build relationships with the private sector (SBC)*
- *SSEC have helped point us in the right direction on a number of occasions and have been particularly helpful in terms of press releases and media contact (McSENSE)*

From the interview with the CEO it is possible to illustrate further examples of such work:

Co-operative Development Scotland: On the Social Economy Unit Research Steering Group – the CEO ensured that Cooperative Development Scotland (CDS) was invited to join the group and that all Scottish Co-ops were covered by the new SEEDS central database using existing Co-op data..

Princess Royal Sports and Community Trust (PR SCT): When the Trust was facing difficulties due to a supermarket delaying plans to extend premises, the SSEC ensured that the local MSP Richard Baker visited PR SCT; that the Deputy Communities Minister was briefed; and also gave advice on how to exert pressure through a major local pension fund. SSEC also briefed the trust on The Sportsman's Charity which subsequently expressed enthusiasm for project funding Trust activities. SSEC also linked the Princess Royal Trust to the Scottish Miners' Convalescent Trust which had recently researched micro renewables which PR SCT was keen to investigate.

Kibble: SSEC acted as presenter on their DVD for social enterprises; linked CEO Graham Bell with the Princess Trust due to mutual interest in young people and engagement through sport. SSEC also provided requested contacts in venture philanthropy.

Haven: SSEC set up a meeting with Marian MacDonald at the Engine Shed for a fact finding visit and forwarded advice on entering Enterprise Solutions. The CEO invited Haven to speak and exhibit at the SSEC 07 Getting Better Value procurement seminars at the Voice 07 Conference in Manchester.

Social Enterprise Strategy: Following the demise of One Plus, SSEC contributed to persuading the Social Enterprise Unit to address the needs of governance and education.

Conclusion

- As stated above, this aspect of the work of SSEC is not specified under the objectives or activities. However, inevitably it is something that happens in the course of our work – putting people in touch with each other, signposting enquires to the relevant intermediary bodies, helping out with guidance and suggestions when we can.
- From the responses it is clear that this networking and signposting is a useful “spin-off” to our core work.

Action Points:

- ≡ In future we shall keep a track of this aspect of our work and argue that it should be included as integral to our objectives and activities.

6.4 Our services

In the consultation with Members we asked which of the various services provided by the SSEC they had used and to score the service out of ten. We also asked what other services they thought SSEC might provide (See Appendix 6).

Service or event – (in order of highest scores)	Used or attended? Out of 19	Average score out of 10
S2S 2007	12	8.3
S2S 2006	11	7.9
Launch of the SSEC manifesto	6	7.8
Receiving organised visits from policy-makers	4	7.5
Birthday party event	5	7.4
Annual General Meeting 2007	8	7.3
Monthly bulletin	14	7.2
Receiving publications eg. Getting Better Value, Social Added Value Guide, etc.	11	7.2
Procurement events	6	7.0
Website	16	6.6
Policy forums	9	6.3
Signposting to people and organisations who can provide help	6	6.3
Training eg. workshops at conferences, media training, understanding the sector	1	6.0

Some of the members added several other services that they had used. They include the Nicol Stephen etc. Day; SSEC meeting visitors we bring; Flagging up relevant policy consultations; Judge for the SBC Company of the Year Awards 2006 and 2007; Various ad hoc advice; Benefits from SSEC contacts. All of these score 8/10 or higher.

Members were asked what other services they would like to see SSEC provide and they include:

- *I think the capability to give information and advice (ie. a step on from sign-posting) could be developed such that SSEC might become the main first port of call for inquirers and would act as a clearing-house which both gave information and passed people on to others. (This was the original idea of Social Enterprise Scotland from which the Coalition grew). I also think a strong case can be made for SSEC to run and manage some cross-sector programmes (such as training) which also allow it to build up an independent income stream.*
- *Training for members on how to handle and get the most out of the media in order that members can become more effective advocates. How to get across key messages, etc – could also be income generator for SSEC.*

One Member dissented saying that SSEC “should focus on campaigning, lobbying, media and trade fair – not try to do other things”.

Conclusion

- Clearly the S2S trade fairs were well attended and appreciated by the membership. This was closely followed by appreciation of some of the other events we put on during 2006 – 07.
- The monthly e-bulletin is considered worthwhile by the membership but although there was significant use of our website it was not considered as highly as some of the other services.
- Although we have offered training, few of the respondents attended. One of the comments suggests that training on issues that affect a cross section of the social enterprise sector could be developed more.
- Despite some members valuing the signposting service we do in the course of our work there is a feeling in some quarters that this is not what we should do – presumably as it may undermined the role of some of the intermediary organisations.

