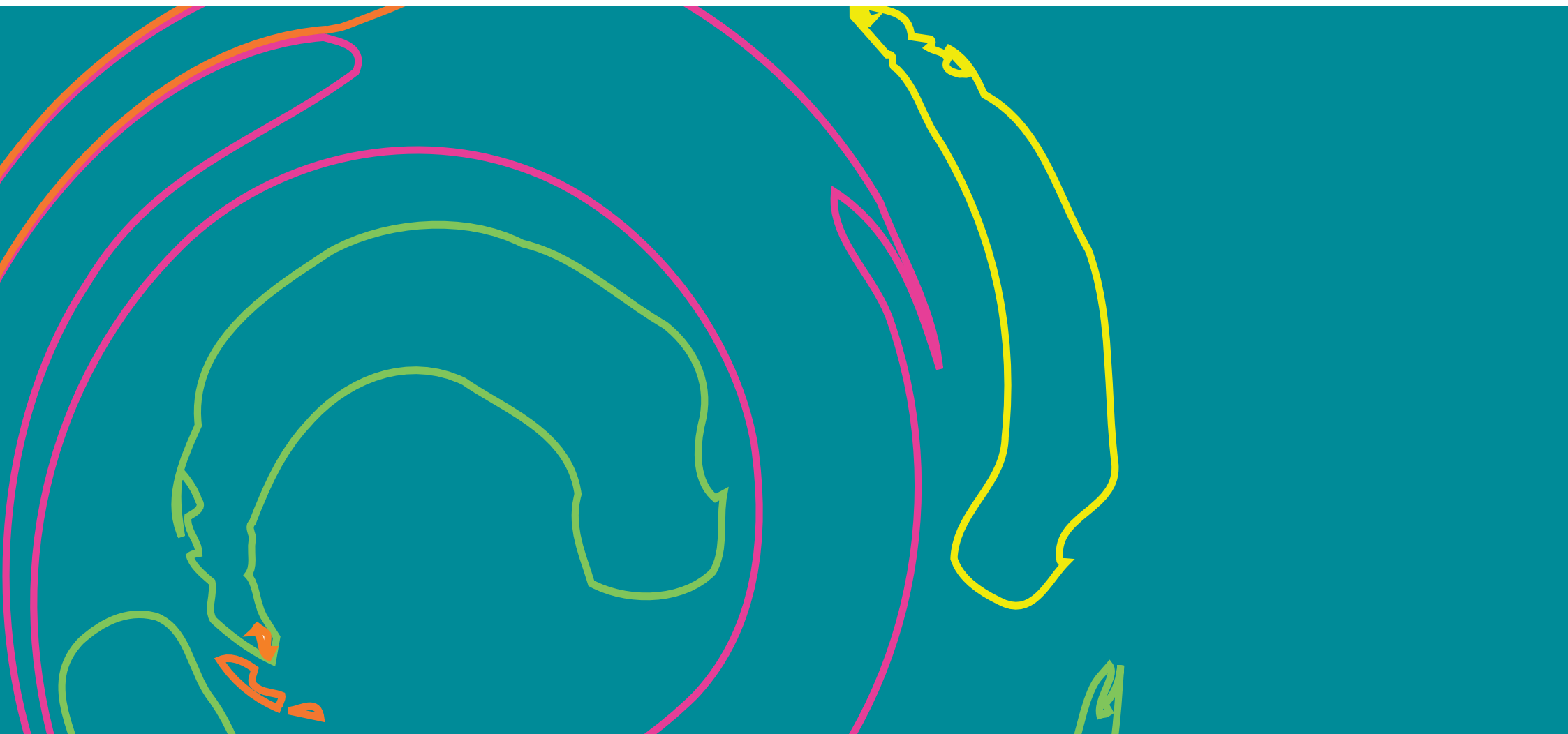


# Social Enterprise Strategy for Edinburgh 2010 – 2013

Adding value to business



# Foreword



This strategy has been developed by Edinburgh Social Economy Partnership (ESEP), a sub-group of the Edinburgh Compact Partnership. A social enterprise is a business that trades for a social purpose. The role of ESEP is to support the development of social enterprise in Edinburgh. The strategy identifies key actions by partners to fulfil this remit. The strategy has been developed in consultation with ESEP members including social enterprises and support agencies. ESEP is responsible for implementation and monitoring.

