

2019  
2024

Stirling's  
Social  
Enterprise  
Strategic  
Action Plan

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# Table of Contents

1.

Overview

2.

Strategy Priority Action #1

3.

Strategy Priority Action #2

4.

Strategy Priority Action #3



# Overview

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The Stirling Social Enterprise Strategy was developed by bringing together the large-scale research completed through Scotland's Social Enterprise Census, policy drivers, and crucially checking and weighing these priorities and drivers, with the lived experience and voice of local social enterprises.

In developing the strategy the following action plan was created. The Steering Group met during 2018 and 2019 and comprised of representatives from Stirling Council, Stirlingshire Voluntary Enterprise, and Forth Valley Social Enterprise Network.

The Action Plan was put on hold during Covid and reviewed and updated in 2023.

The following partners have been involved in the implementation of the action plan and include:

- Forth Valley College
- FV SEN
- Loch Lomond & the Trossachs National Park
- NHS Forth Valley
- Stirling Community Enterprise
- STEP
- Stirling Council
- SVE
- University of Stirling



# National Social Enterprise Strategy Priority Action - #1 Stimulating Social Enterprise

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>1.1 Working with Community Planning partners to identify Social Enterprise Champions in the senior leadership of the organisation.</p>	<p>1.1.1 Develop profile for Champion role that supports and delivers CWB.</p> <p>1.1.2 Engage with CPP Executive to identify Champions.</p> <p>1.1.3 Maintain regular communications with Champions and evaluate the effectiveness of the model.</p>	<p>March 2023</p> <p>Dec 2023</p> <p>Ongoing</p>	<p>Stirling Council &amp; SVE</p>	<p>Support from CPP</p>	<p>Feb 2024 - Champion Profile approved by partners.</p>
<p>1.2 Supporting the development of the voice of social enterprise through the FVSEN, hosted by SVE, CTSI and CVS Falkirk &amp; District.</p>	<p>1.2.1 Develop appropriate online presence for comms &amp; networking.</p> <p>1.2.2 Introduce yearly report to CPP Executive, FE Committee, &amp;FVSEN.</p>	<p>October 2023</p> <p>December 2023</p>	<p>FVSEN</p> <p>FVSEN</p>	<p>Staff resource</p> <p>Externally funded</p>	<p>Launched Dec 2021 FV SEN Directory &amp; SVE Bulletin</p>

# National Social Enterprise Strategy Priority Action - #1 Stimulating Social Enterprise

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>1.3 Publicising leaderships and business development training opportunities available to social entrepreneurs and enterprising third sector leaders, identifying and filling gaps in provision.</p>	<p>1.2.3 Support development of Action Learning Set approach through Ask Programme.</p>	<p>October 2022</p>	<p>SVE</p>	<p>Externally Funded</p>	<p>SVE Action completed</p>
	<p>1.3.1 Publicise local and national programme in relevant community bulletins.</p>	<p>Ongoing</p>	<p>ALL</p>	<p>Communications support</p>	<p>Ongoing SVE &amp; CD Bulletins STEP Bulletin FV SEN Bulletin Social Media Partners Training Calendars</p>
	<p>Publicise SE Opportunities through Business Hubs</p>	<p>Ongoing</p>	<p>University of Stirling, STEP/SC</p>		<p>Ongoing</p>

# National Social Enterprise Strategy Priority Action - #1 Stimulating Social Enterprise

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>1.4 Embedding social enterprise learning in schools, further and higher education, and adult learning.</p>	<p>1.4.1 Identify funding to support an ambitious roll out of social enterprise education in schools.</p>	<p>Ongoing</p>	<p>Stirling Council</p>	<p>Additional staff resource Staff resource to identify and apply for funding.</p>	<p>Stirling Council to highlight the ambition for SE learning within the secondary schools to CRD skills pathway</p>
	<p>1.4.2 Share examples of success in SE business education.</p>	<p>Quarterly Ongoing</p>	<p>LEP</p>	<p>Communications resources</p>	<p>Updates for SCE and Recyke-a-Bike</p>
	<p>1.4.3 Offer support to young people to promote a career in SE through DYW and career fayres.</p>	<p>Ongoing</p>	<p>FVSEN Developing the Young Work Force University of Stirling</p>	<p>Additional staff resource to coordinate</p>	<p>Young Pathfinders Project</p>

