



A Social Enterprise  
Strategy for Edinburgh  
2005 – 2008

A New Way of Doing Business

Edinburgh  
Social Economy  
Partnership



Partners involved in the Compact development



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# Introduction

1.1 The development of this strategy is identified in the Edinburgh Compact as one of the key actions contributing to improving the planning and delivery of services.

1.2 This strategy has been developed by the Edinburgh Social Economy Partnership (Edinburgh SEP), a sub-group of the Edinburgh Compact. The Edinburgh SEP will be responsible for the implementation and monitoring of this strategy. It has been developed in consultation through a series of workshop held in 2004 with social enterprises and support agencies. This highlighted the need for a targeted strategy to create an environment conducive to the development and growth of social enterprise. A further round of consultation was undertaken on the draft Strategy in September 2005 with a smaller group of stakeholders.

1.3 The Edinburgh Social Economy Partnership was formalised in 2005, after publication of the Scottish Executives 'Futurebuilders Scotland: Investing in the Social Economy'. The current partners are:

- Capital City Partnership
- The City of Edinburgh Council
- Communities Scotland
- Edinburgh Voluntary Organisations Council
- Forth Sector (Social Enterprise Edinburgh)
- Scottish Enterprise Edinburgh and Lothians.

However, following the consultation in September 2005, the recommendation has been accepted to expand the partnership to draw in additional expertise from social enterprises, and strengthen links and opportunities with public sector agencies such as health.

1.4 The key role of Local Social Economy Partnerships is to support the development of a stronger social economy sector to deliver more public services in their area. The priority focus is on those organisations seeking

to generate new or additional income through trading or contracting for public services. The overall goal of these partnerships is to support the growth of organisations by:

- improving co-ordination between partners
- facilitating local networking
- strengthening the range of locally available support and
- unlocking market opportunities for existing and aspiring social economy organisations.

1.5 The Purpose of this Strategy is to:

- Identify a clear set of actions and outcomes to support the development of social enterprise in Edinburgh
- To clarify roles and responsibilities in relation to the implementation of its action plan
- To obtain strategic support from the partners comprising the Edinburgh Partnership, other relevant public agencies and the third sector in the city.

## 2. What is Social Enterprise?

### 2.1 What is a Social Enterprise?

*A social enterprise is a business that trades for a social purpose. The social aims of the business are of equal importance to its commercial activities and this combination is often referred to as a 'double bottom line'. A social enterprise focuses on generating income through the sale of goods and services to a market or through commercial contracts. Social enterprise is a different way of doing business. The added value of social enterprises comes from the way in which they use profit to maximise social, community or environmental benefits.*

*For the sake of definition, organisations generating a substantial level of their total income – generally 50% from self-generated income – through trading or/and contracts – can be deemed to be a social enterprise.*

Social Enterprises tackle a wide range of social and environmental issues and operate in all parts of the economy. By using business solutions to achieve public good, Social Enterprises have a distinct and valuable role to play in helping create a strong, sustainable and socially inclusive economy.

A Social Enterprise is first and foremost, a business. It is engaged in some form of trading or contracting, but it trades primarily to support a social purpose. It aims to generate surpluses and aims to reinvest these surpluses in the business or in the community to enable it to deliver its social objectives.

Social Enterprises are diverse and operate at many levels. They include local community enterprises, social firms, and mutual organisations such as co-operatives.

## 3. The Strategic Context

3.1 The development of Social Enterprise is reflected in both the policy agenda and action in England where the development of social enterprise now has Government impetus behind it. The Department of Trade and Industry published 'Social Enterprise: a strategy for success' in July 2002. This commits to:

- Creating an enabling environment
- Making social enterprises better businesses and
- Establishing the value of social enterprise.

THE UK Government also promoted a new classification for firms, Community Interest Companies (CICs), set up to trade for the community good. The rules governing community interest companies (CICs) will allow charities to set up trading subsidiaries, sell shares in them to external investors and pay their directors.

CICs need not confine themselves to work usually seen as charitable, the activities could be purely profit-driven, such as running a pub or a hotel, providing that all the money is put to community benefit.

While CICs can trade for profit, they are subject to an asset lock, which means their profits must not be transferred at less than their full value, unless for the benefit of the community. This is intended to protect social enterprises and their assets or surpluses from being seized by profiteers.