Action Points:

- ≡ Continue to provide services such as the annual trade fair and relevant events
- ≡ Develop and expand the website making it more effective and appreciated
- ≡ Consider developing awareness raising sessions with partners on a number of topical themes for the benefit of the sector

6.5 Achievements

At the SSEC AGM we asked those present to reflect on what had been the main achievements of the SSEC (see Appendix 8). We then selected the main achievements identified and asked all stakeholders to add others they considered important and then to select what they considered to be the top five achievements. This is a crude measurement in that each respondent has been given 5 votes – thus the Members therefore have many more votes as a group than the staff or CEO. It was felt that for this purposes it did not matter.

Our achievements	Tick the top five achievements
Holding S2S in 2006 and 2007	38
Influencing political parties and politicians	36
Raising the general profile of social enterprise	29
Having an input into the Scottish Social Enterprise Strategy	29
Becoming an established voice for the social enterprise sector	27
Writing the SSEC manifesto	16
Keeping the “show on the road” by securing funding for SSEC	11
Holding the membership together and building a consensus	8
Holding events	6
Building a strong staff team	3

The above achievements have been listed in order of which achievement received the most votes. Other achievements identified are:

- Major influence on strategy
- In particular being fully prepared for the political changes resulting from election
- Private sector engagement and being taken seriously by the private sector
- Making social enterprise leaders understand that they are being taken seriously
- Have a presence at an event organised by members or other intermediaries
- Working in partnership with others
- Social enterprise hustings 2007
- Social enterprise parliamentary reception

The **External Stakeholders** did comment on these achievements (see Appendix 7). Their main points were:

- *The CEO cleverly identified that influencing politicians is more important than influencing civil servants. The “visibility of S2S was very highly regarded and should be*

at the core of what SSEC does". AS has helped SSEC become an established voice for the sector – she has done this with skill and efficiency, is very persuasive and has credibility.

- *SSEC has achieved more in 2005 – 2007 compared to before then – this reflects a different scale of their activities. There appears to be more focus now and SSEC should be satisfied with their achievements – noting also that the “political appetite” towards the social enterprise sector has changed and is more positive now than in the recent past. AS has also been able to use her personality with politicians and engage them in a “correct” way – but the challenge will be to translate support from politicians into actions.*
- *SSEC has achieved a lot especially the raising of the social enterprise sector’s profile using the hustings at S2S where all the politicians seemed to be very well briefed when talking about social enterprise*
- *Holding the membership together and building a consensus is a very genuine achievement from our point of view as we can talk to one body. Also the success of S2S indicates that there is a “sector going places” and the event was good at raising the confidence levels within the sector.*
- *The general profile of social enterprise is very strong in the press and this has a lot to do with the work of SSEC.*

6.6 Priorities

We also asked stakeholders, including as part of the AGM consultation exercise, to identify the main priorities for the SSEC over the next two years. Every stakeholder had a varying view points and the results are included in Appendices 3-8. However, we have paraphrased the results by stakeholder group in the table below.

Pr'ty	Board	CEO	Staff	Members and Associates (selected)	External
1	<p>More concentrated effort to involve major social enterprises</p> <p>Keep a focus – do not become too broad</p> <p>Continuing to lobby political parties</p> <p>Championing the sector at a political level (nationally and locally)</p> <p>Tackling the obstacles/barriers to growth of the sector</p>	Working with Members and Associates to add value to their work	<p>Building SSEC as a voice for the sector</p> <p>More resources focused on delivering huge potential for the sector</p>	<p>Build a stronger and more sustainable coalition</p> <p>Continue to raise the profile of social enterprise, in particular in the wider society</p> <p>Ensure that the SSEC builds on its position as 'the collective voice' of the social enterprise sector as a whole and not just the membership</p> <p>Engaging with social enterprises through their representative intermediary organisations</p> <p>Continuing to lobby political parties to keep social enterprises high on agenda.</p> <p>Building membership and strengthening voice</p> <p>Increase and broaden membership base</p>	<p>Surviving...has established a role but needs to survive</p> <p>Influencing local authority and national policies</p> <p>Re-examine staff and resources as SSEC seems to be pulled in many directions</p> <p>Become more independent of government</p> <p>Building a strong membership</p> <p>Focus on several specific policy gains for the sector</p> <p>Carry on doing what they are doing on profile raising</p>
2	<p>Ensure favourable outcome from Executive spending review</p> <p>Informing Members of policy initiatives</p> <p>Arguing the significant financial support to the sector</p>	Working in partnership with Members and others to ensure the sustainability of SSEC	<p>Ensuring implementation of Executive Strategy</p> <p>Building a reputation for achievement and excellence in the sector.</p> <p>Winning greater recognition from the sector. S2S is the best means of achieving this.</p>	<p>Lobbying and keep the politicians and civil servants focussed</p> <p>Contributing towards a better understanding within local authorities of the voluntary sector</p> <p>Ensure social enterprise is on the government's agenda</p> <p>Being a well managed organisation & financially secure</p> <p>Raising awareness and support via the media</p> <p>Continue S2S development</p>	<p>Continue with more of the same as all the things SSEC does is good.</p> <p>Raising the profile of social enterprise "on the ground"</p> <p>Need to renew their objectives as the context is constantly changing</p> <p>Continuing to raise the profile of the sector</p> <p>Maintaining the political profile</p> <p>Keep building the case of social enterprise and keep it in the public eye with articles in the press.</p>

