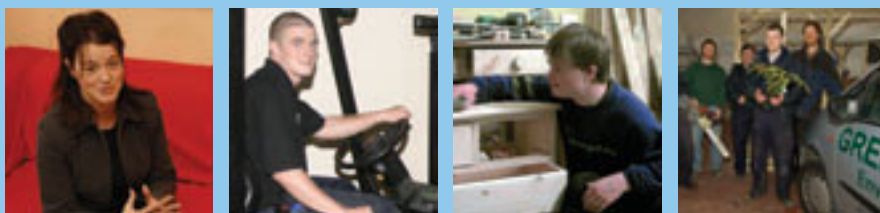


ENTERPRISING THIRD SECTOR

Action Plan 2008-2011



one
scotland
SCOTTISH GOVERNMENT

ENTERPRISING THIRD SECTOR

Action Plan 2008-2011

© Crown copyright 2008

ISBN: 978-07559-1735-8

The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

Produced for the Scottish Government by RR Donnelley B56551 0 06/08

Published by the Scottish Government, June 2008

Ministerial Foreword

As stated by the First Minister in the *Government Economic Strategy*, the purpose of the Scottish Government is to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.



There is a key role for the third sector in helping us to achieve our purpose. Our three golden rules for ensuring that growth is shared and sustainable are outlined in the *Government Economic Strategy*. These are solidarity, cohesion and sustainability. There is a very real key role for an enterprising third sector – of which social enterprise is an important part – to play in helping us achieve each of these.

Firstly, the third sector contributes to solidarity – social equity. It reaches individuals and communities, including the retired and the long-term unemployed, the rural and minority communities that the public and private sectors do not always effectively engage with. The third sector can, and does, change people's lives.

Secondly, the third sector contributes to cohesion – regional equity. Sustainable development and prosperity need to be shared across Scotland. Traditionally, the third sector operates in areas deprived through economic circumstances or geographic remoteness where the private sector often does not operate.

Thirdly, the third sector contributes to sustainability – inter-generational equity. Through initiatives such as community recycling, renewable energy and sourcing local foods, the third sector has frequently led the way in putting communities and sustainable development principles at the heart of its business model.

The Scottish Government wants to create the right operating conditions in which an enterprising third sector can play a full role in the development, design and delivery of policy and services in Scotland, putting the people of Scotland at the heart of their plans. We want to support a country in which an enterprising third sector is encouraged, valued and is given the opportunities it needs to prove its value and deliver more.

Our ambition is for Scotland to lead the world in the development of a truly enterprising third sector.

A handwritten signature in black ink, which appears to read 'John Swinney'. The signature is written in a cursive style with a long horizontal stroke at the end.

JOHN SWINNEY
Cabinet Secretary for Finance and Sustainable Growth

Contents

<i>Ministerial Foreword</i>	iii
<i>1. Introduction</i>	1
<i>2. The Action Plan</i>	5
Objective 1: Opening markets to an enterprising third sector	6
Objective 2: Investing more intelligently	11
Objective 3: Promoting social entrepreneurship	15
Objective 4: Investing in skills, learning and leadership across the third sector	18
Objective 5: Providing support for business growth	23
Objective 6: Raising the profile of enterprise in the third sector	27
Objective 7: Developing the evidence base	29
<i>3. Monitoring and Reporting of the Action Plan</i>	31
<i>4. Scottish Government Support for the Third Sector</i>	31
<i>5. What this plan will achieve</i>	33
<i>6. Case studies – how can the third sector deliver better services?</i>	36



1. *Introduction*

The *Government Economic Strategy* (2007) recognised the contribution the third sector can make to building a successful Scotland. We therefore want to create a country where an enterprising third sector is valued and encouraged. We will do this in two key ways. Firstly, we will invest in those enterprising organisations within the third sector that have the right business skills to deliver high quality services to those that need them, whilst moving towards financial sustainability and reducing organisational dependency on grants. Large scale, transformational investments will be made through the Scottish Investment Fund.

Secondly, we want to create an environment in which an enterprising third sector can thrive. We will do this through the actions outlined in this document, which should not operate in isolation from each other. All actions will form part of an integrated whole, which will ensure that the impact of our programme of direct investment through the Scottish Investment Fund and the Third Sector Enterprise Fund can be maximised.

As well as ensuring that we are investing intelligently, we will continue the work started by the *Scottish Social Enterprise Strategy* (2007) opening markets for the third sector, especially those key markets in the public sector. We will promote enterprising third sector start-ups, providing support for both social entrepreneurs and for organisations wanting to develop in an enterprising way.

In recent years, within the third sector, we have seen the rise of the social enterprise business model (businesses which trade for a social or environmental purpose) and of the social entrepreneur (innovative individuals who start businesses that meet social or environmental needs). Some of our most enterprising third sector organisations – in the field of community care, for example – are now major providers of high quality public services. The aim of this action plan is to encourage this culture of enterprise throughout the third sector. In short, we want to make Scotland a world leader in the development of an enterprising third sector.

We recognise that for this action plan to succeed we need to work across the government and its agencies, recognising the role of regulators. We understand the part that third sector organisations, through their ability to meet social and environmental objectives, can play in meeting our strategic objectives of a wealthier and fairer, healthier, stronger and safer, smarter and greener Scotland.

We want to improve collaboration and joint working across the public, private and third sectors. Public-social-partnerships are an obvious example of the kind of cross-sector co-operation we want to see, but we will also want to encourage other contact between the sectors. We will work with the third sector to encourage and develop future leaders in the sector to engage even more effectively with both public and private sectors.

We will expect to see increased partnership working between third and public sectors. Building on the concordat with local government together with the work of Community Planning Partnerships (CPPs) and Local Social Economy Partnerships (LSEPs), we want to promote new relationships, especially around both the design and delivery of services. This will help ensure the delivery of services of the highest quality, which meet our national outcomes.

We already work with the sector at a national level to develop policy, and there is a growing case that more could be done to encourage stronger, more consistent relationships between statutory and third sectors at local level following the development of local authority single outcome agreements. This action plan does not capture all the work we, or our partners in local government, are doing to progress and facilitate local relationships. Instead, its focus is on a series of actions aimed at setting the right environment for growing an enterprising third sector.

This three-year action plan is intended to invest in a step-change in the capability and capacity of the sector and to forge new relationships. By 2011 we expect many of the actions to become part of the mainstream. We are investing in the sector now, to provide long term benefits into the future. This is an investment in enterprise leading to sustainability.

We know that an enterprising third sector is not homogenous. It operates in many markets, providing a huge range of services. It is led by both recent social entrepreneurs and by those who have worked in the third sector for a number of years. It is led by people representing all communities and equality groups¹ in Scotland. This action plan aims to support an enterprising third sector in the full range of its activities.

