

East Lothian Social Economy Partnership

Strategic Context and Action Plan for the social economy in East Lothian (2006 to 2011)

February 2006

Strategic Context and Action Plan for the social economy in East Lothian

Background

In mid 2005 the East Lothian Social Economy Partnership (ELSEP) was established to give strategic direction to social enterprise development in East Lothian. It was established as a sub group of East Lothian's Community Planning Partnership. The timing coincided with both the launch of Communities Scotland's Futurebuilders programme, see chapter 2, and a growing awareness that the growth in policy and finance supporting the social economy required some level of strategic focus.

The first task was to map the current state of emerging and established social enterprise development in East Lothian and this was carried out with financial support from the European EQUAL programme. This research was completed by Haldane Associates in October 2005 and an event was held at Musselburgh Racecourse on 30 November to explore the reports findings and highlight the establishment of ELSEP as a strategic focus within the county. This document pulls together the main findings of Haldane Associates report into a practical and achievable action plan that can be put in place to best help to support social enterprise development in East Lothian within the context of Community Planning.

The East Lothian Social Economy Partnership (ELSEP) is at present a small grouping of representatives from East Lothian Council, ELVON (East Lothian Voluntary Organisations Network), Communities Scotland and Scottish Enterprise Edinburgh and Lothian. It will be the role of ELSEP to put into practice the action points set out in this plan for the next 5 years.

This paper sets the history and policy context and goes on to identify the key areas where action is required. This is laid out in the following chapters:

1. Definitions: Social enterprise and the social economy
2. The policy context
3. The social economy in East Lothian: current picture
4. The Action Plan for East Lothian

1. Definitions: social enterprise and the social economy

The exact nature of the 'social economy' and 'social enterprise' is often debated and to try and define them is a near impossibility. However, it is important that we work to a definition that takes into account local needs and national definitions and priorities.

The Social Economy tends to describe a wider sector that includes both social enterprises and other voluntary organisations operating through grant and other external funding, between the private and public sectors.

A social enterprise is more narrowly defined as operating within the social economy but generating income through trading. The amount it generates can vary greatly, from one or two percent to 100 percent. Many voluntary organisations could be defined as a social enterprise but not perceive themselves as such. This can be the case when they carry out work under service level agreements, viewed as income generation but not always seen as such by the organisations themselves. The Scottish Executive is currently working on its own definition within its action plan for the sector.

Structurally, a social enterprise is, in the main, likely to fall into one of the following categories:

- **Community recycling organisations** - recycling, furniture and white good reuse, community and home composting, waste reduction activities such as real nappy schemes and education and promotion programmes.
- **Social firms**, offering real jobs that pay market rate wages for people with disabilities or other disadvantages in the work place.
- **Development trusts** - community led businesses set up to address local social, economic, environmental and cultural needs. They are involved in activities as diverse as running local shops and post offices, developing renewable energy projects, managing workspaces, preserving local heritage, developing play parks – whatever it takes to build a vibrant and sustainable community.
- **Co-ops and mutuals** - have been in existence for nearly 200 years and employ tens of thousands of people in the UK, contributing billions to the UK economy.

In Scotland co-ops can be seen in agriculture, marketing, design, housing, health, credit unions and employee owned businesses, as well as the widely recognised retail co-ops (e.g., Scottish Co-op, Scotmid). All are jointly owned and democratically controlled.

- **Employee-owned businesses** are where employees have a stake in running the business and include co-operative models. Many also have fundamental social and environmental objectives, making them social enterprises.
- **Credit unions** are financial co-operatives and contribute to financial inclusion by providing financial services to their members, often in areas where mainstream financial provision is patchy. They also promote responsible financial management.
- **Community businesses** are trading organisations democratically owned and controlled by local people. They provide services, manufacture products and act as local development agencies. Their main aim is to effect change and improvement in the livelihoods of local people. In Scotland these range from small groups embarking on trading for the first time to well established multi million pound ventures.

A social enterprise is likely to be community owned with a voluntary board of directors and membership. Their work can be varied but are often closely associated with a community, be that a geographical one or one based on the common interests of a particular group of people. It may or may not be a charity.