Pr'ty	Board	CEO	Staff	Members and Associates (selected)	External
3	<p>Support and strengthen staff team</p> <p>Becoming more sustainable through membership fees</p> <p>Working with the media to present a positive yet realistic view of the sector</p> <p>Lobbying for greater investment in the sector</p>	<p>Developing more strategic in-depth policy engagement and seek to influence policies in health and education</p>	<p>Boosting sector capacity (eg. S2S)</p> <p>Expansion of SE into new areas. An ideas-lab type group called NOSE (New Opportunities for Social Enterprise).</p>	<p>Going into partnerships with enterprise sector, networks – into schools?</p> <p>Develop S2S as the annual show piece</p> <p>Continue to build on the raised profile of social enterprise.</p> <p>Establish a cohesive membership base</p> <p>Stop trying to do everything and prioritise on PR of the sector & lobbying</p> <p>Support and strengthen staff team</p> <p>Becoming more sustainable through membership fees</p> <p>Drawing out relationship of changing role of business in society, ethical business, Corporate Responsibility and the sector</p> <p>Focus on measurement of social impact</p>	<p>Continuing to act as a catalyst and voice for the sector over the whole of Scotland</p> <p>Continue to do what SSEC has proved itself good at doing eg. representing the promoting the sector</p> <p>Securing funding for a sustainable future</p> <p>Fight attempts to put social enterprises in with the business sector as a source of organisations who to carry out services – fight to be distinct and defined by objectives and not by business structures</p>

Conclusions on Achievement and Priorities

- Our main achievements have been the S2S trade fairs, influencing politicians, raising the profile of social enterprise, influencing the Scottish Social Enterprise Strategy, becoming an established voice for the social enterprise sector, and writing the Manifesto. There has been pretty clear agreement on our achievements.
- The priorities identified by the stakeholder groups (summarised in the table above) is less clear as there is no clear consensus on what the future priorities should be.
- Running through the social accounts is a view that tends to emerge that all the stakeholders are keen for us to speak as the collective voice for the sector but the Full Members are worried that SSEC may take over some of their role.
- Arguably, the main priorities from the feedback are (in no particular order):
 - Increase the membership especially the social enterprise members
 - Champion the sector and represent the sector at all levels ie. collective voice
 - Influence the policy-makers as effectively as possible and extend this to the wider public
 - Secure funding or an income stream as independent from government as possible ie. the sustainability of the SSEC
 - Hold trade fairs and events that are relevant for the sector
 - Explore new opportunities for the sector

Action Points:

- ≡ For the Board to consider the feedback on the achievement and the listed priorities and draw up an action plan on where to concentrate our resources over the next three years
- ≡ Manage the potential conflicts of expanding Membership and number of Associates; and promoting the sector
- ≡ To continue to work on building trust between organisations who are operating in the sector
- ≡ Consider the strengths of the SSEC acting as a “collective voice” of the sector without infringing on the role of the intermediaries

7 Other views of stakeholders

7.1 Board, CEO and Staff on working as a coalition

The Board, CEO and Staff were asked about three questions about working as a coalition. The results are summarised in the tables below (see Appendices 3, 4 and 5).

What are the positive things about working as a coalition?

Board	CEO	Staff
Common voice to policy-makers; strength in numbers; greater influence	SSEC is a very powerful voice when communications and consultation is “right”	Shared knowledge
Linking up with like-minded organisations and individuals	The coalition builds social capital which is a “great resource”	Shared vision can achieve greater impact than alone, can draw on members and their networks as a resource, and can claim to be representative and thereby have authority
Shared policy messages	Between social enterprises themselves there is a “generosity of spirit to help each other”.	
Political opportunities can be more fully exploited.		