The third sector can also play a lead role in promoting sustainable economic growth, not only through many organisations' primary purpose – be it recycling, grounds maintenance or environmental protection – but through the way in which all organisations are run. The third sector can lead the way in giving equal weight to income generation and sustainability.

¹ Age, gender, disabled people, LGBT, minority ethnic communities and religion/belief.

The actions that we set out here are part of the Scottish Government's wider support for the third sector, which is about ensuring that the sector is supported at all levels of its development. These actions are focused on setting the right environment for growing an enterprising third sector. The challenge to the third sector is to make the most of the opportunities that this presents. Firstly, to operate professionally, identifying markets or opportunities – for many organisations this will involve developing products and then competing for, and winning, contracts. Secondly, to demonstrate the unique contribution that the third sector provides. Thirdly, to develop better third sector organisations contributing to increased sustainable economic growth and a more successful country.



2. *The Action Plan*

The action plan consists of the following objectives:

1. **Opening markets to an enterprising third sector**

- The public sector market: working with purchasers to recognise the benefits of contracting with an enterprising third sector including their contribution to delivering national outcomes
- The public sector market: working with the third sector to make organisations better able to compete for and win contracts
- Developing social-to-social business
- Encouraging collaboration with the private sector

2. **Investing more intelligently**

- Direct investment in an enterprising third sector
- Measuring social return
- Collaboration between funders and development of new funds
- Finance training for the third sector

3. **Promoting social entrepreneurship**

- Providing funding to support social entrepreneurs
- Promoting social entrepreneurship in schools and colleges

4. **Investing in skills, learning and leadership across the third sector**

- Funding for skills
- Developing the learning infrastructure
- Improving governance

5. **Providing support for business growth**

- Creating an effective supply of business development support
- Mentoring for an enterprising third sector

6. **Raising the profile of enterprise in the third sector**

- Supporting third sector infrastructure
- Awards
- International exchange and learning

7. **Developing the evidence base**

- Demonstrating the value of the third sector
- Increasing our knowledge of the third sector in Scotland

Objective 1: Opening markets to an enterprising third sector

We will help open all markets for the third sector, within public, private and social sectors. We will assist the third sector to develop the skills needed to access markets effectively, whilst also working with the public sector to ensure that the third sector are given the opportunity to bid for contracts.

In order to make public sector markets more accessible to the third sector, we will develop a network of third sector champions of senior officials and elected members who will ensure that the benefits of working with the sector are recognised through all levels of their organisation. Of great importance here is the ability of the third sector to contribute to meeting national objectives. Additionally, we will work within the Public Service Reform agenda to ensure that procurement professionals recognise the potential of community benefit clauses and the benefits that third sector bodies can bring to the design of services.

There is a role for the third sector in helping to ensure that services are reaching the most vulnerable and in ensuring that we maximise the opportunities for the most disadvantaged in Scotland. The third sector is in a unique position to reach and engage with individuals facing a wide range of challenges including long term unemployment, mental health difficulties, physical disability and homelessness. The third sector is able to help individuals to address and overcome the multiple challenges they face. We want to ensure that the third sector is given the opportunity to bid for those contracts, particularly where it can transform people's lives.

We will do this in the context of the European procurement regulations and the requirement for best value. For the public sector, this means purchasing services intelligently, which includes involving the third sector in service design, assessing bids on quality and using community benefit clauses where appropriate. For the third sector it means improving their ability to identify markets and opportunities and to clearly demonstrate where they can, and do, make a difference.

In order to support the third sector, we will provide training on writing tenders. We will also invest in the skills and knowledge of those working in the sector to ensure that organisations have the skills necessary to successfully tender for contracts and are able to demonstrate their achievements, engage with purchasers, develop new services and market themselves effectively.

We will also provide assistance for the third sector in growing markets with both social and private sectors as well as with the general public. This action plan will help Scotland's enterprising third sector access the full range of markets – including the general public as well as the third, private and public sectors – to which it delivers services.

Actions:

The public sector market: working with purchasers to recognise the benefits of contracting with an enterprising third sector including their contribution to delivering national outcomes

Action 1.1: Training for procurement officers

Working with the Scottish Procurement Directorate we will ensure that public sector purchasers have appropriate training in the use of community benefit clauses, the benefits of market engagement involving all sectors in designing services, the use of supported employment contracts, and the need to ensure that, where appropriate, third sector organisations are given an opportunity to bid for contracts. In addition, we will ensure that the guidance on social issues in procurement, originally issued in October 2007, is reviewed and updated as appropriate.

Action 1.2: Increasing procurement officers' knowledge of third sector providers

It is important that public sector purchasers know about which third sector organisations are providing services in their area, so that, where appropriate, they can alert organisations to tendering opportunities. We will work with the Scottish Council for Voluntary Organisations (SCVO) on the Social Economy and Enterprise Database for Scotland (SEEDS) as well as the Supplier Development Programme to ensure that public sector purchasers are able to discover which services are offered by the third sector in their area.

Our aim will be to develop a single portal where public sector purchasers can gain the information that they need on which organisations are operating in their area. We will work with purchasers to ensure that they are using the portal and with enterprising third sector organisations to register all those that have the capacity and capability to effectively compete for and deliver contracts.

Action 1.3: Public-Social-Partnerships

Following the successful pilots through the European funded EQUAL Social Economy Scotland programme we will fund a public-social-partnership support programme to help develop successful consortia of third sector organisations and partnerships with the public sector. This support programme will work closely with Local Social Economy Partnerships to identify and develop public-social-partnerships.

Action 1.4: Measuring public sector spend with the social economy

We will work with the Scottish Procurement Directorate to measure the spend of public bodies with the third sector. We will publish reports, ideally on a quarterly basis, and use these to identify the sectors in which spend is increasing or decreasing with the third sector, enabling us to take action where appropriate.

Action 1.5: Third Sector Champions network

We will work with the Convention of Scottish Local Authorities (COSLA); the Society of Local Authority Chief Executives (SOLACE); the Improvement Service and Health Boards to establish a network of third sector champions across the public sector, linking with the volunteering champions network being established by the Health Boards and the existing third sector officials group in the Scottish Government. Third sector champions will be at a senior level in their organisations and will be responsible for ensuring that the benefits of working with the third sector are recognised and that the third sector is given an opportunity to both help design services and to bid for service provision contracts.