# Introduction

Edinburgh is recognised as a leading centre for social enterprise in the UK. In 2008 the inaugural World Forum on Social Enterprise was held in the City which also hosted S2S, the annual Scottish trade fair for social enterprise in 2009 and 2010. Local success stories include Out of the Blue and The Engine Shed which have each received the prestigious new Social Enterprise Mark.

The remit of Edinburgh Social Economy Partnership is to promote a strong, vibrant social enterprise sector that delivers across a range of key policy objectives:

- Improving business start-up, particularly in disadvantaged communities
- Increasing employability amongst disadvantaged groups in the labour market
- Enabling communities to work towards regenerating their local neighbourhoods
- Improving the quality of public service delivery.

At a time when the Scottish Government has committed considerable resources to implement its Enterprising Third Sector Action Plan and support the development of social enterprise, it is vital the Partnership decides its own

priorities to avoid duplication of services. The Partnership is also keen to build on a reputation for undertaking work of national significance to support the development needs of social enterprises and help them access wider market opportunities.

This strategy spells out how the Partnership plans to support the development of social enterprise in Edinburgh over the next three years and updates the 2005 – 2008 strategy: A New Way of Doing Business.

It comprises the following sections :

- **The Context** in which this strategy has been developed including support available to develop social enterprise activities and the new Third Sector Interface.
- **The Partnership** including the role of individual members.
- **The Strategy** and priorities identified by Partnership members in recent discussions and upon which the following action plan is based.
- **The Action Plan** outlining responsibility for a number of activities to deliver outcomes relevant to the implementation of the strategy.

# Case studies

## Out of the Blue Arts and Education

Out of the Blue (OOTB) is an Edinburgh based Arts and Education Trust which was launched in 1994. Its main aim is to create opportunities for everyone to participate in the arts and to help support artists by providing studio space at affordable rates. OOTB acquired the Drill Hall in Dalmeny Street, Edinburgh in 2003 and since then the building has been the subject of extensive restoration. The recent 3rd phase of refurbishment means that The Out of the Blue Drill Hall now provides:

- Studio accommodation for over 100 artists
- A rehearsal space
- A space for conferences and meetings
- Exhibition space
- Performance space
- A music practice room
- A garden

Out of the Blue also run:

- the OOTB Drill Hall Arts café as a training project
- an action group to run activity and improve facilities for the local park
- a full programme of classes and workshops.
- Regular arts markets
- Festival performances

OOTB also wholly own the Bongo Club as a trading subsidiary company.

## Social Enterprise: Engine Shed

The Engine Shed was established in 1989 as an innovative training project for people with learning disabilities to help them improve their confidence, learn transferable skills in a real work environment and move into paid employment within mainstream workplaces.

It achieves these objectives through operating as a social enterprise, this model providing the working and learning environment for their trainees. The businesses operating at the Engine Shed include a vegetarian café, organic bakery, organic tofu production and conference/catering facilities. These not only offer a training environment but successfully contribute financially to ensure the sustainability of the enterprise.

# Context

Estimates as to the number of social enterprises in Scotland vary according to the definition adopted. The Scottish Social Enterprise Coalition estimate there to be 3,000 with a combined turnover of £2 billion. This includes co-ops, housing associations, development trusts, social firms and credit unions. Key areas of activity include culture, housing, recycling, retail and the provision of care services. The Annual Small Business Survey (2005 – 2007) indicates a higher figure of 5,000 with a combined turnover of £2.43 billion.


The findings of the State of Social Enterprise Survey 2009, undertaken by the Social Enterprise Coalition indicate:

- Social enterprises vary widely in scale. Whilst some are very large, with turnovers in excess of £100 million, the majority operate at small business scales, with an average turnover of £2.1 million and a median turn over of £175,000.
- Social enterprises are different from the voluntary sector. The profile of social enterprise turnover is closer in size to that of the UK's small businesses, and comparatively larger than the voluntary/charity sector with which it is often confused or conflated.