What are the negative things about working as a coalition?

Board	CEO	Staff
<p>Confusion about when and how SSEC's interests should take primacy over those of Member organisations</p> <p>Coalitions tend to become organisations rather than collectives.</p> <p>The negative elements have not been re: "working as a coalition" but about style of management and clarity of purpose</p> <p>Constant struggle for a shared vision</p> <p>Tensions between the policy messages</p>	<p>Policy change moves slowly</p> <p>SSEC sometimes finds difficulties in "living in the middle of a Venn Diagram" meaning that the coalition has to communicate a range of views. It is not always easy to get policy-makers to recognise this range of differing opinions</p>	<p>Consultation process slow; cannot please all the people all the time; failure to take decisions quickly and effectively</p> <p>Harder to manage expectations and difficult to deliver consensus</p>

What actions could be taken to make the SSEC improve as a coalition?

Board	CEO	Staff
<p>Clarity of role of Board and Members</p> <p>Expand the membership and be financed in long-term by the membership</p> <p>Listen to members; work through members; clarify membership criteria; clarify objectives</p> <p>Ask the sector, not the "representatives" of the sector, what they want</p> <p>A more proactive board</p>	<p>Should be a greater diversity of income streams and funding</p> <p>Would like the SSEC have a greater capacity to do policy and research work at government and local authority levels</p> <p>Internal communications (staff to Board, Board to Members, Members to others) could be improved</p>	<p>Change in Board – more diversity; pooling resources more; change in attitude from seeing SSEC as the "threat" to seeing it as a "tool"</p> <p>More awareness of the impact on staff – understanding and managing expectation and delivery</p>

Conclusions

- SSEC has been good at bringing intermediary organisations together, sharing policy messages and a shared vision.
- Our coalition has not worked well when there is a lack of consensus and agreement on what we should concentrate on for the overall benefit of the social enterprise sector. It was recognised that change occurs slowly.
- On ways to improve, the membership should be expanded, management structures and communication channels have to be clearer and we should always listen to the sector and in particular our Full members and Associates.

Action Points:

- ≡ Continue to work on being an effective "coalition"
- ≡ Consider a number of suggestions on improvements and incorporate them into an overall plan for future action

7.2 Partner organisations, policy-makers and funders

As part of the stakeholder consultation for the social accounts we interviewed a sample of key Partners, Policy-makers and Funders.

a) On the impact of the SSEC

All the partner organisations, policy-makers and funders were asked to rate the impact they felt SSEC had had on the social enterprise sector and on the government and establishment in Scotland on a scale 1 – 10. The results are as follows (some interviewees did not feel that they could answer these questions):

Impact....	No impact at all					Huge impact				
	1	2	3	4	5	6	7	8	9	10
...on the social enterprise sector						X	XXXX			
...on the government and establishment							XXX	XXX		

Relevant comments on impact combined with additional comments

- *People now know that social enterprise exists and SSEC has had a big influence on the Scottish Social Enterprise Strategy*
- *SSEC has done well in raising the profile, political lobbying eg. the manifesto. However, SSEC is not yet mature and the social enterprise sector in Scotland has “a long way to go” – we do not want to “over egg the omelette” with hype as social enterprises are not yet getting large procurement contracts and are better at the social bit than the enterprise bit*
- *If SSEC was not there then there would be more of a voluntary sector approach to social enterprise in Scotland. SSEC has made a significant impact but it is a long process to make an impact on the social enterprise sector as there has to be more understanding of social enterprise in the first place*
- *Do not know about the impact of the social enterprise sector but it seems to be a significant impact. Gave an 8 for the impact on the government and establishment as SSEC has influenced all the political parties and SSEC has made a substantial impact compared to other lobbying bodies*
- *SSEC should recognise that they have extraordinarily good staff.*
- *Perhaps SSEC could learn some lessons from SEC’s experience on effectiveness as a collective voice for the sector*
- *SSEC seems to have taken on a more appropriate structure recently*
- *SSEC has had to work in a difficult environment to get people “behind it” – especially as the situation in Scotland was very dominated by SCVO and the voluntary sector. The challenge for SSEC is to build the membership base.*
- *SSEC needs to “mobilise its constituent parts”.*
- *SSEC has been well served by its staff. They appear very hard working, very easy to engage with, very good at arranging visits and very accommodating – very good quality of personnel.*

b) Usefulness of the SSEC

To all of them we asked the question: how useful do you feel the existence of the SSEC has been to you? Here are some of the results slightly edited.... (full answers can be seen in Appendix 8).

