



# Adding up the message...

## Scottish Social Enterprise Coalition

**Social Accounts** (1<sup>st</sup> December 2005-31<sup>st</sup> March 2007)

*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. The social accounts record just what an extraordinary journey it's been to date and this is their summary.*

Antonia Swinson, Chief Executive  
December 2007

**The Scottish Social Enterprise Coalition (SSEC)** is the leading collective voice for the social enterprise sector in Scotland.

**Our Mission** is to be recognised and valued as a collective voice for social enterprise by decision makers across Scotland's political and policy environment.

**Our Values** centre around integrity, participation, communication, achievement and expertise.

**Our key Stakeholders were identified as:**

Board Members; Chief Executive Officer; Staff Members; Members and Associates  
Key Partner Organisations; Key policy-makers and decision-makers;  
Fundors; attendees at the AGM June 2007; attendees and exhibitors at the S2S events 2006 and 2007; Enquirers and sign-posted people.

Our full **Social Accounts** are available from our offices. They have been independently audited by a **Social Audit Panel** who stated...

*"...We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of Scottish Social Enterprise Coalition as measured against its stated mission, social, environmental and economic objectives and the views of the stakeholders who were consulted."*

**Our Social Audit Panel** was made up of Patrick Boase (Social Audit Network), Alistair Thornley (Scottish Enterprise), Emma Margrett (Community Recycling Network Scotland). The Social Audit Panel meeting was held on 19<sup>th</sup> November 2007.



Championing business with a social purpose

## Members

CEIS  
CESEL  
Community Business Scotland Network  
Community Care Providers Scotland  
Community Enterprise  
Community Recycling Network Scotland  
Community Transport Association  
Scotland  
Community Woodlands Association  
Co-operation and Mutuality Scotland  
Co-operative Development Scotland  
Development Trusts Association Scotland  
First Port  
Scotland UnLtd  
Scottish Federation of Housing  
Associations  
Scottish League of Credit Unions  
Senscot  
Social Enterprise Academy  
Social Firms Scotland

## Associates/Supporters

Aberdeen Foyer  
Aberlour Child Care Trust  
ACE Credit Union Services  
Action for Change  
BRAG Enterprises  
Burness Solicitors  
Centre for Theology and Public Issues  
Community Action Network  
Co-operative Education Trust Scotland  
Council of Ethnic Minority Voluntary  
Sector Organisations  
Determined to Succeed (Scottish  
Executive)  
Dunedin Canmore Housing Association  
Eeksie Peeksie Publications  
FEAT Enterprises  
Forth Sector  
Furniture Plus  
Kibble Education and Care Trust  
Launchpad Training and Enterprise  
Link Group  
May-Tag  
McSense  
Paul Zealey Associates  
Princess Royal Sports and Community  
Trust  
REAP  
Renfrewshire CVS  
Renfrewshire Social Economy Partnership  
Rocket Science  
Royal Bank of Scotland  
Scott Moncrieff  
Scottish Business in the Community  
Scottish Chambers of Commerce Scottish  
Urban Regeneration Forum  
Smilechildcare  
Social Audit Network  
Social Enterprise Institute  
Social Investment Scotland  
Spruce Carpet Tiles  
Standard Life  
The WISE Group  
TimberWORKS  
Transfife Community Transport  
Triodos Bank  
Unity Trust Bank  
West Dunbartonshire CVS

## Objective 1:

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

### Key findings...

- We have a Membership and Associates Strategy which involves a regular e-bulletin, regular contact with Members and holding events for Members
- We have a stable Board of Directors that met regularly and embraced governance, employment and financial practices which followed best practice.
- Our stakeholders are divided over how they feel we have been managed but overall they felt we had been managed reasonably well
- From our consultation there is division over whether or not we have been "membership led". This reflects the variant opinions about our two tier membership structure. This appears to be an on-going theme running through our social accounts and something that has to be "grappled" with
- Our 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
- The Board was clear on its purpose but there was a mixed response over how the Board operated and its make up.
- 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
- The staff were generally happy with their work but with a number of qualifications

## 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**

### Key findings...

- 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

- 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. The political hustings event on the eve of the S2S Trade Fair was particularly successful
- All the stakeholder groups responded positively when asked if we had successfully raised the profile of social enterprise in Scotland. 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



## Objective 3:

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

### Key findings...

- We have concentrated on building good relationships with MSPs, political parties and policy makers
- We consulted upon and wrote a manifesto for social enterprises and this fed into the Scottish elections
- We have influenced policy development at different levels within the Scottish government and have developed links with a wide range of policy makers.
- We have represented SSEC on external partnerships
- The majority of stakeholders consider that we have been successful at representing the needs and views of the social enterprise sector
- There is an interesting divergence between representing "needs" and "views" - maybe we should represent "views" and the intermediaries have a greater role in representing "needs" as these may differ for different types of social enterprise