In Scotland, the Scottish Executive *Review of the Social Economy* (2003) outlined a framework for future development of the sector. Within this, the Scottish Executive has made a commitment to level the playing field for the social economy in terms of accessing the public procurement market.

In May 2005, a debate in the Scottish Parliament saw Scotland's MSPs explicitly recognising the role played by social enterprises in generating growth in the economy. All parties expressed support for social enterprise

and the Scottish Executive endorsed the need to develop a strategy for the sector's future success, opening up a new door for the expansion of the sector in Scotland.

Also in May 2005, the Scottish Executive launched a new agency, the Cooperative Development Agency for Scotland. The agency has been established to act as a one-stop shop to deliver advice and information to new and growing co-operative businesses. The aim is to help co-operatives reach their full commercial potential. The scheme will be backed by up to £3 million from the Executive.

Through the Social Economy Partnership group, the Edinburgh Compact is committed to developing a social enterprise strategy, which focuses on achieving additional community benefits, working with and promoting new social businesses. The strategy has been developed to build on and integrate with the work of the Compact. Being part of this city-wide process, it links into the city's wider Community Planning arrangements and work will continue to gain direct commitment of relevant individual public agencies. The Strategy Action Plan has been developed to integrate to the work of existing groups and themes.

## 4. What is Possible?

### The Merits of Service Provision from Social Enterprise

Examples of Social Enterprise activity in Scotland and in Edinburgh are numerous, demonstrating key achievements in helping people out of poverty and improving services.

- 4.1 Social enterprises create new goods and services and develop opportunities for markets where mainstream business cannot, or will not go.

**Home Basics** set up in 1999 by the Tweeddale Association of Voluntary Organisations, became an independent company with charitable status in October 2002. Its area of operation is the whole of the Scottish Borders, except Berwickshire.

Its aim is to collect and refurbish furniture and other household items, including electrical goods, donated by the public and pass them on to persons, referred to it by welfare agencies, to help them set up a home at minimal cost. It also provides volunteering opportunities and training/work experience for disadvantaged people.

Over the last five years 7,500 items have been delivered to 1,875 people who have benefited from Home Basics' services and a total of 10,800 items have been kept out of landfill.

- 4.2 Social enterprises play a key role in empowering individuals and communities, encouraging the development of work habits and increasing employment diversity.

**One Stop Childcare** came into being on 1 January 1998 as a group of registered childcare services located in and catering for parents in Wester Hailes and the West Edinburgh area. It is a community organisation with charitable status, governed by a Board of Directors including parents and local residents. The organisation has gone from strength to strength, offering an extensive and diverse community childcare service in Edinburgh. One Stop currently employs around 60 permanent staff and over 40 sessional childcare workers. The company aims to foster a supportive working environment based on respect and trust. In March 2001 One Stop was recognised as an Investors in People organisation. This is a national quality standard and demonstrates that the company is both business-like and people-centred in the way it functions.

One Stop Childcare runs two under fives centres, five out of school care playcentres and wraparound nursery care. In addition the company oversees the development of childminding in west Edinburgh and offers full-day holiday care for 3-14 year olds.

- 4.3 Social Enterprises seek to provide sustainable economic activity in ways to ensure that benefits from activity flows directly back in the locality in which it is located.

**Alloa Community Enterprises Ltd (ACE)**

In the spring of 1984 a group of volunteers in Clackmannanshire successfully raised funds to furnish a halfway house, which provided training and support to assist long stay patients in a nearby psychiatric hospital to regain their rightful place in society. From those humble beginnings arose what is now regarded as the most successful community recycling business in Scotland.

Due to the success of their fund raising venture, the volunteers recognised the need for an ongoing business, which would help to alleviate poverty in a high unemployment area.

With the help of a £1000 Small Business Grant and one employee Alloa Community Enterprises Ltd was launched in 1984. The first venture was a furniture project.

Over the years A.C.E. have diversified into other areas of Recycling and have built up excellent relationships with various market organisations such as Cheshire Paper, Berrymans and United Glass. This places the company in the unique position of being able to offer Local Authorities tailor made recycling schemes to meet the Authorities' needs.

Recently, the company was the only Scottish organisation to win an award at the prestigious MRW national recycling awards.

Today the company employs 15 full-time staff and owns a fleet of 10 vehicles.

- 4.4 Social Enterprises give people opportunities as employees but also as consumers, encouraging participation in the mainstream economy. They contribute to the availability of better facilities, and improve the economic and social infrastructure of an area.