- *Very useful. SSEC gives the sector a way of pressing its case. If it did not exist Communities Scotland and the HIE would have to try to fulfil the representative role and this would be difficult. The sector needs SSEC to exist for itself.*
- *RBS sees social enterprise as “businesses” and want to engage with and be aligned to the sector – especially as the sector is growing. It is important for RBS that there is a credible and professional organisation which they can work with – this is the basis for the partnership. If SSEC did not exist there would be a collection of different*

organisations and would have been more difficult for RBS to engage with and support the sector.

- *The existence of SSEC has been very helpful to SCVO and the EQUAL programme. SSEC is well connected at a policy level and can act as the “public face” for the EQUAL programme adding credibility.*
- *SSEC has been very useful for the Executive. SSEC speaks with a collective voice and has raised the profile of the sector and influenced the growth of the Social Economy Team in the Scottish Executive.*
- *The SSEC has been useful for SEC as it is important that there is a voice for social enterprise in Scotland that links to the SEC.*
- *The SSEC has been very useful and it has been needed to bring social enterprise to the attention of politicians eg. facilitating contacts with social enterprises at a local level.*

c) Partnership

To the Partners we asked whether their association with SSEC had been of benefit to them and 5 said yes and two felt this was not applicable. They were then asked “how and to what degree” and the main answers are as follows (full comments in Appendix 8):

- *SSEC has run 1-2 events in the Highlands and Islands – helped by HIE. SSEC launched the procurement guide in Inverness (along with HIE) and HIE could not have done this on its own.*
- *SSEC has made RBS aware of current issues around the social enterprise sector and has helped RBS to be more innovative. Establishing a working partnership has led on to other initiatives which means that RBS has a “wider handprint”*
- *SSEC has been the obvious partner to lead on policy and advocacy for the EQUAL programme*
- *The Scottish Executive meet frequently with the SSEC especially around the Scottish Social Enterprise Strategy. SSEC delivered aspects of the Strategy eg. S2S, events to launch Better Value Guides, events with the Chambers of Commerce, etc*
- *The SSEC could do more with us (SEC) eg. exchange ideas, develop joint members services in insurance packages, etc.*

d) Policy influence

With the Policy-makers we explored whether they thought SSEC had had any influence over the policies of any political party or Executive departments and if so, how. Three answered to the affirmative – for the others the question was not applicable. The main answers are as follows (full comments in Appendix 8):

- *All the political parties are talking about social enterprise – which may have happened anyway. Also note that there could be an upsurge in social enterprise because political parties are talking about them.*
- *The SSEC fed into the Scottish Social Enterprise Strategy*
- *John Swinney has recently announced that there will be special support for social enterprise start-ups. This is probably as a result of SSEC putting on pressure. The SNP, in particular, is currently listening to any articulate constituency. SSEC was instrumental in getting all the political parties to address the social enterprise sector in their manifestos.*
- *SSEC has had an undoubted influence on Scottish political parties. The hustings in March showed that all the politicians were “making the right noises” and were well briefed with good information from the SSEC.*

e) Value for money

And finally, to the Funders we asked if they feel they are getting value for money by funding the SSEC. The three organisations this applied to were positive with the following comments (full results in Appendix 8):

- *RBS has been happy to inject core funding for SSEC and has been happy in how it has been used. RBS has also helped out with the Policy Forums and events, lunches, etc and will continue to do so as it pays “dividends”*
- *SSEC is well connected to the policy agenda and can spread the message about social enterprise – which is good for the EQUAL programme. SSEC has also been very “up front” about what it can and cannot do but generally “delivers well”, keeps SCVO informed and completes things on time*
- *The Scottish Executive would like the SSEC to obtain other funding from other places and become less reliant on the Scottish Executive who feel they would get more “value for money” if SSEC brought in money from elsewhere and had a mix of funding.*

Conclusion

- Our External Stakeholders, in the majority, believe we have had a significant impact on the social enterprise sector and the government and establishment.
- Some of the External Stakeholders complimented the staff on the work we have done and our approach.
- Others recognised our role in ensuring the sector is distinct from the wider voluntary sector stating that if we did not exist there would be more of a voluntary sector approach to social enterprise in Scotland.
- We have been particularly useful to the External Stakeholders as we have provided them with *one organisation* that they can deal with rather than a range of “sub-sector” organisations. We have also provided at least one organisation with an additional “face” to the wider public and in particular to the political fraternity...
- Those External Stakeholders whom we consider partners were positive and want the partnership to continue.
- The External Stakeholders who are policy makers recognise the positive influence we have had through the Scottish Social Enterprise Strategy and Manifesto.
- The External Stakeholders who have provided funds were positive in the way the funding has been used to help deliver their objectives – one suggested that we seek more of a diversity of funding although this may be difficult to achieve in the short term.