### **Our benefits to Members, Associates and other Stakeholders...**

- We provide the conduit in which social enterprises can connect with the Scottish and UK Governments
- We offer a networking and sign-posting service when asked for information from our members. We have put people in touch with each other and signposted enquiries to relevant intermediary bodies, helping out with guidance and suggestions when we can
- We have held events which have been well received: annual S2S trade fair, launch of the SSEC Manifesto, 1st Anniversary Forum, AGM, procurement seminars, policy forums, workshops on media and understanding the sector
- We circulate a monthly e-bulletin, publicise relevant publications and manage a website

### **According to our Members and Associates our many achievements in 2006 – 2007, in order of importance, have been...**

- Holding the S2S trade fairs in 2006 and 2007
- Influencing political parties and politicians
- Raising the profile of social enterprise
- Having an input into the Scottish Social Enterprise Strategy
- Becoming an established voice for the social enterprise sector in Scotland
- Writing the SSEC Manifesto for social enterprises in Scotland
- Keeping the “show on the road” by securing funding and income for SSEC
- Holding the membership together and building a consensus

### **According to our Board, CEO and Staff we...**

- Have been good at bringing intermediary organisations together, sharing policy messages and a shared vision
- Have been less effective when there is a lack of consensus and agreement on what we should concentrate on for the overall benefit of the social enterprise sector
- Should improve through expanding the membership, management structures and communication channels have to be clearer and we should always listen to the sector and in particular our Members and Associates

### **According to partner organisations, policy-makers and funders we have...**

- had a significant impact on the social enterprise sector and the government and establishment
- been effective at ensuring the social enterprise 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
- been particularly useful to them as we have provided them with one organisation that they can deal with rather than a range of “sub-sector” organisations
- had a positive influence through the Scottish Social Enterprise Strategy and Manifesto
- used funding effectively 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

### **Environmental impact....**

We did not have an explicit environmental policy but this is being addressed and will include policies towards recycling, reuse, transport, energy.

### **Economic impact...**

We have little direct economic impact but we support social enterprises in Scotland and seek to contribute to maximising the economic impact that social enterprises have on the wider Scottish economy. Currently, 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.

### **Compliance...**

We keep a regular track of all the procedures and practices we are expected to comply with and have identified “gaps” that will be addressed in the next year.

### **Visits made in 2006-07**

Aberdeen Foyer  
Aberlour Childcare Trust  
ACE  
Baxi Partnership  
Big Lottery Fund  
Borders CVS  
Borders Social Enterprise Chamber  
Boyndie Wind Co-op  
BRAG Enterprises  
Business in Parliament  
CAN  
CCPS  
Centre for Human Ecology  
Centre for Theology & Public Issues  
Common Purpose  
CETS  
Community Transport Association  
Cornerstone Community Care  
Dunedin Canmore Housing Association  
Dunedin Tayside Recyclers  
First Port  
Forth Sector  
Federation of Small Businesses  
FSB Enterprises  
Genesis  
Gorgie City Farm  
Govanhill Development Trust  
Haven Products  
HBOS  
Highlands and Islands Enterprise  
Inverclyde Association for Mental Health  
Kibble  
Link Housing Association  
Local People Leading  
Mid Lothian Chamber of Commerce  
Momentum  
Neilston Development Trust  
One Plus  
Princess Royal Sports Trust  
Re-union Canal  
Scottish Council for Development of Industry  
Rocket Science  
SBC  
Scott Moncrieff  
Scottish Churches Housing Action  
Scottish Federation of Housing Associations  
Second Opportunities  
Social Investment Scotland  
SOLACE  
Spruce Carpets  
Standard Life  
Scottish Urban Regeneration Forum  
Scottish Trades Union Congress  
The Big Issue  
The Bridge  
The Engine Shed  
The Initiative  
The WISE Group  
The Scottish Mining Convalescent Trust  
The Sportsman's Charity  
Supporters' Direct  
Transfere Community Transport  
Triodos Bank  
Unity Enterprises  
Unity Trust Bank

# Action Points to emerge from the Social Accounting and Audit process...

## On our Mission statement...

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

## On Objective 1...

- 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

## On Objective 2...

- 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

## On Objective 3...

- 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

## On networking and sign-posting...

- 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

## On our services...

- 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

## On our achievements and priorities...

- 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
- Be conscious to manage the potential conflicts of expanding Membership and number of Associates; and promoting the sector
- 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

## On working as a coalition...

- 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

## On our relationship with our partner organisations, policy-makers and funders...

- 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

## On our environmental impact...

- 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 the Ethical Property Company practices and the Green Office Checklist

## On our economic impacts...

- 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

## On our compliance...

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



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