



# SOCIAL ENTERPRISE ACTION PLAN

FOR  
GLASGOW 2019 to 2022

CO-OPERATIVE  
GLASGOW

GSEN

Glasgow  
Social  
Enterprise  
Network



# SOCIAL ENTERPRISE ACTION PLAN



FOR  
**GLASGOW 2019 to 2022**

## Glasgow's Strategic Action Plan for Social Enterprise 2019-2022

In the summer of 2018 the Council and Glasgow Social Enterprise Network published the first co-produced Social enterprise Strategy for Glasgow, a ten year strategy for the city's sector, signifying Glasgow as Scotland's capital of social enterprise.

Since the autumn of 2018 the city has convened a Social Enterprise Board, consisting of sector representatives, Elected Members and public agencies based in the city. The Board is concerned with delivering on the strategy for the city and promoting the growth and wellbeing of the social enterprise sector in Glasgow.

This Action Plan, flowing from the strategy and devised by the Social Enterprise Board, is the first of three over the next decade. The Action Plan is intended to be the framework around which efforts to deliver the strategy will be focussed.

The overarching vision for Glasgow is that:

*By championing social enterprise, where economic activity works for people and profit is used for social and environmental change, Glasgow will be recognised as the social enterprise capital of Scotland by 2028*

The Action Plan is intended to work in association with the Scottish strategy and to complement and expand on existing work underway in Glasgow and across Scotland. By linking the distinctive work of the sector with partners in Glasgow it strengthens both

the sector and partners in the public, private and wider third sector.

Our vision has three strategic priorities:

- Stimulating the Social Enterprise Sector
- Developing Stronger Organisations
- Realising Market Opportunities
- These are underpinned by four strategic outcomes.

Over the next three years we will:

- work with education establishments across the city to develop and support Glasgow's next generation of social entrepreneurs
- build capacity to increase knowledge and skills, support the growth and development and overall enhance social enterprise contribution to Glasgow's economy
- maximise the use of procurement and commissioning within the public and private sector to include social enterprise opportunities
- create a robust profile raising programme to increase the awareness of social enterprise, their products and services

These outcomes will be supported by our 15 strategic actions.



# Glasgow Social Enterprise Board: 3 year Action Plan

## Vision

By championing social enterprise, where economic activity works for people and profit is used for social and environmental change, Glasgow will be recognised as the social enterprise capital of Scotland by 2028

### Strategic Priority 1

Stimulating the Social Enterprise Sector

### Strategic Priority 2

Developing Stronger Organisations

### Strategic Priority 3

Realising Market Opportunities

Profile and awareness raising

Engaging the Next Generation

Building Capacity

Better procurement and commissioning

Action	Comments	Yr1 (19-20)	Yr2 (20-21)	Yr3 (21-22)
Strategic Outcome 1: We will work with education establishments across the city to develop and support Glasgow's next generation of social entrepreneurs				
1.1 Support the establishment of social enterprise, and map this activity within schools	<p>We will seek to deliver this Action by Identifying social enterprise activity within schools in Glasgow.</p> <p>We will also highlight the relevance of social enterprise to Curriculum for Excellence.</p> <p>We will also work with Further and Higher Education partners in Glasgow.</p>			
1.2 Raise awareness within education of social enterprise and the opportunities available to young people.	Action 1.2 will be met through a suite of events, learning exchanges, taster sessions, career days and work placements which will be open to young people in Glasgow.			
1.3 Develop the young workforce by increasing social entrepreneurial skills through partnership working	<p>We will identify delivery agents and work to establish a targeted range of support to enhance employability and entrepreneurship in the social enterprise sector.</p> <p>We will dovetail this activity with existing programmes to focus support, ensuring Glasgow's pupils receive consistent, high quality education in social entrepreneurship.</p>			