Action 1.6: Ensure that opportunities for third sector organisations and volunteering at the Commonwealth Games 2014 are explored

We will work across the Scottish Government and with Glasgow City Council to ensure that the opportunities are fully explored to ensure that contracts to provide services related to the Commonwealth Games:

- allow for consultation with the third sector on the design of contracts
- include, where appropriate, the use of community benefit clauses
- ensure that third sector organisations are given the opportunity to bid where appropriate

The public sector market: working with the third sector to make organisations better able to compete for and win contracts**Action 1.7: Use of the Public Contracts Portal for Scotland**

We will work with third sector intermediary organisations to ensure that all third sector organisations that are looking for contracting opportunities are aware of the new public contracts portal for Scotland. This will be launched in 2008.

Action 1.8: Tender writing training for the third sector

We will build on materials written with the EQUAL Social Economy Scotland programme (including *Collaborative commissioning* and *Tendering for public sector contracts*) to develop training on bidding for and winning contracts with the public sector. Courses will be free for third sector organisations wishing to bid for public sector contracts.

Action 1.9: 'Meet the buyer' events

We will facilitate local 'meet the buyer' events across Scotland, which will bring public sector purchasers into contact with service deliverers from across the third sector. This will help purchasers understand which organisations are delivering services in their area and offer the third sector an insight into the requirements of public service purchasers.

Developing social-to-social business

Action 1.10: Social Enterprise trade fairs

We will continue to support the Scottish Social Enterprise Coalition to hold S2S, Scotland's annual social enterprise trade fair. This event encourages trading between social enterprises as well as greater co-operation between organisations. We will also support local events that promote inter-trading between third sector organisations that could link with the local 'meet the buyer' events (action 1.9), as well as other activities that encourage wider networking and collaboration.

Action 1.11: Social Enterprise Networks

We will continue to support the Senscot Social Enterprise Networks, ensuring that they operate as a forum to encourage learning and collaboration amongst social enterprises. The potential outcomes from increased networking include the formation of consortia as well as the wider benefits of learning from the practical experience of others.

Action 1.12: Collaborative working between third sector organisations

We will ensure the criteria of the Scottish Investment Fund and the Third Sector Enterprise Fund are supportive to the development of collaborative ventures where this enhances the capability and capacity of the sector.

Encouraging collaboration with the private sector

Action 1.13: Networking events for private and third sector organisations and business champions

We will sponsor a series of events that will bring private and social businesses together. These events will be coordinated with other activity in this area and will provide private businesses with a greater understanding of the third sector, particularly social enterprise. They will provide opportunities for collaboration between the sectors. As part of this work, we will establish a network of private sector champions to promote social enterprise with a range of business contacts. We will expect collaboration between these champions and the future third sector leaders identified in action 4.2.



Objective 2: Investing more intelligently

In order that the third sector can develop sustainable income streams we recognise that we need to ensure access to the right financial tools and advice to help support that growth. Therefore alongside the £30 million Scottish Investment Fund there will be the Third Sector Enterprise Fund. The purpose of this fund will be to help organisations move towards financial sustainability by developing earned income through an enterprise business model. This will include investing in developing the skills of the organisation's workforce, and will also feed in to the Social Entrepreneurs Fund (action 3.1).

In operating these funds we will collaborate with other funders, in particular those offering loan finance. We will match in the maximum amount of repayable funding, be it loan or another financial product. The experience gained of negotiating for and repaying loans will be of additional benefit to those organisations we fund. Organisations operating in an enterprising way should be able to demonstrate that they are developing sustainable funding streams.

We will also coordinate with other funders, for example the Government's Wider Role Fund for Registered Social Landlords, to encourage sustainability. We will ensure that reporting, whilst necessary, particularly where public money is involved, is kept to a minimum, by looking into ways in which several funders' needs can be met by a single report. We will work with Evaluation Support Scotland and others to move towards a more strategic approach for monitoring and evaluation. Furthermore, we will develop a new accounting model, building on work on social auditing and Social Return on Investment (SROI) carried out through the EQUAL programme to develop an independently auditable method of demonstrating social and environmental value.

We will work with financial providers to increase the range of products and advice available – a healthy supply of financial products should find a ready market in a more financially aware third sector. We will also work with third sector organisations to ensure that they recognise the value of loan funding and that they are developing the business and financial skills to grow sustainably and utilise loans and other products.

Actions:**Direct investment in an enterprising third sector****Action 2.1: Scottish Investment Fund**

We will establish the £30 million Scottish Investment Fund. The fund will support enterprise in the third sector through strategic investment in individual organisations in combination with both integral business support and management development. The funding will be provided through a mix of repayable and non-repayable investment. Assessment for this fund will be based on an organisation's business plan. Substantial investments will be available to those organisations that can demonstrate that they can operate in an effective, enterprising and financially sustainable way. Over the three years of this action plan, we expect to invest in some 60-80 organisations.

Action 2.2: Third Sector Enterprise Fund

This will provide funding for third sector organisations that want to operate in an enterprising way. Assessment for this funding will be through an application process that will include assessment of a business plan demonstrating that an investment will help the organisation become financially sustainable. Grants of up to £100,000 will be available, but the expectation will be that in many cases this will be used to lever in loans or other investments.

Through the Third Sector Enterprise Fund we will make available funding to provide specialist support for third sector organisations developing their business ideas. This can include human resources, marketing, legal or building advice. We also want organisations to be able to access specialist financial advice, where the business might need restructuring.

Action 2.3: Measuring social return

We will support the development of a measure combining the qualitative social impact measurement of social auditing with the quantitative assessment of social return provided by Social Return on Investment. This will provide independently audited output data on social and environmental benefits for the information of purchasers, funders and beneficiaries. The major benefits of such a measure will be:

- an independently verified assessment of an organisation's social and environmental outcomes
- a reduction in the amount of monitoring that an organisation needs to carry out

Collaboration between funders and development of new funds

Action 2.4: Develop closer relationship with other funders

In order to keep red tape and bureaucracy to a minimum for the third sector, we will endeavour to ensure that we work in a coordinated manner with regulators and those funders supporting enterprise and financial sustainability within the third sector. This will include established funders such as the Big Lottery as well as new initiatives including Inspiring Scotland and any distributor emerging from the consultation on Dormant Bank Accounts. We will continue to work with all levels of Scotland's Funders' Forum, building on work such as the recently published *Turning the Tables* report.

Action 2.5: Encourage the development of new funds for enterprising activity

We will work with providers of loan finance including Social Investment Scotland and the commercial banks to encourage greater investment in an enterprising third sector and to ensure that a suite of opportunities are available to the sector. These should include products such as patient capital, where repayment 'holidays' can be granted to the loan recipient, and equity-type funding, where the investor takes a greater interest in the enterprise. We will use the leverage provided by our direct funding (though the Scottish Investment Fund and the Third Sector Enterprise Fund) to maximise the amount of loan funding taken by individual organisations.