That profile is reflected in Edinburgh with a few high profile success stories and a large number of organisations operating at a much smaller scale. Edinburgh Social Economy Partnership (ESEP) and Edinburgh Social Enterprise Network (ESEN) each hold information about the sector but it is by no means complete. The Partnership aspires to support the full range of social enterprise activity undertaken in Edinburgh. It would therefore be useful to build up a more complete database in order to ensure the Partnership meets the needs of all potential clients.

The majority of organisations in Edinburgh seeking to develop social enterprise activity are small, tend to be at an early stage of planning and require intensive support. They can receive advice and help from a number of sources, the main ones being:

- Firstport
- Social Enterprise Edinburgh
- Edinburgh Social Enterprise Network
- Business Gateway
- Edinburgh Voluntary Organisations Council
- Pilotlight
- Social Enterprise Academy



Those organisations already trading and looking for help to grow their business can receive support from the following sources:

- Social Enterprise Edinburgh
- Aspire to Enterprise Programme
- Business Gateway
- Edinburgh Social Enterprise Network
- Realise Mentoring Programme
- Pilotlight

Some agencies serve the needs of both client groups. The main reason for the decision by the Partnership to set up Social Enterprise Edinburgh (SEE), a dedicated local business support service for social enterprises, was to avoid confusion and help local organisations navigate through the support infrastructure to access the help they need.

Most of that infrastructure is funded by the Scottish Government which also has the expectation that the Business Gateway will be involved in the process of supporting social enterprise. This view is shared by the City of Edinburgh Council which is the lead authority responsible for managing the Lothian Business Gateway service. While the Partnership recognises the need for dedicated support for social enterprises, more could be done to ensure social enterprises access the free help and advice available through

Business Gateway on finance, business planning, marketing, human resources etc and the Growth Pipeline.

In 2008 the Scottish Government announced £30 million of support for the newly launched Scottish Investment Fund to help established Third Sector organisations become more financially sustainable and enterprising in order to deliver more and better services. The Government also invested a further £12 million in the Third Sector Enterprise Fund to help third sector organisations at an earlier stage of development. A number of local organisations have already benefited from this support. The Partnership needs to consider how it can increase local take up of this funding.

The Scottish Investment Fund is managed by Social Investment Scotland which represents a number of the main High street banks including Royal Bank of Scotland, Clydesdale Bank, and Lloyds Banking Group. Indications are that social enterprises are showing less interest in a package of support which includes a loan element. This confirms previous findings that significant barriers to the take-up of loans and other financial products are the sector's aversion to risk and debt and the continuing availability of grant support to meet their development needs. Another is a lack of "investment readiness" of organisations. Nevertheless, local beneficiaries to date include Spartan's Community Football Academy (£900,000), Out of the Blue Arts and Education Trust (£425,000) and Re-Union Canal Boats (£236,150).

# Case studies

## **The Spartans Community Football Academy**

The Spartans Community Football Academy is the home of one of Scotland's best known non league football teams. It enjoys a high profile within the City of Edinburgh and beyond.

In recent years the community aspects of the Spartan's work (including work with youth teams and the wider local community) has been consolidated and expanded into a brand new £4 million Community Football Academy which is run as a social enterprise.

It is situated on land in the north of Edinburgh, in the heart of the communities of Pilton, Royston & Wardieburn and Granton.

Community programmes and activities run from this location include:


- Street Football in a Safe Place (SFSP),
- Sunday Night Super League,
- Adult Literacy Programmes,
- the Friday FooTEA club,
- Work experience placements.

The Academy also delivers programmes off site, including SFSP at other community venues, its School Visit Programme, as well as street football road-shows in partnership with the local Police.

## **Re-Union Canal Boats Ltd**

Re-Union Canal Boats Ltd (Re-Union) is a social enterprise which operates on the Union Canal primarily between Edinburgh Quay and Wester Hailes. It was established in 2004 and built its first boat using a social enterprise model. This boat was used to pilot the activities of Re-Union involving

people working as a stepping stone back to mainstream employment and to assist individuals sustain recovery from mental health problems. They also engage with people and communities bordering the canal in activities which strengthen social cohesion. Re-Union recently expanded when a business opportunity arose to purchase 51% of a family owned boat hire company which operates boats on the Union Canal/ Forth Clyde Canal based at Falkirk. While Re-Union's existing business relies on grants, the acquisition of a share in the commercial boat hire company will enable them to become much more sustainable.