**Coalfield Community Transport** is a registered charity and non-profit-distributing company wholly owned by the Coalfield Communities Federation. The origins of the initiative lie in the People's Jury held in June 2000 in the Coalfield Area of East Ayrshire to identify ways in which people within the community could be encouraged to play a more active role. The report highlighted infrequent and inaccessible transport as a major barrier to taking part in a wide range of activities including the economic, social and cultural regeneration of the area.

CCT was launched in May 2002 to provide community and voluntary groups in the Coalfield Area with affordable and accessible transport so

they can take part in community activities. In addition, it works to improve access to services and jobs.

CCT operates a fleet of five minibuses and runs services such as The Dayhopper Club, launched in June 2003 which provides a shopping and excursions service to individuals in receipt of benefit, older or unemployed people, lone parents, and people with a disability or who are geographically disadvantaged. Dayhopper members are the most vulnerable and excluded in our society. The club has 700 members ranging from 2-94 years in age and a waiting list of 156 individuals. Over 75% of the members are over 70 years and almost 60% have no access to personal transport.

- 4.5 Social Enterprises provide disadvantaged and excluded groups with a mechanism for joining the labour market.

**FEAT Enterprises** is a company limited by guarantee, with charitable status, that develops, manages and promotes Social Enterprises. It has been existence since December 1999 and currently operates two social enterprises: The Burgh Lodge and The Green Team.

**THE BURGH LODGE** is a four star tourist accommodation in Falkland, Fife. It offers value for money accommodation to families or groups of individuals and also has a number of suites of rooms for people with disabilities.

**THE GREEN TEAM** is a landscape and environmental improvement business. It undertakes a wide variety of environmental and soft/hard landscaping contracts. It currently has contracts in Fife, Tayside, Edinburgh, Forth Valley and Perthshire.

## 5. Profile of Social Enterprise

- 5.1 The Edinburgh Voluntary Organisations Council is in the process of setting up a database of social economy organisations in the City on behalf of the Compact Partnership. When this is fully operational, this strategy will have access to a baseline of social enterprise activity in Edinburgh. The analysis of the data will also help the partnership identify and refine opportunities for sectoral development.

A survey of social enterprises by the Small Business Service (an agency of the DTI working to grow and support business in the UK), published in July 2005, provides useful background to the sector in the UK. The income definition used for this survey was 25% of their funding generated from trading (direct exchange of goods and services).

The salient points of the survey are:

- The largest proportion of social enterprises is to be found in London (22%) while 14% of all businesses are located there. The proportion of social enterprises located in Scotland is 7% and matches the share of all business found in Scotland.
- Just under half of all social enterprises are located in the top 20% most deprived wards.
- 82% of their income is from trading revenues.
- Grants and donations represent 12% of aggregate turnover. This rises to 28% among organisations receiving any grants and donations.
- Nearly 2/3rd of social enterprises have a turnover below £500,000.
- Social enterprises employ an average of 31 staff, but 49% employ less than 10 staff, 37% of them full time.
- 65% employ volunteers at an average of two hours per volunteer,
- Three quarters of enterprises targeted their services at helping people.
- 72% providing services only to target groups, the balance providing employment to target groups.

- The main target groups helped by social enterprises are: people with disabilities (19%); children/young people (17%); elderly/old people (15%) people on low incomes (12%).
- In trading terms, social enterprises fall into five broad types of activity: health and social care (33%); other community; social or personal services (21%); real estate/renting (20%); education (15%); wholesale/retail (3%).

## 6. Potential for Growth

- 6.1 Both public and private sectors offer opportunities for social enterprises and aspiring social enterprises to develop earned income activity. Markets also exist in activity between organisations:
- Public Sector Contract opportunities can be opened up, levelling the playing field, engaging organisations in public tendering.
  - Public agencies can use Best Value to award contracts as an investment in organisations and as a contribution to community regeneration.
  - In the same way as markets have developed in the private sector between businesses offering services to other businesses 'B2B', the same opportunities can be developed in the social enterprise sector 'S2S', to create an internal market within the sector.
  - Opportunities exist in the new development areas in and around the city, which can support existing or new social enterprises from the regeneration areas. Specific actions will need to be pursued to make this a reality, supporting individual organisations to develop business ideas but also engaging with public agencies and the private sector to generate viable opportunities. For example, Lothian Health is developing links with schools in regeneration areas to promote employment/career opportunities that exist at the Medipark.
  - A number of market opportunities particularly suited to social enterprise exists in particular sectors of activity: social care, childcare, employment support, health services and recycling.
- 6.2 Particular actions will be pursued so this potential is turned into opportunities for organisations and generates benefits to disadvantaged communities and groups across the city.