Action 2.6: Building evaluation and learning into policy-making processes

We will work with the Office of the Scottish Charity Regulator (OSCR), Evaluation Support Scotland and other third sector partners to ensure we make our own evaluation and monitoring processes (for example around the Investment Fund and the Third Sector Enterprise Fund) valuable, relevant and proportionate and ensure we avoid duplication.

We will run learning events to bring together different sectors to share evaluation successes and build a shared understanding of what works.

We will work to better communicate the new 'outcome-focused' agenda in public services within the third sector. Along with Evaluation Support Scotland, we will work with other funders to share and actively promote best practice in commissioning external evaluations including how to measure the 'hard to measure'.

Action 2.7: Finance training for the third sector

We will put in place a three-year contract for providing training in finance and financial management for senior staff and board members of third sector organisations. This will build on the successful pilot held early in 2008.

We will also investigate methods for improving and coordinating widespread access to finance training, to ensure that the sector is aware of suitable providers.



Objective 3: Promoting social entrepreneurship

We recognise that in order to increase the number of enterprising organisations in the third sector, we need to encourage and develop our social entrepreneurs – people who identify business solutions to social problems. We want our young people to start thinking about social enterprise.

We will work with primary and secondary schools to ensure that our young people understand the social enterprise business model and are able to see the benefits of using a business approach to address social or environmental problems. As well as working with school children, we will help ensure that business students in higher and further education are introduced to social enterprise.

Heightened awareness of the social enterprise business model is a key theme of this action plan, as is investing in those organisations that show the greatest potential to grow sustainably whilst delivering on their social and environmental objectives. We will therefore provide start-up funding for the best social entrepreneurs. This funding will be attached to access to business support and training, in order to give our new social entrepreneurs the best chance of success.

Business development support for social entrepreneurs will be available through First Port, as described in Objective 5 below. We recognise that in order to create the successful social enterprises of the future we must invest in the young people and the social entrepreneurs of today.

Actions:

Providing funding to support social entrepreneurs

Action 3.1: Social Entrepreneurs fund

We will provide funding through First Port for social entrepreneurs to establish new social enterprises. This funding will enable individuals with good business ideas to get new organisations off the ground. It will also ensure that they get the right support to help them establish their organisations, generating income and maximising social and environmental benefit.

Promoting social entrepreneurship in schools and colleges

Action 3.2: Working with primary and secondary schools

Curriculum for Excellence will support all children and young people in developing skills for learning, skills for life and skills for work. Working through Determined to Succeed we will build on current approaches to social entrepreneurship to give all pupils an understanding of the social enterprise business model, how it can be used to provide social or environmental benefit and practical experience in developing their own social enterprise.

Action 3.3: Qualifications at Levels 4 and 5 of the Scottish Credit and Qualifications Framework (SCQF)

We will work with the Scottish Qualifications Authority (SQA) and other partnership agencies towards scoping the feasibility of developing a qualification on social enterprise at levels 4 or 5 of the SCQF (equivalent to the existing Standard Grade and Intermediate 1 levels) within the National Qualifications framework by 2010.

Action 3.4: Promoting social entrepreneurship in further and higher education

We will work with those universities and further education colleges that provide business education to promote modules on social enterprise. Where work experience is provided through placements, we will work to promote the placement of students with social enterprises.



Objective 4: Investing in skills, learning and leadership in the third sector

The third sector is important to the delivery of our strategy for sustainable economic growth. Given the third sector's social and economic contribution, we believe there will be a cost to Scotland in failing to invest in the skills of the third sector workforce to deliver on these aims and ambitions.

We will build on the publication of *Skills for Scotland: A Lifelong Skill Strategy* (2007), the development of the new skills body Skills Development Scotland and the move to single outcome agreements with local authorities. We will investigate what more we can do to create stronger links between the third sector, government and learning agencies. We will work with the third sector to influence and mainstream the third sector within the skills system in Scotland.

Investment is needed to maximise the sector's potential to deliver for Scotland. Our aim is to enable the sector to demonstrate its value, effectively marketing and communicating with partners, writing robust business plans, managing its finances, developing new markets and delivering first class services.

We will support the promotion and development of those skills needed both to run effective organisations and to deliver excellent services. We will fund development of all skills that will help an organisation develop its financial sustainability. This could include training in public relations, marketing, business planning, finance or human resources.

We also recognise the importance of leadership in building strong, sustainable organisations. Through a partnership with the Association of Chief Officers of Scottish Voluntary Organisations (ACOSVO), Learning Link and the Social Enterprise Academy we are investigating what more we can do to support our third sector leaders. We will also move to invest directly (via the Social Enterprise Academy) in the leadership skills of the most talented individuals working in the sector, to help them develop as the future leaders of an enterprising third sector in Scotland.

Actions:

Action 4.1: Funding for skills

The Third Sector Enterprise Fund will aim to provide those working in and running enterprising third sector organisations with the right skills to ensure that their organisations can grow sustainably. This funding will be available for board members and trustees as well as staff.



Developing the learning infrastructure

Action 4.2: Partnership with the Social Enterprise Academy

We will enter into a partnership with the Social Enterprise Academy. Through this partnership the Social Enterprise Academy will:

- provide learning bursaries focussing on leadership
- ensure that those organisations receiving investment through the Scottish Investment Fund are assessed for their training needs and provided with targeted learning
- hold an annual residential summer school for 25 leading social entrepreneurs
- coordinate a learning set of future leaders of social enterprise (including those who have attended the summer school), ensuring that they benefit from mentoring, coaching and peer support
- work with Determined to Succeed to raise awareness of social enterprise in schools (as outlined in Objective 3.2)
- provide leadership development for the sustainable communities programme in the Highlands and Islands, with match funding from Highlands and Islands Enterprise and from Europe

Action 4.3: Partnership with SCVO

We will, in partnership with SCVO, facilitate the third sector's input into the wider policy agenda for skills and workforce development in Scotland. SCVO will:

- prepare the third sector to participate in the skills and workforce development agenda in Scotland
- facilitate the contribution of the wider sector through its support of the third sector's Scottish Advisory Committee on skills, taking forward specific work to align it with the new skills environment in Scotland
- engage with the Alliance of Sector Skills Councils and other key Scottish learning and skills partners, including Skills Development Scotland, to work in partnership with the third sector
- work with Government, skills agencies and local authorities to promote clear and joined up messages about skills and the third sector, linking back to the third sector's potential contribution to sustainable economic growth
- work with key stakeholders to help ensure that the skills system is responsive to the needs of third sector employers, helping to develop an appropriately skilled workforce

Improving Governance

Action 4.4: Board development

Enterprising third sector organisations that are delivering services and generating income need to have the appropriate range of skills at board level. We will make skills funding available to board members of third sector organisations through the Third Sector Enterprise Fund. In addition, board members will be able to access the finance training in action 2.7.