2. The Policy Context

The Scottish Executive is developing its agenda for social enterprise within its wider strategies for social inclusion, economic development and regeneration. It is part of the support designed to promote economic growth, increased community capacity, active citizenship, and the provision of more effective services. Communities Scotland's Social Economy Unit is developing a differentiated strategy for social enterprise in Scotland, to define social enterprise and explore the work undertaken, identify growth potential for the sector and look at what support is in place. This will be published, with an action plan, by June 2006. The following national and local documents cover the main policy and programmes:

- Closing the Opportunity Gap;
- Smart Successful Scotland: Strategic Direction to the Enterprise Networks and an Enterprise Strategy for Scotland;
- A review of the Scottish Executive's policies to promote the Social Economy and Futurebuilders Scotland
- East Lothian Community Plan and local economy;

It is also important to note the importance of European funding in supporting the sector. In particular the EQUAL Programme, Theme D, Strengthening the Social Economy.

2.1 Closing the Opportunity Gap

Closing the Opportunity Gap is the central policy in the Scottish Executive's approach to addressing issues of social inclusion and social justice. The six priorities are:

- Regeneration of the most disadvantaged neighbourhoods. To help local people take advantage of job opportunities and improve their quality of life;
- Increasing chances of sustained employment for vulnerable and disadvantaged groups. With the overall aim of lifting them permanently out of poverty;
- Improving the confidence and skills of the most disadvantaged children and young people. The aim being to give them a greater chance of avoiding poverty when they leave school;
- Reducing the vulnerability of low-income families to financial exclusion and multiple debt;
- Increasing the rate of health improvement for people living in the most deprived communities. Improved quality of life, including their employability prospects; and
- Improving access to high quality services for the most disadvantaged groups and individuals in rural communities. Again the aim is improved quality of life and enhanced access to opportunity.

Social Enterprises are well placed to deliver on many of these priorities and are being encouraged to do so through Communities Scotland's Futurebuilders programme, see below.

2.2 A Smart Successful Scotland

The other key policy at a national level is '*A Smart Successful Scotland.*' This is the Scottish Executive's strategy for economic development and has three general priority areas:

- Growing businesses: with particular focus on innovation, entrepreneurship, research and development and growth;

- Learning and skills: ensuring that people have access to the necessary skills and learning opportunities to prepare them for today's and tomorrow's labour market;
- Global connections: taking forward aspects of physical and electronic infrastructure, together with building the global connection of Scottish businesses to create world class locations, part of Europe and connected to the global economy.

The key agency for this work is Scottish Enterprise Edinburgh and Lothian. Social Enterprises are well placed to deliver services to key groups, such as unemployed young people, or those dropping out of the education system.

2.3 Futurebuilders Scotland

As referred to in 2.1, Futurebuilders Scotland is a central policy aimed at helping the social enterprise sector maximise its potential to deliver on CTOG priorities. The programme was launched in 2004 following the publication of The Scottish Executive's '*A review of the Scottish Executive's policies to promote the Social Economy.*' It is administered by Communities Scotland to invest £18m in the social economy sector between then and 2007.

The key outcomes anticipated include:

- Increasing the number of tenders for public service delivery, including those doing so for the first time;
- The creation of employment and development opportunities, particularly from young people and those furthest from employment;
- Increased training and qualifications in the sector; and
- Increased number and value of community assets.

The fund is split into four programmes:

- Investment Fund - £12m aimed at developing better services and increasing the financial sustainability of organisations. Applications will be for £25,000 to £500,000 with an anticipated 70% going to capital projects;
- Seedcorn Fund - £4m to help organisations become more businesslike, develop their business or increase their financial sustainability. Up to £25,000. Part of this will be used as an Entrepreneurs Fund to target enterprising individuals;
- Learning Fund - £1m to help organisations develop their skills to that will support their business. Up to £2k per learner; and
- Support Programme - £1m to develop general support arrangements for the social economy sector.