## 7. The Challenges

7.1 A number of generic and local challenges need to be addressed to help develop sustainable organisations and to take full advantage of the market opportunities which exist. These challenges and the areas of activity listed below form the rationale of this strategy, taking account of actions already pursued by organisations and partners in the city.

### 7.2 **Awareness and understanding**

Social enterprise is not well understood outside the social enterprise network.

This means that:

- local policy makers have not considered social enterprise as a potential solution to a wide range of social and economic problems
- business support providers have generally not targeted social enterprises or been able to offer appropriate advice
- finance providers have been unsure of the risk and appropriateness of lending to the sector
- mainstream businesses have not seen the potential for new partnerships
- third sector organisations have not recognised the potential social enterprise offers them to move from reliance on grants towards greater self- sufficiency
- people have not been inspired to set up social enterprises or see that as a valid career or employment option.

Awareness needs to be improved around events tailored to the need of target groups.

### 7.3 **Support**

While much of the support available to mainstream business is relevant to social enterprise, the particular requirements and characteristics of social enterprises and aspiring social enterprises require specialist support particularly for start ups. The support needs of social enterprise include: management and governance; business planning and business skills; access to funding.

The partners on the Edinburgh Social Economy Partnership have agreed to jointly fund a social enterprise development initiative (Social Enterprise Edinburgh, formerly known as SEDI) to offer such advice and support to those organisations that are trading or wish to trade. Social Enterprise Edinburgh (SEE) has been active for three years and is seen as the key component of this Strategy. The service is available free of charge to social enterprise organisations operating in the city to help them make the best of their investment and develop their business capacity.

### 7.4 **Affordable premises**

There is a lack of suitable, affordable office and industrial premises which stifles the growth of existing organisations and start ups.

### 7.5 **Public Funding**

Improving co-ordination of public funding to social enterprises and aspiring social enterprises is seen as an important resource to support an enterprise culture and sustainability.

7.6 Accessing private finance and developing new financial product to invest in social enterprise.

## 8. What priorities?

8.1 This strategy is firmly rooted in improving public services and contributing to the regeneration agenda within the City. Consultation within the Edinburgh Partnership structure has identified the following areas of activity where the development of social enterprise is desirable, in that the positive outcome would result in enhanced public services by more sustainable organisations. These areas of activity provide the framework to support public sector investment in social enterprise:

- childcare, supporting people back into work
- young people, to increase their chances in life
- tackling health inequalities in the city
- employment/employability for vulnerable and disadvantaged groups
- reduce vulnerability to financial exclusion
- community recycling.

### 8.2 **The Local Fit**

#### *The City Community Plan*

To examine opportunities to improve services; improved outcomes for children and young people, better health and quality of life. Social enterprise offer an opportunity to strengthen community participation in service delivery at the same time improving the sustainability of organisations and services.

#### *The Regeneration Outcome Agreement*

The development of sustainable social enterprise in the Regeneration Areas to increase employment opportunities and improve services over the long-term.

#### *Relevant City Partnership and strategies from across:*

- Lothian Economic Forum
- Community Care Partnership
- Compact Partnership
- Children's Services Strategy Group
- Community Learning Implementation Group
- Edinburgh Community Learning and Development Partnership
- Edinburgh Sustainability Partnership
- Edinburgh Community Safety Partnership
- Capital City Partnership
- the Cultural Partnership
- the Edinburgh Joint Health Improvement Plan.

Social enterprises offer viable and financially sustainable options to deliver services to disadvantaged communities and groups, create employment and strengthen community participation across these themes.

## 9. The Strategy

9.1 The aim of the Strategy is to be action focused and to address the challenges by engaging a range of partners, confirming their role and by providing advice and support to social enterprises and aspiring social enterprises. The vision is of a strong, vibrant social enterprise sector in Edinburgh which delivers across a range of key policy initiatives:

- Improving business start-up and business transformation, 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.

The partnership will also promote the aspiration of Edinburgh as a 'Social Enterprise City', a city where social enterprise is at the heart of public services and public life.