Edinburgh Social Economy Partnership secured Scottish Government funding in 2008 for a pilot project looking at the practical steps needed for social enterprises to bid for tenders as part of a consortium and to identify future development work needed to assist social enterprises become tender-ready and to work with delivery partners.

23 local organisations took part in initial health checks to gauge their level of readiness. Even those with significant experience of public procurement were in agreement that the tendering process is time consuming and frustrating. A high level of resource, particularly from senior staff members, was identified as being necessary to submit tenders. Searching for new contracts and sourcing possible partners have been identified as key areas where more support is required.

The Partnership recently secured an additional £116,581 of Government funding to take forward the Edinburgh PACT (Procurement and Consortia Tendering) programme to help bring third sector organisations to a level where they can successfully bid for public sector contracts. Key elements include:

- Fitness to Tender, an intensive training programme with peer support to take 48 organisations through the

necessary steps to ready them for success in securing contracts.

- A brokerage service that will concentrate on searching for tender opportunities for third sector organisations in Edinburgh.

Edinburgh's Social Enterprise Marketplace: A Business Directory, is an initiative to promote third sector organisations in Edinburgh that want to trade, have a product to sell, and are interested in tendering for contracts as part of consortia. It is early days for the directory which is hosted on the Social Enterprise Edinburgh website. Nevertheless, this is a good example of a platform that can be used to promote social enterprise to potential customers. Similarly, the Scottish Government is highlighting the Commonwealth Games 2014 as a source of procurement opportunities for social enterprises and linking it to help from Aspire to Enterprise and other programmes.

Arrangements to deliver the Scottish Government's Localism Agenda through a clearly identified Third Sector Interface will have implications for the Partnership. In Edinburgh agreement has been reached that the Compact Partnership take responsibility for the allocation of Scottish Government funding for the Interface agenda from 2011. The process will

be that a business development plan, which sets out work to be undertaken by Edinburgh Voluntary Organisations' Council, the Volunteer Centre Edinburgh and Edinburgh Social Economy Partnership, will be signed off by the Compact Partnership annually, resulting in the payment of awards to the three bodies from Scottish Government.

Edinburgh Social Economy Partnership, developed as an integral part of the Government's Futurebuilders Scotland initiative, is now reviewing priorities in terms of its own fitness for purpose in response to challenges identified by partners. It has recently taken the decision to rename itself Edinburgh Social Enterprise Partnership (ESEP), defining more clearly its role to support the development of social enterprise. A question has been raised as to whether the Partnership needs to go further and adopt a legal structure to fulfil its remit.



# Partnership

Edinburgh Social Enterprise Partnership comprises the following members:

**The City of Edinburgh Council** supports the Partnership through its Economic Development service. In recent years the Council has provided £40,000 annually in Third Party grant funding to Forth Sector and Edinburgh Chamber of Commerce to deliver Social Enterprise Edinburgh, a dedicated business advice service, to develop social enterprises in the area. The Council is also keen to explore the potential contribution of social enterprise to local regeneration strategies and social inclusion.

**Edinburgh Voluntary Organisations' Council (EVOC)** supports the development and promotes the interests of voluntary and community organisations in the city. It has an important role to play in building capacity in voluntary sector organisations with potential to become social enterprises. It also has an important role to play in terms of the Third Sector Interface previously referred to. Representation from ESEP and others involved in the Interface is through Edinburgh Compact's Voluntary Sector Strategy Group; the latter chaired and serviced by Edinburgh Voluntary Organisations' Council funded by the City of Edinburgh Council.

**Edinburgh Social Enterprise Network (ESEN)** was set up to promote networking between social enterprises and collective trading. Social enterprises have an important contribution to make to the delivery of the Partnership strategy. This is recognised by their representation on the Partnership through the Network. ESEN are interested in developing their role in the Partnership and have recently been involved in the delivery of the PACT programme to encourage engagement with local organisations.

**Volunteer Centre Edinburgh's** role is to involve and support people in volunteering that promotes inclusion and enriches communities. Volunteers have an important contribution to make to many social enterprises with a range of positive outcomes for the individual concerned including a route back to paid employment. This needs to be addressed in the strategy. The Centre is also an integral part of the new Third Sector Interface.