Action Points:

- ≡ Continue building on our relationship with our External Stakeholders – funders, policy-makers and partners
- ≡ Consider widening the range and scale of our funding. Although we need to increase our funding from other non-governmental sources we recognise the importance of the current funding from governmental sources

8 Environmental impact

At present SSEC does not have an explicit environmental policy. However we asked all staff about any implicit policies SSEC might have and about its practices with regard to being environmentally friendly. The main points from the staff are:

- SSEC currently does not have any environmental policies – but their compilation is pending and will be sorted out after the Operational Manager starts in October 2007.
- SSEC does not have an explicit environmental policy but “an operating handbook has been put together but was never formally endorsed by the Board. Staff, however, do follow environmentally friendly practices on a daily basis, as laid out in the handbook.” The handbook includes environmental practices on: waste recycling (paper, cartridges, cartons, cans, etc); printing double sided; purchasing recycled products; use of public transport/walking where possible; and reuse of paper.

- SSEC is moving to an office within the Ethical Property Company which adheres to strict environmental policies.

Action Points:

- ≡ Commit ourselves to formulating an environmental policy which is appropriate and understandable given our size and the nature of our work.
- ≡ Consider adopting a policy towards the use of transport by staff.
- ≡ Integrate Ethical Property Company practices and the Green Office Checklist.

9 Economic impacts

9.1 SSEC's role in support of the social enterprise sector

The SSEC has little direct economic impact but it supports the social enterprises in Scotland and seeks to contribute to maximising the economic impact that social enterprises have on the wider Scottish economy.

There are around 3,000 social enterprises across Scotland operating on a variety of scales, locally and nationally. These range from small start ups to multi million pound businesses. The turnover of these businesses is estimated in excess of 1 billion per year, making a significant contribution to the Scottish economy and providing employment for 30,000 people. Current estimates suggest that on average these businesses make 83% of their total income from trading.

Social enterprise is increasingly being seen as a dynamic, sustainable and credible way of doing business and is beginning to position itself firmly in the bedrock of the Scottish economy. Social enterprises, with their double and triple bottom line approach, contribute to economic growth and business development, deliver services focused on the needs of people, empower communities and regenerate those most deprived and play a major role in supported employment.

SSEC has influenced the amount of money used to support the sector. More specifically, SSEC obtained an amendment to the Social Enterprise Strategy which promised £1.5m to social enterprise development for 2006/07. This may well be extended under the new administration following a meeting with John Swinney MSP. The SNP manifesto published in March 2007 made reference to a Scottish Investment Fund which would be drawn from the Scottish Executive underspend with a proportion ring fenced for social enterprise for start ups and cutting edge research. Sections from the SSEC manifesto were adopted into the SNP manifesto.

Also, in partnership with CEiS, SSEC hosted an evening reception to introduce the sector to Lloyds TSB senior management. A wide range of social enterprises were included, for example, Pollok Credit Union. The senior managers were then able to filter this information to branch managers for future engagement with social enterprise businesses. A similar event was held for the CEO of Triodos Bank along with the newly appointed Scottish manager. Guests included SFHA, the Link Group, The Engine Shed and Livingston Credit Union.

The CEO and PCO made a presentation to Big Lottery Fund Grant Officers which directly led to social enterprises being considered for grant funding. Certainly fostering relationships with the Heads of BLF both in Scotland and the UK, as well as the Heads of Policy would have significantly contributed to social enterprises being favourably considered. As applications to the new funds are ongoing, it is difficult to assess the direct financial impact SSEC has made in this area.

SSEC fed into the Unclaimed Assets consultation through partner, SEC UK. The impact of this is ongoing.

9.2 Ethical and/or local purchasing policies and practices

At present SSEC does not have an explicit ethical or local purchasing policy. However we asked all staff about any implicit policies SSEC might have and about its practices. The main points from the staff are:

SSEC does not have any explicit ethical or local purchasing policies. But SSEC has ethical or local purchasing practices which include: to purchase within the sector where possible (if the cost is not prohibitive); use social enterprises as venues; support SSEC members by working in partnership; spread activity across the country – try not just to be central belt organisation; buy fair-trade coffee.

The purchasing policies have not been formalised but this will happen after the new Operational Manager is in post.