It is also through Futurebuilders that the requirement for Local Social Economy Partnership's (LESP's) was stated and has been the catalyst for the establishment of ELSEP. The role of which is to:

- identify local priorities for social economy activity;
- Support the sectors for development;
- Support applications to Futurebuilders;
- It is expected that all LSEPs will include Local Authorities, Communities Scotland, Local Enterprise Companies and local Councils for Voluntary Service;
- Ensure partnership arrangements complement existing support networks and agencies, and Community Planning Partnerships;

- Provide a protocol or action plan clarifying how partnerships will support the sector;
- Agree a remit that supports Futurebuilders priorities; and
- Support applicants where appropriate.

Whilst this links the role of LESP's to Futurebuilders it has a much wider role in strategic terms of which facilitating Futurebuilders funding is only part.

2.4 East Lothian Community Plan and local economy

East Lothian's Economy

With a population of more than 90,000, East Lothian is one of the most picturesque areas of Scotland. The county stretches from the eastern edge of Edinburgh along the waters of the North Sea to the Scottish Borders. Rich in history, the past is kept alive with rugged castles, historic market towns and the remains of ancient settlements.

The quality of the urban and rural environment is one of East Lothian's greatest assets, with some of the finest farmland in Scotland. It is bounded on the south by the Lammermuir Hills and stretches eastwards to the boundary with Scottish Borders at Cockburnspath. It also contains part of the Edinburgh Green Belt.

More than half the population live in the Musselburgh, Prestonpans, Cockenzie, Port Seton and Tranent areas. Although Musselburgh is the largest town in East Lothian, Haddington is its administrative centre where over 400 of the Council's 4,480 staff work. The area's economy was built on farming, fishing, coal mining and general manufacturing. Today, East Lothian is home to a number of modern industries including electronics, chemical research and printing. Tourism is a major contributor to the local economy, providing around 14% of local employment, with the golf industry particularly important. Agriculture and inshore fishing also remain important.

In terms of unemployment East Lothian has a low claimant count 1.6% compared to the Scottish average of 3.2%. This equates to around 700 claimants (based on December 2005 figures). However, within that the Scottish Index of Multiple Deprivation identified three data zones in East Lothian as falling within the top 20 per cent of the most deprived areas in Scotland. These are located in Prestonpans (2 data zones) and Tranent. Other claimant figures showed 3,900 on Incapacity Benefit and 2,700 Income Support (May 2005).

At the end of December 2005 there were 187 employment vacancies in East Lothian.

East Lothian Community Plan

East Lothian's Community Plan '*Working together for a better East Lothian*' sets out a vision of:

"An East Lothian where communities are vibrant, with opportunities for participation and development for people of all ages and backgrounds, where services are people centred and responsive to community needs and where the quality of East Lothian's environment is recognised, valued and protected for generations."

The main priorities are to tackle issues of social inclusion, sustainability, modernising, partnership, community safety and lifelong learning.

It is within these priorities that social enterprises can offer support in addressing these issues. It is in this context that the ELSEP was established as a sub-group of ELCPP's Enterprise and Skills Forum, although with recent restructuring it will become an affiliate to the main Community Planning Implementation Group (CPIG).

East Lothian's Regeneration Outcome Agreement

The Regeneration Outcome Agreement 2005-2008 outlines how the East Lothian Community Planning Partnership will use its Community Regeneration Fund allocation, along with partner contributions, to address concentrated regeneration efforts within Tranent and Prestonpans with the Tranent SIP's integration into Community Planning.

3. The social economy in East Lothian: current picture

The report by Haldane Associates identified existing social enterprises, assessed the potential for new social enterprises, identified areas of public services which would be of interest to social enterprises and looked at general support needs.

The definition of a social enterprise was broad, covering both organisations involved in commercial trading for social purposes, as well as organisations involved in delivering public services through service level agreements. By using this wide definition the report identified 79 social enterprises in East Lothian, 40 of which were in the childcare sector. The others consisted of organisations involved in arts and culture, environment/recycling and property management. The report also noted that using a more restricted definition used self-generated income above 50% the number would be around 30.