**Dunedin Canmore Housing Association:** Registered Social Landlords potentially have two roles to play in developing social enterprise through their role in the physical regeneration and management of local housing. They can develop their own spin-off social enterprises through Wider Role regeneration activities to improve the quality of life in local communities. Alternatively, they can contract social enterprises to deliver services for them.

**Forth Sector** is an award winning local social enterprise (Social Enterprise for the Year at 2008 Edge awards) running several social firms. Forth Sector Development is one of two local organisations funded by the City of Edinburgh Council to deliver Social Enterprise Edinburgh. It is also funded by the Scottish Government to deliver Aspire to Enterprise and the PACT (Procurement and Consortia Tendering) programme; the latter helping local organisations prepare to bid for public procurement contracts.

**Edinburgh Business Development** is a social enterprise and wholly-owned subsidiary of Edinburgh Chamber of Commerce. Along with Forth Sector Development, it is funded by the Council to deliver Social Enterprise Edinburgh. It is also involved in delivering the PACT programme. A consortium including Edinburgh Business Development, Forth Sector and Scottish Council of Voluntary Organisations has been contracted by the Scottish Government to deliver the Realise Mentoring Programme, providing mentoring and coaching to help staff within social enterprises to develop their skills.

**Firstport** is the national support agency for new and emerging social entrepreneurs throughout Scotland. Funded by the Scottish Government, it also administers their £1 million Social Entrepreneurs Fund and the UnLtd Awards programme, both aimed at individuals rather than existing

charities or established social enterprises. Firstport are also joint partners with Scottish Business in the Community on a programme called EVOLVE – matching expertise from the private sector to social enterprises.

**Pilotlight Scotland** runs a mentoring and skills sharing programme, matching senior business people from larger companies to work with small charities and social enterprises, helping them to build more sustainable and effective organisations. It receives funding from a number of sources including the Scottish Government.

# Case studies

## Dunedin Canmore Group

Dunedin Canmore Group is a social enterprise delivering quality affordable housing for communities across the central belt. They work in partnership with a range of agencies to offer employability and enterprise opportunities for local people. Their 'Employability Pathways' programme offers choices for people to take up work placements, volunteering, skills training and other forms of learning and support. They have a good track record of working with others and have developed new social enterprise in property factoring, maintenance and surveying. Dunedin Canmore is keen to hear from individual entrepreneurs, small or social businesses that are interested in a partnership approach to business development.

## Forth Sector

Forth Sector is one of Scotland's leading social enterprises. They create supportive employment for people with mental health problems through running businesses. The opportunities provided within these real working environments support people to:

- recover from the impact of their mental ill health
- increase their employability
- regain or retain employment

Forth Sector runs small commercial businesses (social firms) operating in a range of markets, including a guest house, laundry and embroidery services, manufacturing/retail and business development services.

# The Strategy

The following priorities have been identified by partners for the Social Enterprise Strategy for Edinburgh 2010 - 2013:

- To provide business development support for new and existing social enterprises.
- To raise awareness of the wide range of social enterprise activity undertaken in Edinburgh
- To promote social enterprise activity in Edinburgh
- To engage public, private and third sector partners in order to maximise opportunities for the benefit of social enterprise
- To encourage ideas and innovation to develop new social enterprise activity
- To inform policy and best practice related to the development of social enterprise.