We will work with the Office of the Scottish Charity Regulator (OSCR) to ensure that charity trustees are aware of their responsibilities and have the appropriate skills and experience to provide effective governance.

Action 4.5: Building enterprising boards

We will fund a high profile campaign to attract people from mainstream businesses onto the boards of enterprising third sector organisations. This programme will also match potential board members with appropriate organisations.



Objective 5: Providing support for business growth

Access to good business development support is vital to ensure the growth of a sustainable third sector. We want to ensure that this support is available to all organisations within the sector to enable them to grow and/or develop a higher quality product or service.

Our aim is to ensure that joined-up, accessible support is available to those third sector organisations that operate in an enterprising way. Some of that support will be supplied by mainstream providers of business development support. There is an important role here for the local authorities, through Business Gateway and their local economic development function.

Social enterprises with growth potential, or those of significance to the regional or national economy, will be referred to Scottish Enterprise or Highlands and Islands Enterprise (HIE). Success will be gauged by organisations effectively competing for, and winning, business as a result of improved advice and support.

As well as ensuring that we are providing accessible business support at all stages of an organisation's development, we will ensure that we are encouraging the cross-fertilisation of ideas between the third and private sectors. We will do this through the actions in Objective 1, aimed at increasing collaboration between the sectors. In order to bring experienced business skills directly into the third sector, we will provide mentoring opportunities and encourage people with business skills and direct experience, onto the boards of enterprising third sector organisations.

Businesses and individuals learn a great deal from their peers. We therefore want to increase and better coordinate access for enterprising third sector organisations to opportunities for mentoring and coaching, with individuals from the private sector as well as the third sector.

Actions:

Creating an effective supply of business development support

Action 5.1: Local support and infrastructure services

We currently support Councils for Voluntary Service (CVS), Volunteer Centres (VCs), Local Social Economy Partnerships (LSEPs) and Social Enterprise Networks to work with organisations at a local level. This is a time of change, and we will work with public bodies, the third sector and local infrastructure networks as they adapt to a stronger local focus, helping them to identify, and refer to appropriate support where necessary, those third sector organisations that show early enterprise potential.

Action 5.2: First Port

We will fund First Port to be the first port of call for emerging social entrepreneurs in Scotland. They will provide the following services:

- web resources: www.firstport.org.uk will be the platform for all information of interest to social entrepreneurs. It will include tools and templates aimed at helping entrepreneurs develop effective businesses, and an online directory to help source appropriate support
- information: provision of individually tailored advice for social entrepreneurs
- the Exchange: enabling social entrepreneurs to work with experienced practitioners and professionals who can help develop their business idea

Action 5.3: Support for equalities groups

We want to ensure that, where appropriate, equalities led third sector organisations are able to develop effectively as enterprises. We will therefore build on existing work to ensure specialist development advice and training is available, as well as ensuring that connections with other appropriate sources of business development support are made. We will work with the Equalities and Human Rights Commission (EHRC) to look at ways of joining up support for enterprising third sector organisations.

Action 5.4: Specialised Enterprise Development Support

In lowland Scotland, the contract to provide a specialised service was awarded to the Aspire to Enterprise consortium in January 2008. This contract provides in-depth one-to-one support for emerging and aspiring social enterprises in order that they can develop sufficient business maturity so that they can engage effectively with Business Gateway. Assuming the contract is working well, it will be extended until the end of March 2011.

In the Highlands and Islands, we will initially provide match funding with Highlands and Islands Enterprise (HIE) to fund the Highlands and Islands Social Enterprise Zone (HISEZ) to provide specialised support to social enterprises until October 2008. During 2008 we will tender for the contract to provide this service, which will commence in October.

Action 5.5: Business Gateway

We will work with COSLA to ensure that access to Business Gateway services provides established and aspiring social enterprises with access to services tailored for businesses, helping to build the skills and knowledge within the business that it needs in order to grow. Engagement with one-to-many events run by Business Gateway will also provide social enterprises with opportunities to network and learn from mainstream businesses.

Action 5.6: Support for social enterprises from Scottish Enterprise and HIE

Those social enterprises that are identified by the Business Gateway as demonstrating high growth potential will be referred on to Scottish Enterprise and Highlands and Islands Enterprise (HIE) for potential account management support. We will monitor the number of social enterprises receiving support at this level.

Mentoring for an enterprising third sector**Action 5.7: Mentoring contract**

We will tender for a single contract to coordinate and provide one-to-one coaching from experienced business people to leaders in enterprising third sector organisations. This will ensure that the maximum number of mentors are provided and appropriately matched with those third sector organisations that will benefit most from such advice. This contract will cross-refer to, and work with, the mentoring services provided by Scottish Enterprise.



Objective 6: Raising the profile of enterprise in the third sector

Underpinning all the actions in this plan is the need to raise the profile of an enterprising third sector and of social enterprise as part of this sector. To make Scotland a world leader in developing social enterprises, we need to ensure that potential purchasers, business partners and entrepreneurs are all aware of the model. The need is particularly acute at local level and for local authorities and Community Planning Partners who are in contact with the vast majority of third sector organisations. Other areas in this action plan will ensure that the conditions are right to enable an enterprising third sector to thrive. We will also work to ensure that the model and its benefits are widely recognised and sought.

Actions:

Supporting third sector infrastructure

Action 6.1: Intermediary support

As part of our funding agreements with the Scottish Social Enterprise Coalition and the Scottish Council for Voluntary Organisations (SCVO) we will work towards the following outcomes:

- to raise awareness of an enterprising third sector and social enterprises
- to champion the cause of the third sector and social enterprise with a wide range of stakeholders
- to provide policy advice to Scottish Ministers

Action 6.2: Awards

We will sponsor high profile awards with the aim of increasing awareness of the social enterprise business model with both the general public and a specialist business audience. This will include developing awards for joint working between the third and public sectors as well as between third and private sectors. We will use the awards to both promote best practice and encourage joint working.

International exchange and learning

Action 6.3: Social Enterprise Business Conference

We will support an annual social enterprise conference to increase awareness of the social enterprise business model. In 2008 this conference will be the inaugural Social Enterprise World Forum in Edinburgh. In 2009 and 2010, Scotland will hold a national social enterprise conference to share best practice and promote learning and awareness.