Action	Comments	Yr1 (19-20)	Yr2 (20-21)	Yr3 (21-22)
Strategic Outcome 2: We will build capacity to increase knowledge and skills, support the growth and development and overall enhance social enterprise contribution to Glasgow's economy				
<b>2.1</b> Refocus funding support to the wider Cooperative and Social Enterprise sector	We will, through the review and reform of the Co-operative and Social Enterprise Fund, and within a wider review of Economic Development and Council-wide funding support, develop a model of funding support which meets the aspirations of the Board and the needs of the city's social enterprise sector.			
<b>2.2</b> Aim to identify and address barriers and gaps in business support in the city	We shall meet with key providers - including Just Enterprise, Business Gateway and Integrated Grant Fund Community Capacity providers to identify barriers to provision.  We will also communicate the support currently available and work to create a "Glasgow Social Enterprise Map"  We will identify, through a mapping exercise, which Glasgow City Council departments support social enterprise and how this support is provided.			
<b>2.3</b> Develop a resourced mentoring support programme for leaders in social enterprise	Recognising that social enterprises require many forms of support to start-up, develop and grow, we will secure practical knowledge of the Glasgow market (and beyond) in specific market sectors.  We will also look to focus on strengthening the boards of social enterprises.			
<b>2.4</b> Influence/ provide/ develop digital support	Evidence from research demonstrates that, in Glasgow, digital skills and access to new technologies can impact on the performance of social enterprises.  We will link with the Council's Digital Strategy and we will ensure social enterprise are receiving appropriate support to improve digital skills and technology.			
Strategic Outcome 3: We will maximise the use of procurement and commissioning within the public and private sector to include social enterprise opportunities				
<b>3.1</b> Support the development of informal and formal collaboration and social enterprise co-operatives to access tenders and work with contract commissioners to reframe procurement processes	Recognising that access to contracts is an area where the social enterprise sector requires support, we will work with commissioners and procurement teams in the public, private and voluntary sectors to raise awareness of social enterprise and the sector's potential.  We will also work with social enterprises to link them with capacity building partners which will support them to develop their ability to tender for contracts.  We will also look to embed P4P principles. A short-life working group will be established to consider these.			
<b>3.2</b> Review, evaluate and building on the understanding of community benefit clauses within contracts, tenders and supply chains	Community Benefit clauses are used in the commissioning of services.  We will look to contract commissioners and existing evidence to review, evaluate and recommend any suggested changes to the use of Community Benefits within contracts, tenders and supply chains.			
<b>3.3</b> Prepare to contribute and influence the GCC Procurement Strategy in 2022	The Council's procurement strategy runs from 2018 to 2023. We will work with the existing strategy and prepare to influence the development of the next strategy.  We will also look to review and evaluate the procurement strategies of other commissioning bodies in the city.			

Action	Comments	Yr1 (19-20)	Yr2 (20-21)	Yr3 (21-22)
Strategic Outcome 4: We will create a robust profile raising programme to increase the awareness of social enterprise, their products and services				
<b>4.1</b> Develop a Communication Plan	<p>Glasgow is developing as the capital of Scotland's social enterprise sector. Public awareness of the sector will grow with an effective communication plan for the social enterprise sector.</p> <p>We will work to develop and implement an effective communication plan for the sector in Glasgow, linking with local and national partners where appropriate.</p>			
<b>4.2</b> Influence and work with Social Enterprise Scotland to lead on the implementation of the national raising the profile campaign in Glasgow	<p>As the national raising the profile campaign for social enterprise is rolled out, Glasgow will be ready to maximise the city's potential to benefit from this activity.</p> <p>We will consult with the social enterprise community in Glasgow on the scale and nature of a "raising the profile" campaign</p>			
<b>4.3</b> Host an annual social enterprise summit	Glasgow has a fantastic social enterprise story to tell. So, to engage and inform social enterprises and to facilitate their wider inclusion and influence within city and national strategies we will host annual social enterprise summits.			
<b>4.4</b> Create an ambassador programme	<p>We will support the social enterprise sector in Glasgow through an Ambassador programme.</p> <p>These Ambassadors will be tasked with raising the profile of the city's social enterprise sector, engaging and raising awareness of social enterprise with business, politicians, Council Family officers at all levels and community planning partners.</p>			
<b>4.5</b> Develop research to understand the economic and social impact of social enterprise on the city	We are committed to evidence-based policy to support the development of social enterprises in Glasgow. To this end, we will review existing evidence and policy and commission research to understand the economic and social impact of social enterprise on the city to highlight the social impact in the city, including from social enterprises.			

## Going Forward

This Action Plan is for 2019-2022, but there are actions which will flow from this three year period to the next, and beyond. There are actions and activities which will take many years to develop, which will require forethought, co-operation and a willingness to deliver new ways of working.

The sector or partners may change, the strategic priorities or outcomes may evolve, but the vision and goal will remain the same:

By championing social enterprise, where economic activity works for people and profit is used for social and environmental change, Glasgow will be recognised as the social enterprise capital of Scotland by 2028.



Glasgow  
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