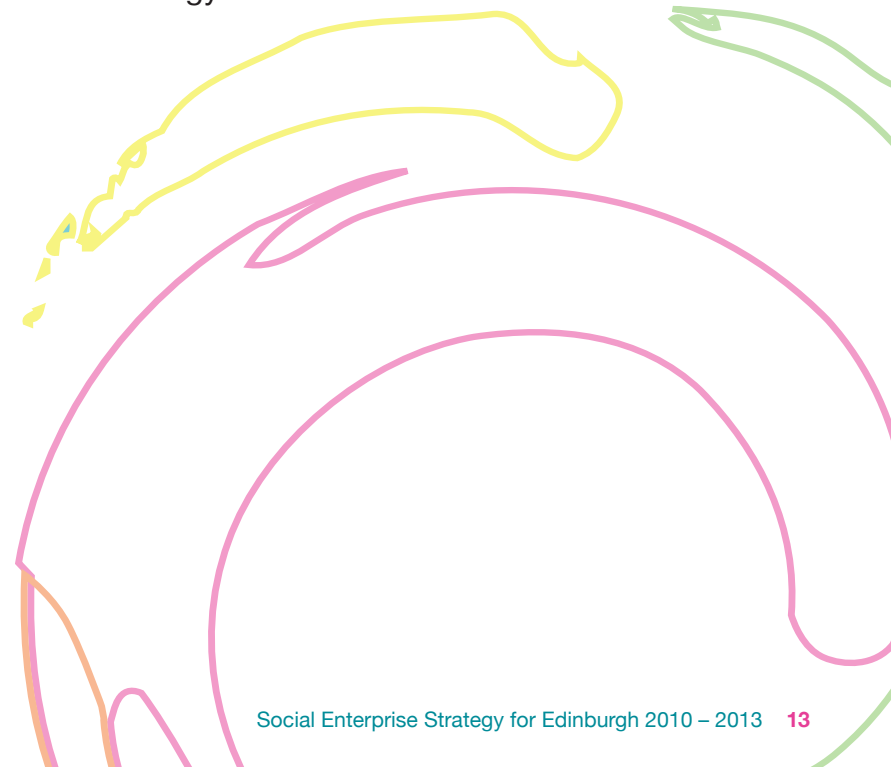
The role of Edinburgh Social Economy Partnership is to develop and enable the delivery of Edinburgh Social Enterprise Strategy by:

- Ensuring social enterprises receive the business development support they need
- Mapping out the size and impact of the social enterprise sector in Edinburgh
- Developing a promotional strategy that targets key audiences about the value of social enterprise and its potential contribution to the local economy and the delivery of services

- Providing an interface and ensuring the interests of social enterprise are actively represented to the Scottish Government, The City of Edinburgh Council, The Edinburgh Compact and other stakeholders
- Attracting additional resources to help with the delivery of the Strategy
- Formalising Edinburgh Social Economy Partnership's structure and strengthening membership.

## Action Plan

The attached action plan outlines responsibility for a number of activities to deliver outcomes relevant to the implementation of the strategy.



# Action Plan

A key to the acronyms used is provided at the end

# Supporting the Sector

Supporting the sector by building key skills, providing advice and tailored support and signposting to other support service providers where appropriate

How will we do it? Key activities	By whom/ other resources	Outputs	Outcomes	Any added value? eg bring in match
<ul style="list-style-type: none"> <li>• Signpost to existing sources of support: advice, business counselling, skills development, mentoring, funding, peer-group support etc.</li> </ul>	ESEP, ESEN, CEC, EVOC, VCE, SEA, FS, EBD, F and P.	<ul style="list-style-type: none"> <li>• SEE website and business advice service for social enterprises .</li> <li>• Take-up of support by local organisations.</li> <li>• Build organisational capacity and staff skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase business turnover of existing social enterprises and set up of new ones.</li> <li>• Job creation.</li> <li>• New products, services and markets.</li> <li>• More staff in social enterprises engaged in skills and business development activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Govt funding for support infrastructure eg Firstport, Aspire to Enterprise, Realise Mentoring and Business Gateway.</li> <li>• CEC funding to Social Enterprise Edinburgh (SEE).</li> </ul>
<ul style="list-style-type: none"> <li>• Tailored support for social enterprises.</li> </ul>	ESEP, FS, EBD, EVOC, F, P and HAs.	<ul style="list-style-type: none"> <li>• Target support to organisations at key stage of growth.</li> <li>• Build organisational capacity.</li> <li>• Encourage organisations to be more market orientated.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased business turn-over.</li> <li>• Job creation.</li> <li>• Development of new services and markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased take up of funds eg Scottish Investment and Third Sector Enterprise Funds by individual social enterprises.</li> </ul>
<ul style="list-style-type: none"> <li>• Help social enterprises supply services to public and private sector and other social enterprises.</li> </ul>	ESEP, FS, EBD, ESEN, HAs.	<ul style="list-style-type: none"> <li>• Database of potential procurement opportunities.</li> <li>• Identify enterprises with actual and potential capacity to meet tendering requirements.</li> <li>• Directory of social enterprises with a product/ service to sell.</li> <li>• Training to prepare social enterprises for tendering.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of organisations participating in training/ support programmes.</li> <li>• Number of social enterprises included on tender lists.</li> <li>• Number of contracts won.</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Government funding for PACT (Procurement and Consortia Tendering) and Aspire to Enterprise programmes.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a range of support services provided free or at discounted rate to social enterprises from private sector eg on finance, legal matters, H.R., market research.</li> </ul>	Private sector, EBD.	<ul style="list-style-type: none"> <li>• Draw down resources and expertise from mainstream businesses to help develop social enterprise activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Build organisational capacity and business skills.</li> <li>• Increased business turn-over.</li> <li>• Development of new markets.</li> </ul>	<ul style="list-style-type: none"> <li>• In-kind support from private sector as part of their corporate social responsibility agenda.</li> </ul>