In terms of the sectors financial turnover and employment the report estimated 'a sector producing at least £1.5 million per annum in self-generated income, and employing over 230 people'. Again the childcare sector, along with 'two large social enterprises accounted for half of this turnover, with the other social enterprises being small, relying heavily on volunteer input.'

The report identifies opportunities and gaps in public service delivery which social enterprise is well-placed to address, if further support were available. Specifically in the following areas:

- Employment creation for disadvantaged groups;
- Environment and recycling;
- Young people;
- Health;
- Rural Exclusion; and
- Tourism.

However, from the existing organisations identified the following areas were defined for expansion:

- Children and families support;
- Carers support;
- Healthcare and disability issues;
- Adult education and leisure activity;
- Arts, crafts and cultural activity;
- Environmental education, improvement and recycling; and
- Supporting and assisting small community groups.

The report makes a number of recommendations for ELSEP to consider in preparing their strategy and action plan, grouped under four main headings:

- Raise the profile of social enterprise and generate awareness of how it can contribute to the community of East Lothian.
- Embed an appreciation within public bodies of the opportunity that social enterprise can afford, with a view to developing market opportunities that social enterprise can address.

- Create a network of supports for existing and new organisations who want to expand their social enterprise activities
- Support growth in some key strategic areas

4. The Action Plan for East Lothian

The following sets out a plan of action, based on the above, that will form the basis of ELSEP's work for the next 5 years. This is set out in terms of an action point, how it will be achieved, by whom and in what timescale.

In general many of the points can be actioned within a fairly quick timescale but all will require an ongoing commitment to development to take into account changes and developments over time. Because of this the initial work for the first year focuses on getting the correct structures in place with subsequent years fine-tuning and building capacity and looking at identifiable outcomes. In this case we would hope to see a clear development of the sector with more social enterprises operating in East Lothian, particularly ones delivering in key strategic areas such as environment, culture, tourism, childcare, health and employment.

For ease of reference the specific action points have been grouped under the four headings suggested by the Haldane report, see section 3. Several of the specific recommendations have been grouped together where applicable.

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1) Raise the profile of social enterprise and generate awareness of how it can contribute to the community of East Lothian.

Goal	Comments	Key activities	Expected outcomes	Lead agencies	Timescale
1.1 Expand the membership of ELSEP	Currently ongoing. ELSEP was established with a core group of ELC, ELVON, SEEL & CS. It was kept at this level to establish the Partnership. Wider membership was always anticipated.	Identify other potential members, including ELBA (East Lothian Business Association), NHS, Careers Scotland, JC+ and representatives from the social enterprise sector.	The development of a more representative Partnership, linked to the EL Community Planning Partnership.	ELSEP	Mid 2006
1.2 Organise a launch event	A launch event was held on 30 November 2005 to make groups aware of ELSEP and report. Aim to continue this through more issue focussed events in future	To define what social enterprise means, what ELSEP's aims are, and making a commitment to sustain this agenda in future through various events as required by the sector	Role of ELSEP given public profile and local Social Enterprises brought together for the first time. Future events will help develop the sector through focussing on training needs and support, i.e funding, business planning, procurement etc.	ELSEP	Launch event held. Regular events in the future will be the target. No fixed timescale.
1.3 Support new website development	A page dedicated to Social Enterprise support has been established on the ELC website, under Signpost to Funding.	Continue to develop the webpage to address East Lothian's needs.	An up to date website with information on local contacts, general news and information. Link to other social enterprise support agencies, and publicising East Lothian social enterprises. This would become a known resource for signposting organisations to the right agency.	ELC Economic Development	Page set up on Council Website November 2005. Work ongoing.
1.4 Promotion of social enterprise to the sector and the public.	The report specifically mentions Scotland unLtd awards to raise awareness amongst individuals. Although other support available also needs equal promotion.	Place regular articles and case studies in local newsletter, website etc. Member organisations to raise awareness amongst partners through Community Planning structures.	An enhance understanding of what a social enterprise is, its role and what support is available. An environment where public, voluntary and private sectors will contract with the social economy.	ELSEP	Currently done through Signpost and the website. Specific promotion will be looked as an ongoing process, i.e. events
1.5 Continued mapping of the sector	The report notes the need to continue to identify social enterprises, including those based elsewhere but delivering services in East Lothian.	Develop a monitoring system to identify new and emerging organisations and those non East Lothian based Social Enterprises operating locally.	Development of a database of social enterprises. This will allow for better mapping and identification.	ELC Economic Development / ELVON	Ongoing process

2) Embed an appreciation within public bodies of the opportunity that social enterprise can afford, with a view to developing market opportunities that social enterprise can address.