Action 6.4: International visit programme

We will support an international visit programme to observe and transfer learning to and from other countries. This programme will raise awareness worldwide of the collaboration between government and an enterprising third sector in Scotland. In 2008 the visit programme went to Germany and Italy, in 2009 and 2010 the programme will be linked to the proposed Social Enterprise World Forums in Australia and the USA respectively.



Objective 7: Developing the third sector evidence base

In order for the third sector to reach its full potential as a service deliverer it is important to have an evidence base able to demonstrate how it adds value and provides better quality services. We recognise that this evidence base is currently incomplete and will work with the UK Government, the other devolved administrations and our third sector partners, including SCVO and Evaluation Support Scotland, to improve this situation.

We also need to build on recent work on the national indicator on increasing social economy turnover to give us robust statistics on the shape and size of the social economy in Scotland.

Actions:

Action 7.1: Demonstrating the value of the third sector

We will convene and chair a Third Sector Research Forum of key stakeholders with an interest in the sector to oversee and coordinate a programme of research that will:

- fill gaps on the evidence base on Scotland's enterprising third sector, including developing work on Social Return on Investment (action 2.3)
- enable us to measure the value of the third sector in designing and delivering high quality services
- help develop the third sector's ability to gather and present its own evidence
- help us disseminate information to the third sector which will help improve its effectiveness in service design and delivery

Action 7.2: Increasing our knowledge of the third sector in Scotland

We will develop the indicator on increasing the turnover of the social economy. Alongside this work we will aim to improve the range of robust data that we currently collect on the sector, to help identify trends in the sector's growth and any potential threats to its long term sustainability.



3. Monitoring and Reporting of the Action Plan

The action plan will be measured by the indicator to increase the turnover of the social economy in Scotland, which is published on the Scotland Performs website: www.scotland.gov.uk/about/scotperforms

As the action plan progresses we will ensure that we receive feedback from the sector. Biannual meetings will be held with key representatives from the third sector to discuss the plan's progress and also to look at any areas that might need updating. We recognise that the action plan may well evolve over time. Any changes to the plan will be announced on the Third Sector Division pages of the Scottish Government website.

4. Scottish Government Support for the Third Sector

This action plan forms a key part of the Scottish Government's support for the third sector. Our aim is to create the environment where the third sector can maximise its contribution to a successful Scotland. Other elements of the programme include:

- supporting the infrastructure – the Government assists national representative bodies and networks to provide a voice for the sector, and to provide support for third sector organisations from grassroots to national level. In a time of change across Scotland, this support will help ensure the sector's voice is strengthened, not lost, in new structures both at national and, vitally, at local level
- strategic partnerships – developing a series of strategic partnerships with national third sector organisations around shared outcomes. These partnerships will provide a mechanism to allow the third sector to contribute effectively to Scottish Government policy
- supporting the roles the third sector plays in our communities across Scotland, encouraging structures which enable the sector to deliver more effectively on a local basis and to act as an advocate through clear strategic links to community planning and outcome agreements
- supporting volunteering – through infrastructure support, funding and award development

These actions will help the third sector carry out its key representational and advocacy roles, building a strong civil society in Scotland, a country in which every individual can play a role. This action plan recognises the contribution that the third sector can make when it operates in an enterprising way – identifying need, delivering services, creating employment and providing opportunities in areas of deprivation.



LAMH
RECYCLE
LIMITED

er Sales & Services

100 www.lamhrecycle.co.uk



5. *What this plan will achieve*

5.1 What do we mean by 'enterprising third sector'?

The third sector is long established in Scotland and is an established part of Scottish civil society. Organisations such as Barnardo's, Kibble and Children First have been providing services for over 100 years. The last few years has seen the rise of social enterprises – businesses that trade for social purpose, which invest their surpluses to pursue this purpose. Kibble – which provides educational facilities for troubled and at-risk young people – is an example of an organisation that has developed into a highly successful social enterprise.

However, an enterprising third sector embraces many more organisations than those that can be defined as social enterprises, and many activities beyond trading. It includes established voluntary organisations and new non-profit distributing businesses started by social entrepreneurs. It includes community interest companies as well as many co-operatives and registered social landlords.

What these organisations have in common is the fact that they are developing products that meet a social or environmental need. Frequently, they are trading in a market and pursuing their social purpose directly through this trading activity. They are non-profit distributing, constituted for social purpose and independent of government. They measure their effectiveness through the triple bottom line of economic, social and environmental impact. These organisations make up the social economy.

An enterprising third sector is not just about trading, but about using knowledge to look for and implement innovative solutions to social and environmental problems, either through delivering services directly, or in partnership with other organisations. Services which produce social benefits – such as improved health, opportunities for young people which develop their confidence and skills, rehabilitation of offenders or training for employment – make a contribution to the overall economy.

This action plan is targeted at all third sector organisations that demonstrate an ability to be enterprising. They might consider themselves charities, voluntary organisations or social enterprises. Most will trade to some extent, all will make a contribution to Scotland's economy through the services they offer. Where that organisation shows potential to develop its services either through improvement in quality or expansion – contributing to our purpose of a more successful Scotland – we will want to provide support.

5.2 What are the aims of this action plan?

As stated above, the key aim is to create the right environment in which an enterprising third sector can thrive. This can be measured in a number of ways through the National Performance Framework. The key indicator for this action plan is to increase the turnover of the social economy.

A more enterprising third sector will also have a major influence on some of our high level targets, principally those that relate to our three golden rules of shared and sustainable growth, solidarity, cohesion and sustainability.

An enterprising third sector will also have a significant impact on many of the national outcomes. These are outlined in section 5.3 below.

As a result of this work, and of our direct investment into organisations, we will expect to see a wide variety of social, economic and environmental outcomes reflecting the whole spectrum of operation – including social care, recycling, services for young people, employability and a wide range of other activities – undertaken by the sector. These outcomes will reflect the five strategic objectives of the Scottish Government.

5.3 Outcomes

The third sector has a key role to play in meeting the Scottish Government's strategic objectives. Through the actions outlined in this plan, we also expect to make contributions to meeting many of the national outcomes identified in the National Performance Framework. Most notably these are:

- we realise our full economic potential with more and better employment opportunities for our people
- we are better educated, more skilled and more successful, renowned for our research and innovation
- our young people are successful learners, confident individuals, effective contributors and responsible citizens
- we have tackled the significant inequalities in Scottish society
- we have improved the life chances for children, young people and families at risk
- we live our lives safe from crime, disorder and danger
- we have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others
- our public services are high quality, continually improving, efficient and responsive to local people's needs



6. *Case studies – how can the third sector deliver better services?*

The best understanding of how an enterprising third sector works is provided by case studies. The examples below show how quality services, meeting a wide variety of social and environmental needs, are provided by enterprising third sector organisations in Scotland. As can clearly be seen, the third sector not only has the potential to meet our national outcomes, it is already doing so.