# Mapping of the Sector

Ensuring a comprehensive database of social enterprise activity is compiled and maintained, enabling the activities and economic outputs and impacts to be valued.

How will we do it? Key activities	By whom/ other resources	Outputs	Outcomes	Any added value? eg bring in match
<ul style="list-style-type: none"> <li>Maintain database of social enterprises in Edinburgh.</li> </ul>	ESEP, ESEN and EVOC. Build on existing surveys eg SEE, ESEN and Senscot	<ul style="list-style-type: none"> <li>Measure of sector size, turn-over, jobs, business activities and economic impact.</li> </ul>	<ul style="list-style-type: none"> <li>Assess size of sector and economic impact.</li> <li>Increase sector profile and support case for more resources.</li> <li>Identify client group to service.</li> </ul>	<ul style="list-style-type: none"> <li>SCVO Managing Intelligence Fund.</li> <li>Senscot funding for Vital Statistics.</li> <li>Evidence to support bid for resources.</li> <li>Promote effective networking.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure research findings are disseminated, made accessible and updated.</li> </ul>	ESEP, ESEN, FS,EBD, EVOC, F and P.	<ul style="list-style-type: none"> <li>Database online.</li> <li>Promotional material.</li> </ul>	<ul style="list-style-type: none"> <li>Measure of sector's economic impact.</li> </ul>	
<ul style="list-style-type: none"> <li>Ensure research findings used to inform strategy and development of support programmes.</li> </ul>	ESEP, SG.	<ul style="list-style-type: none"> <li>Raise profile of sector and economic impact.</li> <li>Baseline information to monitor sector's performance and feed back into strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence to lobby for more resources and identify gaps in support infrastructure.</li> <li>Develop effective support programmes in response to need.</li> </ul>	

# Formalising ESEP – constitution and membership

In addition to reviewing membership and activities undertaken, the question has been raised as to whether the Partnership should go further in reviewing its operation to better fulfil its remit.

How will we do it? Key activities	By whom/ other resources	Outputs	Outcomes	Any added value? eg bring in match
<ul style="list-style-type: none"> <li>• Agree new membership in principle with existing members.</li> <li>• Invite new partners to attend.</li> <li>• Hold elections for key office-holders.</li> </ul>	ESEP	<ul style="list-style-type: none"> <li>• New impetus for ESEP.</li> <li>• Greater clarity on role of office-bearers and partners.</li> <li>• Minimise conflict of interest between Partnership membership and service delivery agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Represent interests of social enterprise to key stakeholders.</li> <li>• Effective co-ordination of activities and stronger links with partners and other networks.</li> </ul>	
<ul style="list-style-type: none"> <li>• Set agenda and timetable to discuss and agree on future operation and structure of Edinburgh Social Enterprise Partnership.</li> <li>• Action any recommendations for operation of existing Partnership or adoption of new legal structure.</li> <li>• Launch of new model of working.</li> </ul>	ESEP	<ul style="list-style-type: none"> <li>• Continue as a partnership with AGM and annual report to highlight progress with implementation of strategy or set up new organisation and agree legal structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater clarity of role of office bearers and partners.</li> </ul>	

# Information and Representation

Ensuring the interests of the sector are represented and information is shared through an interface with the Edinburgh Compact, Edinburgh Social Enterprise Network, City of Edinburgh Council, Scottish Government, and other key stakeholders