Goal	Comments	Key activities	Expected outcomes	Lead agency	Timescale
2.1 To raise awareness within public bodies of the role of Social Enterprises	The report identified a need to educate public bodies, in particular those buying services, to the role of social enterprises and the need to develop opportunities for the sector to find work.	Raise awareness of Social Enterprises in public sector bodies. In particular areas where procurement of services through contracts and/or SLA's offer potential work for social enterprises, see section 4 for key strategic sectors. These would include ELC, RSLs, NHS etc.	Better general understanding within the public sector of the role of social enterprises and ELSEP.	ELSEP	End 2006
2.2 The identification of procurement and Service Level Agreement (SLA) opportunities for social enterprises	Public Bodies should examine how to quantify social benefits and incorporate these into the Best Value framework and procurement policy. There is national work that could assist in this. There are 2 issues with regards to ELC, for example. The role of the central Procurement Guidance and the individual Departments who commission work.	Discuss with relevant procurement people re issues involved. See Tendering for Public Sector Contract guidance (Scottish Executive). Identify developments elsewhere. Disseminate information and identify appropriate contact points.	A clear understanding of key areas of work where social enterprises may be able to provide a service, with associated procurement issues addressed. Also a greater understanding of where social enterprises should focus their attention.	ELSEP/ELC/NHS	2007/8
2.3 To identify the possibility of accessing Wider Role Funding in East Lothian	Communities Scotland Wider Role programme is aimed at Housing Associations taking on wider responsibility. Financial resources available but to date no East Lothian RSL expressed interest. This could be an issue for a local Network (see 3.1) to consider as much as ELSEP.	Contact local Housing Associations to see if any would be prepared to access Wider Role Funding Discuss with relevant bodies. I.e. Social Enterprise's (Network) Business Gateway, CEL etc. and ELC whether social enterprises looking at SLAs require any particular support.	It is hoped that a Registered Social Landlord either based, or operating, in East Lothian, will access Wider Role monies. ELSEP will assist where possible General understanding of what an organisation requires to do when tendering for work, or negotiating a Service Level Agreements (SLAs).	ELSEP / Communities Scotland	Mid 2006
2.4 Creation of a programme to prepare new organisations to meet the business criteria for procurement and SLAs.				ELSEP	2007

Comment [ACW1]: I suppose the ideal is for procurement – proper contracts and to move away from SLAs which don't really mean anything, but happy to keep in SLAs if that is more realistic.

2.5 Disseminate information on ELSEP's progress and social enterprise development to other forums and public bodies.	As ELSEP becomes established it will need to monitor and evaluate its work and report progress. This will be done through a number of avenues, i.e. CPP, Newsletters, website, mailings, events etc.	Look at monitoring and dissemination mechanisms.	Have in place a monitoring system that shows progress and inform the sector through relevant information dissemination tools, CPP, newsletter, website etc.	ELSEP	Ongoing
2.6 Work towards a procurement or 'meet the buyers' event.	Depending on the development of the above there may be a need for such an event. This needs to be considered on the basis of demand.	Based on the work detailed in Section 2 and demand a decision can be taken on the feasibility of running an event.	Look at running an event if both demand and buyers identified.	ELSEP	2007

3) Create a network of supports for existing and new organisations who want to expand their social enterprise activities