Action Points:

- ≡ Consider, with assistance from an economist, how to measure the economic impact of the social enterprise sector in Scotland and see if it is expanding and by how much. This research would be useful on a number of fronts and would help the wider public to recognise the role social enterprise plays in the wider economy
- ≡ Formulate and implement a local/ethical purchasing policy

10 Compliance

This section confirms that we comply with all appropriate statutory regulatory requirements and demonstrates what additional quality and good practice systems we have adopted - Yes (Y); No (N) and Not Applicable (NA).

1	Statutory requirements	Y	N	NA	Date/Details/Comments
	Annual accounts audited		N		First audit to take place April 2008
	Annual report filed	Y			September 2007
	Charity report filed			N/A	
	Insurances: Public liability	Y			
	Employee	Y			
	Prof'l indemnity	Y			

2	Governance	Y	N	NA	Date/Details/Comments
	Annual General Meeting		N		First AGM 28/06/2007
	Regular Management Committee, Board or Trustee meetings	Y			Board meetings (08/12/05; 09/01/06; 02/03/06; 21/04/06; 08/05/06; 01/06/06; 14/08/06; 19/09/06; 07/11/06; 12/12/06; 09/02/07. Subgroups meetings (Governance and External relations: 12/06/06; 01/09/06; 25/10/06; 19/12/06; 29/01/07; 28/03/07) (Finance and HR: 26/06/06; 23/10/06; 17/09/06; 21/11/06; 15/01/07; 22/03/07) (Strategy and Policy: 30/08/06; 01/02/07)
	Annual Report produced		N		June 2007. Available in pdf format on website. Distributed to all members and associates.
	Membership has increased	Y			

3	Accountability	Y	N	NA	Date/Details/Comments
	Social accounts prepared	Y			Previous social accounting period October 2004-October 2005.
	Social accounts audited		N		We plan to have the current set of social accounts December 2005-March 2007 audited.
	Social accounts reported to stakeholders	Y			Previous social accounts were distributed to stakeholders. The current set of accounts will be available for download from our website.

				The Social Accounting Report will be launched at our Second Anniversary in December.
Provision for feedback from/discussion with stakeholders	Y			The social accounts will be discussed at the next Board meeting.

4 Policy statements and procedures	Y	N	NA	Date/Details/Comments
General:				
Environment		N		At present, there are implicit environmental practices but no explicit, Board endorsed policy. With the recruitment of an Operations Manager, environmental policies will be drawn up for consultation.
Health and Safety		N		As SSEC has moved office premises [Sep 07], the existing Health and Safety procedures need to be amended.
Equal Opportunities	Y			As an Equal Opportunities Employer, SSEC asks all candidates to complete an Equal Opportunities questionnaire.
Volunteers		N		But there are policies and procedures for Board of Directors now in place
Financial control systems	Y			A financial procedures document was drawn up at the end of the social accounting period. It includes financial 'fail safes' to reduce / eliminate the potential for financial irregularities
Customer/client complaints		N		We have not [as yet] received any complaints from stakeholders. Again, with the recruitment of an Operations Manager, a procedure for this issue will be drawn up.
Other:				
Risk Register	Y			SSEC has a risk register that is reviewed on an annual basis.
Staff handbook or similar covering:				
Employee appraisal	Y			Appraisals take place biannually
Employee grievances	Y			
Disciplinary procedures	Y			
Disability		N		
Recruitment		N		No formal recruitment process is currently in place
Holiday and leave	Y			
Family friendly practices	Y			
Sickness	Y			
Training and Development	Y			
Anti-harassment	Y			
Smoking			N/A	

5 Quality systems in use	Y	N	NA	Date/Details/Comments
Investors in People		N		
PQASSO		N		
Performance dashboard		N		
DTA Health-check		N		
Balanced score-card		N		
Key co-op performance indicators		N		
Social Return on Investment		N		
The Money Trail (LM3)		N		
Learning Evaluation and Planning (LEAP)		N		
The Big Picture		N		

6 Membership of Associations and Networks	Y	N	NA	Date/Details/Comments
SEC UK	Y			Member 2006-07; 2007-08
SCDI	Y			Member 2007-2008
ACOSVO	Y			Member 2007-2008

11 Action points for the future

The following have been taken from the body of the Social Accounts and are included in this section to summarise the Action Points.