The Strategy will be implemented by the Edinburgh Social Economy Partnership and performance reported through the Compact Partnership.

### 9.2 Key Outcomes

In support of this Strategy the Edinburgh Social Economy Partnership will track the following headline outcomes:

#### *Partnership – Creating an Enabling Environment*

Measured by: The level of strategic support from partners and coordination of action between partners, and Edinburgh has become a Social Enterprise City.

#### *Making Social Enterprises Better Businesses*

Measured by: Increased in turnover and earned income among social enterprises and aspiring social enterprises.

#### *Developing Opportunities*

Measured by: Social enterprises deliver an Increased share of procurement markets.

#### *Finance and Funding*

Measured by: Increased level of loan finance take up among social enterprise.

9.3 Lower level outcomes have also been identified in relation to individual actions which will be used to monitor the strategy. These are highlighted in the Action Plan.



# 10. Action Plan

The following Action Plan identifies specific actions which will be pursued over the life of this strategy. While some areas of work are already well defined, others will be researched and developed during the course of the strategy.

## Partnership – Creating an enabling environment

Objectives	Baseline	Action/Activity	Time-scale	Lead	Outcome
To set up a partnership remitted to overview implementation of the strategy	The Scottish Executive Social Economy Review remitted Communities Scotland to ensure Social Economy Partnerships existed in all Local Authority areas  The Edinburgh Compact	To establish a broad partnership with a strategic overview and with representation across the Edinburgh Partnership framework and from the social enterprise sector	February 2006	Edinburgh SEP/Edinburgh Compact Group	The current partnership include the City of Edinburgh Council (Economic Development), Scottish Enterprise Edinburgh and Lothians (SEEL), Edinburgh Voluntary Organisations Council (EVOO), Capital City Partnership (CCP), the Chamber of Commerce and Communities Scotland  A formal strategic partnership would include representation the sectors where growth and development opportunities exist such as health, environmental sustainability and procurement, and with representation from social enterprises
Confirm the role which public agencies and appropriate City Partnerships can play in supporting this agenda	A dedicated support service is available to local organisations. Generic services are also available from other national organisations. The partnership needs to identify leads into some of the development opportunity areas, such as procurement	Develop and agree a business plan for the Social Enterprise Edinburgh service  Develop other strategic links and supports within the Edinburgh Partnership structure  Ensure all support is clearly sign-posted	June 2005  June 2006  Feb 2006	Edinburgh SEP  Edinburgh SEP/Edinburgh Compact Group  SEE	A clear business statement  An effective service recognised by social enterprises and aspiring social enterprises  Credibility of social enterprise significantly improved  A strong link to the City Strategic Partnerships, with action remitted to individual strategies

## Partnership – Creating an enabling environment

Objectives	Baseline	Action/Activity	Time-scale	Lead	Outcome
To secure recognition and commitment from the Edinburgh Partnership Board, through the Compact Partnership	The Scottish Strategic Support from the Edinburgh Partnership is required to gain buy-in from public agencies, and develop the procurement agenda	Public Launch of the Social Enterprise Strategy. Potential for a future paper to Edinburgh Partnership Board if difficulties are identified	Nov. 2005	Edinburgh SEP	Marked commitment from the Edinburgh Partnership Board and Compact Partners
Co-ordinate and maximise the effectiveness of funding/investment in Social Enterprise	Need to ensure complementarity and sustainability of funding streams. While funding exists to support the development of Social Enterprises	Support the implementation of Futurebuilders Scotland fund Increase public agency investment in supporting social Enterprise	Ongoing End 2006	Edinburgh SEP Edinburgh SEP/ Compact	A proportion of public sector agency funding is invested in social enterprise. Public agency funding streams work more effectively together – reflected in the City Funding Strategy
Improve awareness among public agencies which offer procurement potential	This is a key short-term objective of the Partnership	Targeted awareness events, supported by showcasing of practical solutions	2006	SEE/Edinburgh SEP/Edinburgh Compact Group	Social enterprise is increasingly recognised as a way to procure services
To promote Edinburgh as a 'Social Enterprise City'	Borrowing from the idea of Edinburgh as a Fair Trade City, this could promote the working environment required to achieve the aims of this strategy	Exploring the feasibility and viability of the concept	End 2006	Edinburgh SEP	A vibrant social enterprise sector delivering quality public services and generating employment An environment where public agencies have recognised the value of social enterprise and who are committed to work with them A city where 10% of public sector contracts are delivered by social enterprises