This action plan will create the environment that will help the third sector contribute to our purpose of a more successful Scotland. It will also help an enterprising third sector contribute to our strategic objectives and national outcomes, as the case studies below show.

National outcome: We realise our full economic potential with more and better employment opportunities for our people

6.1 Touchwood Recycling Company

The Touchwood Recycling Company was established in Uig in Skye in 2002 by the Social Firm Development Group. The wood recycling workshop employs a number of people in the manufacture of small pieces of furniture from waste wood such as pallets, oak barrels and household furniture. It employs a significant number of people who have disabilities or health problems or who have been unemployed for a long period of time. The company has recently 'branched out' into recycling fallen trees and is also recycling industrial waste from the local refuse tip.

In 2006-07 the company generated just over 10% of its total income from sales. In 2007-08 it is forecast that this will have risen to around 55%. The company now employs seven people full time and provides ten placement opportunities for people with disabilities and health problems. In 2006-07 it recycled 125 tonnes of waste wood. In 2007-08 this had risen to 200 tonnes.

In addition to the jobs provided, the company provides much wider benefits to the community with regard to the environment and reducing the amount of waste going to landfill. In 2008, Touchwood plans to expand its operations to include glass recycling, composting and biodiesel.

6.2 Social Enterprise Clydebank Ltd

Social Enterprise Clydebank Ltd started as Dalmuir Community Concierge Service (DCCS) in 2004. DCCS was then set up as a partnership between Dalmuir Park and Trafalgar Housing Associations and Linkwide Ltd, to provide non-skilled estate maintenance services such as gardening, close cleaning, bulk uplifts and void clearances, as well as graffiti and dog foul removal for their tenants. It is a socially owned enterprise that aims to offer jobs and training for local people whilst enhancing the quality of the local environment. The intention was always for the company to become a stand-alone business, locally controlled. This has now been achieved as the company recently became fully independent from its parent The Link Group. It has now changed its name to Social Enterprise Clydebank Ltd (SECL).

Having started with a team of three working in the Clydebank area, the service has expanded to cover ten housing associations across the Central Belt of Scotland. It now employs 17 staff, many of whom are former trainees. In addition to these, there are also ten trainees, all of whom have come through either the Skillseeker or New Deal Programmes. In the financial year 2007/2008, the company undertook £283,000 worth of work.

Landlords are buying SECL's services not because it is a charity but because it is cost-effective and because it offers a high quality of service. The service's model has been praised by Venturesome, part of the Charities Aid Foundation, which hailed it as one of the best social enterprise models they had come across.

The company has plans for growth, with a possible joint venture with Home from Home, a furniture recycler in Dumbarton, which would increase both the services offered by SECL and the training opportunities for staff and trainees. The company would also like to become a training provider in its own right, helping Skillseeker trainees to earn SVQs while on the job.

National outcome: We are better educated, more skilled and more successful, renowned for our research and innovation

6.3 Spruce Carpets

Set up by social entrepreneur Kate Atkinson in February 2005, Spruce Carpets takes deliveries of end of line carpet and carpet tiles in good condition from households and commercial sources and refurbishes them using a simple industrial cleaning process. Reconditioned flooring is then sold at low prices, from a number of outlets in Glasgow, and is also fitted for the customer at affordable rates.

The simple idea is to match the demand for low-cost carpets with the high quality discarded flooring, diverting material from landfill, whilst also providing volunteer opportunities and New Deal training in the carpet industry and the trade of floor laying. Although there is no formal referral process and anyone can access the service, Spruce Carpets markets only to support agencies, housing associations and social work departments.

Spruce Carpets has received start-up funding from a number of agencies and programmes with an interest in recycling, and environmental issues: Transforming Waste Scotland, the National House Building Council, the Scottish Environmental Protection Agency (SEPA), the INCREASE programme and several grant making trusts.

Spruce Carpets has just completed its third year of operation. Turnover is approximately £250,000 of which £175,000 is from sales.

In the last year Spruce Carpets has achieved the following social and environmental benefits:

- diverting 100 tonnes of Glasgow carpet waste from landfill
- creating four new jobs in the last year and continuing to employ 8 members of staff
- creating 38 volunteer opportunities for disadvantaged people
- generating eight New Deal training places for young people from marginalised backgrounds
- assisting 885 households to resettle more quickly into their new homes and thereby reducing tenancy failure

National outcome: Our young people are successful learners, confident individuals, effective contributors and responsible citizens

6.4 YMCA, Scottish Borders

YMCA Scotland works to help young people achieve the four Curriculum for Excellence capacities – successful learners, confident individuals, effective contributors and responsible citizens. YMCA successfully piloted materials designed specifically to build the four capacities. These were launched for public sale in March 2008 and have been purchased by many local authorities and schools.

In the Scottish Borders, the local YMCA identified the key problems experienced by teenagers who had disengaged from school. These included family dysfunction, bullying and low self-esteem. They then developed a project to support P6 pupils referred by their schools and families. Trained YMCA volunteer mentors then build a supportive relationship with each young person and his/her family, with this support continuing through primary and into secondary education.

National outcome: We have tackled the significant inequalities in Scottish society

6.5 Green Tracks

Green Tracks is a social firm focused on landscaping, maintenance and conservation. It evolved in 1998 from an activity within the Alford Day Centre in Aberdeen and serves the city of Aberdeen and its surrounding area. Green Tracks offers training and employment for people recovering from drug misuse, mental illness or other disadvantage.

From 2004 onwards, Green Tracks began to develop increasingly as a social business, generating income from public and private contracts. Over the last four years, the percentage of income generated from sales has increased from £10,000 to a projected £76,000 for 2007-2008 (representing around 55% of turnover). The contracts have to date been with the private sector.

Green Tracks offers opportunities to people who have been excluded from mainstream work through mental illness and/or substance misuse, helping them to return to previous occupations or secure new employment. Other trainees have been able to find opportunities in colleges or supported employment.

National outcome: We have improved the life chances for children, young people and families at risk

6.6 North Edinburgh Childcare

North Edinburgh Childcare first opened its doors to children in the spring of 1997 following a campaign by a group of local women for the creation of a custom built state of the art childcare facility. The organisation developed in response to an identified need for affordable, flexible childcare in North Edinburgh that would enable local parents and carers to access increased opportunities for work, training or education.