# National Social Enterprise Strategy Priority Action - #1 Stimulating Social Enterprise

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>1.5 Supporting enterprising community organisations to explore new models of community ownership, including community shares, asset transfer and participation requests.</p>	<p>Resources to be defined by Stirling Council Communities Team</p> <p>1.5.1 Offer support to community organisations considering asset transfer</p>	<p>Ongoing</p>	<p>Stirling Council Community Development Team</p> <p>SVE</p>	<p>Externally funded</p>	<p>Ongoing</p>

# National Social Enterprise Strategy Priority Action - #2 Developing Stronger Organisations

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>2.1 Increasing take- up of micro finance initiatives and crowdfunding that can provide seed funding to social entrepreneurs.</p>	<p>2.1.1 Promotion of Crowdfunder and other platforms such as Princes Trust and Firstport</p>	<p>Ongoing</p>	<p>ALL</p>		<p>All partners to promote initiatives through bulletins, social media and websites.</p>
<p>2.2 Encouraging the creation of new Supported Businesses to realise market potential and maximise opportunities for people furthest from the labour market.</p>	<p>2.2.1 Identify need and market. 2.2.2. Identify suitable partners. 2.2.3. Create business case for a Supported Business.</p>	<p>Ongoing</p>	<p>LEP  SC Employ Service  SCE</p>	<p>Staff resource for scoping of need and facilitation.</p>	<p>Discussions ongoing between SCE, LEP and Kildean Business Park regarding possible pilot opportuntiy.</p>
<p>2.3 Encouraging and supporting social enterprise to be investment ready through developing organisational capacity and assessment of risk.</p>	<p>2.3.1 Develop Programme of Support Offer for Social Enterprise.</p>	<p>Ongoing</p>	<p>All partners who provide local business support.</p>		<p>October 2023 - Worked collaboratively to identify where SE's will be signposted in relation to need.</p>

# National Social Enterprise Strategy Priority Action - #2 Developing Stronger Organisations

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>2.4 Creating a local pathway of business support for new or growing social enterprises that meets the needs of social enterprises in pre- start/ start-up phase through to growth and maturity.</p> <p>2.5 Promoting and sharing excellence in the governance of social enterprises, including support for the annual Scottish Trustees Week, the dissemination of the Code of Good Governance, and Financial Literacy for board members.</p>	2.4.1 Creation and promotion of pathway.	May 2022	SVE/SC/STEP	Staff resource	<p>A collaboration with SVE and STEP to Develop the SE Support Pathway This is updated regularly.</p>
	2.4.2 Delivery of 121 support in the pathway.	Ongoing	SVE/STEP		
	2.4.3 Develop measures to monitor social enterprise growth and sustainment.	December 2024	SVE/STEP		
	2.5.1 Develop Peer Learning capacity through the local application of national programmes, including Ask Programme (School for Social Entrepreneurs Scotland) and Social Enterprise Academy Programmes.	August 2020	FVSEN, the Community Partnership of LLTNP	Externally funded	

# National Social Enterprise Strategy Priority Action - #2 Developing Stronger Organisations

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
	2.5.2 Offer a learning and development session on CIC Good Governance.	November 2024	SVE	Resourced through TSI	HMRC and OSCR workshops in Nov 2019
	2.5.3 Yearly programme of learning and development opportunities.	Ongoing	SVE	Resourced through TSI	Brand Definition Workshop Sep 21 Health & Safety Training HR Training through GCVS Trustee Training
	2.5.4 Offer Health Checks to enterprising third sector organisations.	Ongoing	SVE		Workshops - Branding Health & Safety, HR through GCVS, Trustee Training, TSI Training Platform