Mission statement: To be recognised and valued as a collective voice for social enterprise by decision makers across Scotland's political and policy environment

Action Points:

- ≡ Consider reviewing the Mission statement taking into account some of the points made in the course of this consultation

Objective 1: To build the SSEC as a well-managed, membership-led organisation, representing the full range of social enterprise in Scotland

Action Points:

- ≡ Consider reviewing the current Membership and Associates Strategy and communicate any revisions. This could be done through "constitutional convention" to look at the categories of membership and perhaps increase the categories so all differing views can be reflected by SSEC.
- ≡ Strengthen the Board by establishing clear procedures and diversifying the make-up of the Board.
- ≡ Consider the staff structure and roles and responsibilities and how that relates to pay and conditions.
- ≡ Consider looking at other coalition structures and see how they work eg. the Scottish Chambers of Commerce and the SEC in London

Objective 2: To raise the profile of social enterprise as a dynamic business model championing the values and benefits of social enterprise to a broad range of its stakeholders

Action Points:

- ≡ Continue to develop our media strategy and contact with politicians and policy-makers
- ≡ Continue to organise an annual trade fair and other events that appear to be pertinent and topical for the membership
- ≡ Continue to attend as many relevant events as possible

Objective 3: To represent the needs and views of social enterprise to policy and decision-makers in Scotland

Action Points:

- ≡ Continue with the activities under this objective and develop other ways in which the views and the needs of the sector can be effectively represented to policy and opinion makers in Scotland.
- ≡ Investigate other ways the social enterprise sector in Scotland can be effectively represented – perhaps through consultation (as with the Manifesto), listening and formulating a general consensus.
- ≡ Review this objective in terms of "views" and "needs" and consider that we might concentrate on the "views" while our Full Members represent the "needs" of their membership.
- ≡ Continue to look at ways to represent the intermediary organisations and the social enterprise in Scotland – forming a coalition of the willing

Networking and Sign-posting...

Action Points:

- ≡ In future we shall keep a track of this aspect of our work and argue that it should be included as integral to our objectives and activities.

Our services...

Action Points:

- ≡ Continue to provide services such as the annual trade fair and relevant events
- ≡ Develop and expand the website making it more effective and appreciated
- ≡ Consider developing awareness raising sessions with partners on a number of topical themes for the benefit of the sector

Achievements and priorities...

Action Points:

- ≡ For the Board to consider the feedback on the achievement and the listed priorities and draw up an action plan on where to concentrate our resources over the next three years
- ≡ To be conscious to manage the potential conflicts of expanding Membership and number of Associates; and promoting the sector
- ≡ To continue to work on building trust between organisations who are operating in the sector
- ≡ Consider the strengths of the SSEC acting as a “collective voice” of the sector without infringing on the role of the intermediaries

Board, CEO and Staff on working as a coalition...

Action Points:

- ≡ Continue to work on being an effective “coalition”
- ≡ Consider a number of suggestions on improvements and incorporate them into an overall plan for future action

Partner organisations, policy-makers and funders...

Action Points:

- ≡ Continue building on our relationship with our External Stakeholders – funders, policy-makers and partners
- ≡ Consider widening the range and scale of our funding. Although we need to increase our funding from other non-governmental sources we recognise the importance of the current funding from governmental sources

Environmental impact...

Action Points:

- ≡ Commit ourselves to formulating an environmental policy which is appropriate and understandable given our size and the nature of our work
- ≡ Consider adopting a policy towards the use of transport by staff
- ≡ Integrate Ethical Property Company practices and the Green Office Checklist.

Economic impacts...

Action Points:

- ≡ Consider, with assistance from an economist, how to measure the economic impact of the social enterprise sector in Scotland and see if it is expanding and by how much. This research would be useful on a number of fronts and would help the wider public to recognise the role social enterprise plays in the wider economy
- ≡ Formulate and implement a local/ethical purchasing policy

Compliance...

Action Points:

- ≡ Continue to comply with all the necessary requirements and regularly keep the compliance checklist

12 Strengths and weaknesses of the Social Accounting Process

Strengths	Weaknesses
<ul style="list-style-type: none">• Considerable consultation with stakeholders• Brings a lot of information together and makes sense of it• Very useful to review and then on the basis of the review plan for the future• Lots of helpful feedback• Provides us with evidence that we can use• Allows some "lone" voices an opinion	<ul style="list-style-type: none">• A lot of work keeping track of all the quantitative data• Time and cost of bringing this together under estimated• Disproportionate influence of a few "lone" voices• Confirms what we already know in our minds about our performance and impact

13 Future plans for the next Social Accounting Cycle

Subject to funding being available we would envisage undertaking a next full social audit to cover the period 2008 – 2011. We consider this process central to our work.

14 Dialogue and disclosure

The social audit report will be launched at our 2nd Anniversary celebration on the 12th December 2007 and place the full social accounts on our website.