The organisation now offers an even wider range of services including pre-school care in the centre, out of school care for 180 children in 6 local primary schools, and crèche services throughout the local area as well as city-wide. They also offer training services for a range of accredited and non-accredited training, again working locally and throughout the city.

In particular, the Childcare Academy was designed to provide intense levels of support enabling those furthest from the labour market to access and sustain opportunities for training and employment in the childcare field. It gives unemployed people the opportunity to achieve recognised childcare qualifications.

The Academy has now successfully supported over 65 unemployed people to gain employment in the childcare sector. This success was recognised when the Academy was nominated for a European Social Fund award for the project with the ‘most impact on a community’.

National outcome: We live our lives safe from crime, disorder and danger

6.7 Routes out of Prison – the Wise Group

Routes out of Prison project is a partnership between the Wise Group and public sector, including the Scottish Prison Service and the Scottish Government. It works to support those people due to be released from prison to the communities of Glasgow, North Lanarkshire and Renfrewshire.

The Wise Group employs 16 Life Coaches working with prisoners before they are released from Barlinnie and Cornton Vale prisons and Polmont Young Offenders Institution. They offer mentoring and support to clients. Most of these Life Coaches have a background of offending themselves and are using their experiences in turning their lives around to help other ex-offenders acquire the life, social and employment skills they will need when they rejoin society.

Since the project commenced in August 2006, the Wise Group has engaged with 1565 clients when in prison, 798 of which had at least one engagement with a Life Coach on release. Of these 798, 151 secured an employment related outcome, either a job or a training place. The project costs an average of £1,200 for each client. As a comparison, it is estimated that the cost to society as a result of some of the clients’ lifestyles can be as high as £187,000 in a year.

National outcome: We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others

6.8 Dundee International Women’s Centre

Dundee International Women’s Centre (DIWC) is a Company Limited by Guarantee with charitable status that was established nearly 40 years ago. DIWC works with more than 450 women in Dundee from over 59 countries of origin, speaking 38 different languages and having 15 different belief systems. The centre provides educational, employment and training opportunities. In addition it gives access to social and recreational opportunities including civic events that contribute to personal growth and development. To reduce barriers to participation DIWC provides a registered childcare service, holiday play schemes and mother and toddler activities.

Topics covered by its educational services include various levels of IT, English for Speakers of Other Languages, accredited childcare qualifications, driving theory, cooking and keep-fit. In addition to this, DIWC provides an array of social and cultural events, which involve service users as well as the local and wider community.

As part of a move towards greater financial sustainability, DIWC has developed a number of social enterprise projects that also provide employment, traineeships and volunteering opportunities. Rise and Shine Childcare provides care for children aged between 0 and 12 years through in-house and mobile community crèche, holiday play schemes and birthday parties. The Wooden Spoon Catering Co. offers a selection of creative, healthy, authentic homemade, multicultural foods at an affordable price. Early indication shows that both projects are proving to be successful in terms of providing income for the DIWC as well as contributing to the economic growth of the community.

DWIC were highly commended at the 2007 Scottish Urban Regeneration Forum (SURF) awards in 2007.

6.9 Loganlea Miners' Welfare Society and Social Club

The Loganlea Miners' Charitable Society has been at the heart of the local community for many years, with many of the village's population registered as members. The Charitable Society's trading arm is called the Loganlea Miners' Welfare Society and Social Club, which supports the facility and the entertainment, shows and activities on offer to the members and wider community through income generation. All profits are covenanted to the Charitable Society for good causes and building upkeep.

Other initiatives include the Pitstop, formerly called the One Stop Shop Project in Addiewell, West Lothian. The Pitstop is a community-owned building used for recreation and education. It includes a fitness suite, sauna, purpose built two-tier soft play room, and a multi-purpose room, offering internet access, games, children's parties and group meeting facilities. This is offered for all ages of the community within the coalfields area, and is run with the aid of a group of volunteers and permanent staff.

National outcome: Our public services are high quality, continually improving, efficient and responsive to local people's needs

6.10 HomeReach

HomeReach brings together three furniture recycling organisations in North Lanarkshire. The service was designed in partnership with North Lanarkshire Council, as a Public Social Partnership (PSP), to provide emergency furniture services for people who are homeless.

The service links waste management issues and the needs of vulnerable tenants by reducing the amount of unwanted furniture going to landfill and making it available to vulnerable individuals and families. The three organisations collaborated with the local authority – working across Housing, Social Work, Economic Development and Community Services departments – to design a service that would meet the needs of users. This approach enabled the three organisations to deliver an efficient service which they would not have been able to provide on their own.

The PSP developed three key services: provision of emergency furniture packs for vulnerable people moving into Council tenancies, storage of furniture when a tenancy ends suddenly, and permanent furniture packs to those not eligible for Community Care Grants.

In its first year of operation, the consortium provided 300 packs within time and budget. This generated over £200,000 of income and created 12 full-time jobs equivalent. The public social partnership has improved the service delivered to tenants and improved communication between service delivery organisations and the local authority.

6.11 Crisis Ltd

Crisis Ltd was established to offer counselling and support to people in immediate need. The service was started by Jean Cumming in 1996, as a result of the frustration she experienced as a health service employee observing people waiting 52 weeks for psychiatric appointments. Jean retrained as a counsellor and, with other willing professionals, established a free counselling service which quickly grew. The service is now available Scotland-wide to all age ranges. The Counselling Services are delivered in the workplace, at Crisis' own facilities, or on occasion through home visits. Counselling services are offered often within hours of request and to suit individuals. Clients are referred from statutory agencies such as General Practitioners, Social Workers and other organisations, or alternatively, through self-referral.

Crisis Ltd operated on grants and donations until 2007, when the decision was taken to begin charging fees to people in employment, business and for consultancy – at varying rates. Employers with whom they have secured contracts include Arriva Buses, Erskine Hospital and Care Visions Scotland. Income from contracts is expected to top £57,000 in 2008. A Service Level Agreement has been agreed with Greater Glasgow & Clyde Health Board and Crisis Ltd is aiming for 80% sustainability within the next twelve months.

10,000 people have benefited from Crisis' counselling services since its launch, with numbers now averaging 1500 per annum. The impact of the service can be seen in people getting back to work sooner, people becoming more active within their community, learning new skills and dealing with anxiety, anger or stress. The added value provided by the service, as demonstrated in audits, is reflected in fewer referrals to hospital, a reduction in pharmaceutical prescribing, and a reduction in domestic violence, maintaining family systems as well as improving mental and physical health and wellbeing within local communities.





The Scottish
Government

© Crown copyright 2008

This document is also available on the Scottish Government website:
www.scotland.gov.uk

RR Donnelley B56551 06/08

w w w . s c o t l a n d . g o v . u k