



**Transition Group Meeting Two**

**29 July 2022**

**Paper Two**

**Mapping the Landscape of Social Enterprise  
Support**

## Purpose

This paper is designed to support discussions on how the Single Entity Intermediary (SEI) might play its part in the wider eco system of support for social enterprises in Scotland. There is already a complex landscape of organisations and networks that support social enterprises in some way.

The Scottish Government undertook a mapping exercise in 2019 and published the visual representation set out in Annex 1. This was to support its social enterprise strategy at the time. Clearly, there will have been changes to this landscape since 2019, most obviously the changing role for SENS Scot, and the evolving role for an SEI.

## Initial Observations

The landscape is important for the Transition Group as it informs both the functions of SES in the future, and the key relationships that matter to ensure that the eco system performs well as a whole. It should also be noted that as funder, the Scottish Government, specifically does not wish the SEI to provide business support services, as this is being delivered through alternative arrangements.

As is shown in the accompanying diagram, the landscape can be observed in several ways that might be helpful from a Transition Group perspective.

### Sole Audience

Intermediary organisations whose *sole audience* is social enterprises (even if there are contestable cases at the margins).

- SEI as the main intermediary.
  - SENS
  - SFHA if we take the view that (some) housing associations are social enterprises (assumed in the Census data). There are several forms of housing associations, some large and more akin to a public agency, and some that are more community based. Under the housing plus agenda of the late 1990's, and to be a vehicle for wider community services, several housing associations developed social enterprises in their portfolios, providing services to tenants, or generating income.

Service providers whose *sole audience* is social enterprise. For example, CEiS (through Just Enterprise) and Community Enterprise. The Just Enterprise contract is up for renewal in 2023.

- DSL Business Solutions (part of CEiS) who provide loans to social enterprises.

ABCUL and the Scottish League of Credit Unions as both intermediaries and providers for a sub-set of social enterprises.

- Co-operative Development Scotland (if we take the view that co-ops are part of the social enterprise family).
- The Social Enterprise Academy as a specialist provider.
- Social Investment Scotland (as a provider of specialist finance and able to pull in non-financial business support).

### Mixed Constituency

Organisations who support businesses and organisations (including social enterprises) where social enterprise is a feature (a focus even) but not the whole constituency.

- Funders like Foundation Scotland (which has incorporated Resilient Scotland – specialist social enterprise funder).
  - Big Issue Invest
  - Ethical, mission driven banks such as Triodes
  - Robertson Trust, Corra Foundation
- First Port.
- Third Sector Interfaces (TSIs).
- Scottish Enterprise.
- Highlands and Islands Enterprise.
- South of Scotland Enterprise.

Organisations who support place-based regeneration and may support social enterprises in those places.

- SURF as an intermediary/network in this space.
- Initiatives like Can-do Places.
- The three Enterprise Agencies through different funding streams.

Organisations which focus on community-based regeneration.

- DTAS
- Scottish Community Alliance.
- SCDC:

Organisations that support gender-based entrepreneurship and promote a social enterprise model.

- WEvolution (Scotland wide) for small scale female led businesses.
- Women's Business Station (which is a SES member I think) for women and BME women in Dundee.

## **The questions for the SEI in this landscape might include:**

- Have we identified all the players and how do we keep the map up to date? Would we want to lead / suggest it is updated?
- Which parts of the map do we need a relationship with, and which parts do our members need a relationship with?
  - How do we support them to achieve beneficial relationships here?
- What relationship (strategic/transactional) should we have with these other organisations?
  - Which are the priority organisations?
  - Have we a good enough 'internal' map of our relationships with priority organisations?
- Should we develop joint initiatives or programmes to build sustainable relationships?
- How do we route social enterprises to the best provider?
- Are there any immediate gaps we should be seeking to fill?

**Alistair Grimes**

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