Goal	Comments	Key activities	Expected outcomes	Lead agency	Timescale
3.1 Support the emergence of an independent self-managing social enterprise network.	<p>The creation of an independent network would allow individual social enterprises share experiences. It would also provide a direct contact point for ELSEP.</p> <p>The creation of a Network is being taken forward by Senscot, initial meeting in early 2006.</p> <p>The report also suggested the network look at employing a dedicated development worker.</p>	<p>If work by Senscot results in a Network being established the ELSEP will liaise with it to identify how each can help the other.</p>	<p>More coordinated support through a well defined local independent Network linking in with the ELSEP. Having one recognised contact point would allow both parties to raise issues and agree on the best way forward. Potential for representative to join ELSEP.</p>	<p>Senscot/ Sheila Durie & ELSEP</p>	<p>Mid 2006</p>
3.2 The development of a multi-agency support model	<p>Current early stage support available from ELVON and ELC's Economic Development Division. However, the creation of ELSEP allows for a more strategic focus.</p> <p>The report noted the need for a single point of engagement, but felt that this would be better provided by a partner organisation rather than ELSEP itself. This is not entirely clear and needs consideration.</p> <p>The report refers to a 'ladder' of support with different partners or organisations using their expertise at different stages. This is generally a signposting issues that can be coordinated by ELSEP and a local Network, if established.</p> <p>The report also suggested identifying funding opportunities for dedicated</p>	<p>Identify the stage-by-stage support needs. This can be done through contact with known Social Enterprises and pulling together known support available and signposting.</p> <p>This is likely to include ELC, Business Gateway, ELYON CEL, Scotland Unltd and the local social enterprise network, if this is set up (see 3.1).</p> <p>Publicise and develop such support as required.</p>	<p>A clear multi agency support network that is clear to social enterprises. This is likely to focus on existing business advice and support services being properly signposted. For example business advice, external funding advice, etc.</p>	<p>ELSEP</p>	<p>Mid 2006</p>

	<p>staffing to offer this advice in more depth and more effectively. This is something that should be monitored over time and addressed both on need, as well as funding availability.</p>				
<p>3.3 Provide access to early stage, pre-start up, start up and aftercare support</p>	<p>Several agencies offer support at all 3 stages and it is important to get the signposting right.</p> <p>For example Business Gateway is a logical point of contact for start up support, which includes built-in aftercare.</p> <p>Pre-start may need more thought, in relation to planning, skills development, organisational policies, employing people, volunteer training and financial systems.</p> <p>The report suggests that such support could be dedicated. However, it is not clear that this is necessary (demand) or feasible (financial). As things stand the support is there but requires better signposting.</p>	<p>Contact relevant organisation that provide such advice. In East Lothian this would principally be ELC, Business Gateway and ELYON. With other national bodies, such as CEL, also available.</p> <p>Look at business training issues. The current training programme offered by Economic Development could be expanded, however many organisational issues are particular to the voluntary or social enterprise sector, therefore some tailored training is necessary. Again demand would dictate.</p>	<p>Relevant start up advice in place. Likely to revolve around Business Gateway and CEL with ELSEP coordinating the signposting.</p>	<p>ELSEP</p>	<p>End 2006.</p>
<p>3.4 Create a separate fund for feasibility study work in East Lothian.</p>	<p>The report suggests that such a fund could be administered by CEL, who administered a similar fund in Edinburgh, on behalf of ELSEP.</p>	<p>Look at both demand and feasibility of operating such a fund.</p>	<p>A local based fund that can be accessed by Social Enterprises at an early stage of development.</p>	<p>ELSEP</p>	<p>End 2006</p>