## Making Social Enterprises better businesses

Objectives	Baseline	Action/Activity	Time-scale	Lead	Outcome
To set up, fund and support a dedicated business support service in the city	Review has shown the need to have a dedicated support service in the city	Partners financial commitment to Social Enterprise Edinburgh. To develop and publish Business Plan	Nov 2005	Edinburgh Social Economy Partnership Forth Sector/SEE	SEE is recognised as a quality dedicated business support service by organisations and public agencies alike Increase in numbers of organisations tendering for public sector contracts Improved credibility of the social enterprise models
To strengthen peer support		To Set up a Social Enterprise Network in the City	April 2006	SEE	An active network of organisations which meet to discuss shared issues, identify development opportunities and works to improve local policy
To embed the use of Social Added Value tools within the sector	Social Added Value represents a set of tools help organisation measure their social and environmental impact. Organisations which use these tools can better influence funders/purchasers and develop competitive advantages	Promote the Social Added Value Guide Support organisations with the use of the various tools	March-Sept 2006 2006/2007	SEE SEE	A widespread use of the tools among social enterprises and aspiring social enterprises

## Opportunities

Objectives	Baseline	Action/Activity	Time-scale	Lead	Outcome
To generate public procurement opportunities	Baseline in development This is a key objective of the Partnership.	Raise awareness among public agencies, developing the credibility of social enterprise	2005/2007	Edinburgh SEP/SEE	Increase in volumes of contracts opened to social enterprises and aspiring social enterprises Contracts form a greater proportion of income for a larger number of organisations
		Influence the procurement policy agenda in the city	2005/2007	Edinburgh SEP/SEE/ Compact Funding Group	Increase in number of organisations taking on a specific public service delivery contract for the first time
		Set up a cross-sectoral commissioners forum to support policy and practice development	2005/2007	Edinburgh SEP/SEE	An active forum which influences changes in procurement policy and practice in the city which benefit social enterprise
Increase expertise on procurement within social enterprises	Baseline in development	Through a variety of actions, including direct advice to organisations and public events, and training delivered by procurement officers	2005/2007	Edinburgh SEP/SEE/ Compact Funding Group	Increase in number of organisations taking on a specific public service delivery contract for the first time

## Opportunities

Objectives	Baseline	Action/Activity	Time-scale	Lead	Outcome
To Develop S25	There is little ongoing inter-trading activity between organisations. Potential exists to generate trading activity	Identify early actions	2005/2007	SEE	Increase in number of organisations providing services to each other
To develop new trading opportunities in development areas (Medipark, Waterfront, Leith Harbour)	There is no commercial activity at present	Identify early actions	2005/2007	SEE	A number of organisations have developed trading or secured contracts to deliver services in the city's new development areas, generating employment opportunities in Regeneration Areas or for excluded groups
Supporting the growth of sustainable Development Trusts and Co-operative businesses in regeneration areas	Sustainable community organisations have been set up in parts of the UK on basis of transfer of public asset. Proposals are currently being developed in Leith and in Craigmillar. Possible scope for further development	Promote asset transfer as a route to sustainable community organisations Develop links with the Scottish Executive Co-operative Development Agency	2006/2007  From Jan 2006	Edinburgh SEP/SEE  Edinburgh SEP/SEE	Public assets successfully transfer to community organisations New Development Trust or Co-operatives set up in Regeneration Partnership areas

## Finance and Funding

Objectives	Baseline	Action/Activity	Time-scale	Lead	Outcome
Increase the level of investment in the sector		Support implementation of the Futurebuilders Scotland Fund and the Edinburgh Fund	2005	Edinburgh SEP	Level of additional investment levered in to support social enterprises.
		Promote loan finance	2006/2007	SEE	Increased level of finance take up among social enterprises
		Develop new financial products	2006	SEE	
		Promote asset transfer as a route to social enterprise development	2006/2007	Edinburgh SEP/SEE	Public assets successfully transfers to community organisations
		Promote transparency and co-ordination and synergy between public agency funding on procurement and tendering practices	2005/2007	Edinburgh SEP/ Compact Funding Group	Increase in the awareness of opportunities in support of an enterprising culture, and transparency across all procurement routes across public funders

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