# National Social Enterprise Strategy Priority Action - #2 Developing Stronger Organisations

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>2.6 Develop the evaluation and social impact reporting skills of social enterprises and enterprising third sector.</p>	<p>2.6.1 Deliver evaluation support training.</p>	<p>Ongoing</p>	<p>SVE</p>	<p>Training Costs</p>	<p>Feb 2023 - SVE part of the SE TSI Evaluation Forum developing a self-evaluation tool for SEs and relevant training.</p>
	<p>2.6.2 Develop measures used to collate and aggregate social change data from social enterprises.</p>	<p>Ongoing</p>		<p>Additional research staff resource</p>	<p>March 2023 - Oct 23 SVE delivering a Measuring Social Impact workshop at the joint FV TSI conference.</p>
	<p>2.6.4 Publish a report highlighting the social impact of the sector.</p>	<p>Annually</p>		<p>Additional staff resource</p>	<p>Impact workshop at the joint FV TSI conference</p>

# National Social Enterprise Strategy Priority Action - #3 Realising Market Opportunity

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>3.1 Launching a public facing directory of social enterprises accompanied by a clear social enterprise brand that unifies the sector and provides confidence for the ethical consumer.</p> <p>3.2 Expanding the use and impact of Community Benefits Clauses and Reserved Contracts in public contracts, creating further supply chain opportunities for social enterprises in doing so.</p>	3.1.1 Create online directory with limited physical print.	May 2021	SVE in partnership with CTSI	Externally funded	Forth Valley TSI's received funding and launched an online Directory in Dec 2021.
	3.1.2 Launch Buy the Good Stuff Branding.	Needs further discussion	SVE	Resourced through TSI's	
	3.1.3 Review Buy the Good Stuff Brand.	Needs further discussion	SVE	Licence Fee circa £500	
	3.2.1 Audit current Social Enterprise engagement in Procurement and Commissioning across partners.	Ongoing	LEP	Additional Staff Resource	SVE has been invited to the Community Wealth Building Events Working Group.
	3.2.2 Audit current number of reserved contracts offered for supported businesses.	Ongoing	Stirling Council, Stirling Uni , NHS Procurement Teams		

# National Social Enterprise Strategy Priority Action - #3 Realising Market Opportunity

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
	3.2.3 Community Benefit working groups set stretch target to improve baseline.	Ongoing	Community Benefits Working Group		Short life working group that will report to council by the end of March. This will be reported on at future meetings.
3.3 Support social enterprise to build collaborative relationships within the sector that could result in joint tendering, group buying and shared services.	3.3.1 Identify upcoming procurement and commissioning opportunities and advertise opportunities for collaboration.	Ongoing	Stirling Council Procurement & Strategic Commissioning	Resourced through existing SC resources	How do we support third sector to win contracts? Workshop idea to be raised at the CWB Events Working Grp.
	3.3.2 Bring together social enterprises to collaborate.	Ongoing	Supplier development Programme	Externally funded	Promoting the SDP to the sector through partner bulletins

# National Social Enterprise Strategy Priority Action - #3 Realising Market Opportunity

Key Local Acitions	Detailed Action	Timescale	Lead	Resources	Update on Actions
<p>3.4 Developing relationships with the business community to realise market potential for social enterprises in the supply chain of the business sector.</p>	<p>3.4.1 Support the development of shared services in the Forthside Charity Hub.</p>	<p>Ongoing</p>	<p>SVE</p>	<p>Resourced through TSI</p>	<p>SVE promotes the use of development and attends tenants' hub meetings.</p>
	<p>3.4.2 Raise awareness of social enterprise in the business community by attending industry networking events.</p>	<p>Ongoing</p>	<p>STEP, Stirling Council, FV Chamber of Commerce, SDP</p>	<p>Marketing Budget</p>	<p>Meet the Buyer Promotion of SC, SDP, FV Chamber, SC, STEP &amp; CWB Events</p>
	<p>3.4.3 Develop a specific business support offer for social enterprise.</p>	<p>Ongoing</p>	<p>STEP</p>		<p>Refer to SDP &amp; Just Enterprise</p>
	<p>3.4.4 Pilot a mentoring scheme between established businesses and social enterprise start up's.</p>	<p>September 2023</p>	<p>STEP/SVE</p>	<p>Secure funding</p>	<p>Brief developed and currently applying for funding.</p>