3.5 Supplement 'core' support with additional sector specific support.	The establishment of a Network would help identify additional training needs. ELSEP can help identify the best provider. For example social enterprises can attend any business seminars provided by Business gateway. However, consideration should be given to running an event solely for Social Enterprises if there was a demand.	Liaise with local social enterprises, preferably through a local Network, to identify training needs and the demand. Help Network pull together available training and keep sector informed. Other role of other local organisations to be considered. For example VDEL could offer training for volunteers involved in social enterprise activity.	A good general and specific source of training is available to social enterprises at various stages of development.	ELSEP & Business Gateway	End 2007
3.6 Develop a dedicated childcare programme.	Training and support in business and management skills, for the management committees of childcare services, in partnership with East Lothian Childcare Partnership. Much of this is in place but may require additional help.	Identify through ELCP whether there is a need/demand for a dedicated programme. If so help develop it.	Link ELSEP work to that of ELCP to ensure flow of information.	ELSEP, ELCP & Business Gateway	Currently in place but support could be developed.
3.7 Support the development of mentoring programmes.	SEEL/BG have recently established such a mentoring programme.	Look at SEEL programme and identify whether sufficient for current needs. Also contact ELBA.	That social enterprises have access to mentoring where available / necessary.	SEEL/BG/ELBA	Mid 2006
3.8 Investigate the creation of a leadership development programme.	The report noted that such a programme could help "organisational leaders develop a social enterprise and tap into national learning organisations via Futurebuilders"	Look at demand and availability of such a programme. Likely to connect to Social Enterprise Academy work.	That the availability of and demand for a leadership programme is identified and signposted accordingly.	SEEL/BG/ELBA	End 2006
3.9 Ensure local organisations have access to national social enterprise support agencies	National organisations such as Scot Social Firms Scotland, Social Enterprise Academy etc all offer services to support the sector including other training and information. Linked to signposting.	This is primarily about dissemination of information. ELSEP to look at best way to keep social enterprises in touch with national bodies. Likely to be through website, newsletter and events.	Information on national support agencies made available through web page, newsletters, events etc.	ELSEP	Mid 2006. Although much of this is currently in place.

4) Support growth in some key strategic areas

Strategic Area	Comments	Key activities	Expected outcomes	Lead agency	Timescale
4.1 Employment-creating social enterprises aimed at disadvantaged people	Key sector for public sector and Social Enterprises.	Identify public sector agencies responsible to see where there is a need and link these to providers of services.	Clear understanding of key areas of work where social enterprises may be able to provide a service. Also a greater understanding of where social enterprises should focus their attention.	ELSEP /Community Services/ Education & Children's Services	Ongoing
4.2 Environmental management and recycling	As above.	As above.	As above.	ELSEP/ Environment/ Community Services	Ongoing
4.3 Young people	As above.	As above.	As above.	ELSEP/Education & Children's Services/ Community Planning	Ongoing
4.4 Health issues	As above.	As above.	As above.	ELSEP/NHS Lothian/ Community Services	Ongoing
4.5 Rural exclusion	The report specifically identifies developing access to services, especially where it may be uneconomic to provide these by other means	As above.	As above.	ELSEP/ Community Services/ Environment	Ongoing
4.6 Tourism	As above. It is unlikely that this area will be one that fits with procurement / SLAs. However, ELC and Visit Scotland are well placed to advise the market.	As above.	As above.	ELSEP/Economic Development	Ongoing
4.7 Community recycling	As above. Potential opportunities in electrical goods recycling, community composting and bike recycling.	As above. Support from Community Recycling Network for Scotland and possible funding from the Increase Programme	As above.	ELSEP/ Environment	Ongoing

4.8 Improve the asset base for social enterprises	<p>The report suggests event organised around activity in recycling.</p> <p>The Report identified a need:</p> <ol style="list-style-type: none"> 1. For premises, particularly if more social enterprises start up. 2. For development based around existing property-based social enterprises, i.e. Fisharrow Community Centre. 3. To examine the current and potential future asset base to ensure a supply of premises, and to allow for loan finance to be raised against assets in future if the sector wishes. 	could encourage new activity	<p>ELSEP to research current availability of asset based social enterprises, such as Fisharrow Community Centre, the amount of space available to social enterprises, and the demand for spaces.</p> <p>This should include local church organisations that have premises they would wish to develop for community use, to see if there is scope for social enterprise use in future.</p> <p>Investigate whether ELC could provide an appraisal of unused or underused assets.</p>	<p>A list of properties/spaces available to social enterprises and a picture of demand.</p> <p>Information signposted accordingly.</p>	ELSEP/ Community Services / Environment	Late 2006
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