How will we do it? Key activities	By whom/ other resources	Outputs	Outcomes	Any added value? eg bring in match
<ul style="list-style-type: none"> <li>• New election for representative of ESEP to Edinburgh Compact and Voluntary Sector Strategy Group.</li> </ul>	ESEP	<ul style="list-style-type: none"> <li>• Clear structural link to Community Planning Partnership and Third Sector Interface through business development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater input from social enterprises to Localism agenda and Community Planning process.</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Government funding to Third Sector Interface for local social economy partnerships.</li> </ul>
<ul style="list-style-type: none"> <li>• Promote role of ESEP and ESEN.</li> </ul>	ESEP, ESEN, CEC, EVOC, VCE and S.	<ul style="list-style-type: none"> <li>• Web-site with relevant info.</li> <li>• E-bulletin for social enterprises in Edinburgh.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater credibility when liaising with stakeholders.</li> <li>• More engagement with sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for more resources from public/private sector.</li> </ul>

# Promotion

Promoting the activities of the sector, ensuring there is political, public and private sector support for Edinburgh’s social enterprise activity.

How will we do it? Key activities	By whom/ other resources	Outputs	Outcomes	Any added value? eg bring in match
<ul style="list-style-type: none"> <li>Promotional strategy targeting key stakeholders, influencers and national events.</li> </ul>	ESEP/ESEN/FS/EBD, EVOC and VCE.	<ul style="list-style-type: none"> <li>Raise awareness of sector.</li> <li>Build credibility of ESEP/ESEN.</li> <li>Target audiences eg private sector.</li> </ul>	<ul style="list-style-type: none"> <li>Greater uptake of support to social enterprises.</li> <li>Greater engagement with current and potential stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Support bid for additional resources.</li> <li>SSEC/SG support for S2S trade fair.</li> <li>In-kind support from ESEN.</li> </ul>
<ul style="list-style-type: none"> <li>Develop good quality promotional material.</li> </ul>	ESEP	<ul style="list-style-type: none"> <li>Web-site, E-bulletin, leaflet, DVD.</li> </ul>	<ul style="list-style-type: none"> <li>Raise awareness of sector and support needs.</li> </ul>	<ul style="list-style-type: none"> <li>Support bid for additional resources.</li> </ul>
<ul style="list-style-type: none"> <li>Use networks to promote social enterprise in Edinburgh and encourage people to buy from social enterprises.</li> </ul>	ESEP/ESEN/FS/EBD.	<ul style="list-style-type: none"> <li>Raise profile of what local social enterprises have to offer.</li> </ul>	<ul style="list-style-type: none"> <li>Increased business turn-over</li> <li>Develop markets.</li> <li>Job creation.</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenue from trading.</li> </ul>

# Acronyms

**CEC:**

The City of Edinburgh Council

**EBD:**

Edinburgh Business Development

**ESEN:**

Edinburgh Social Enterprise Network

**ESEP:**

Edinburgh Social Economy Partnership

**VCE:**

Volunteer Centre Edinburgh

**EVOC:**

Edinburgh Voluntary Organisations' Council

**F:**

Firstport

**FS:**

Forth Sector

**HA:**

Housing Associations (Dunedin Canmore Housing Association is a member of the Partnership)

**P:**

Pilotlight.

**S:**

Social Entrepreneurs Network Scotland.

**SEA:**

Social Enterprise Academy

**SEE:**

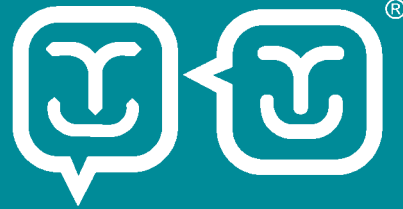
Social Enterprise Edinburgh

**SG:**

Scottish Government

**SSEC:**

Scottish Social Enterprise Coalition



## HAPPY TO TRANSLATE

ترجمے کے لئے حاضر آনندےر সঙ্গে انوباد کررب

بسعنا اوفیر اااااا MOŻEMY PRZETŁUMACZYĆ 很樂意翻譯

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• EDINBURGH •  
THE CITY OF EDINBURGH COUNCIL

A partnership agreement between the city's public agencies  
and the voluntary and community sector.

More information on the Edinburgh Compact is available at [www.edinburghcompact.org.uk](http://www.edinburghcompact.org.uk)