

IDBM Alliance Scotland

Terms of Reference (August 2025)

1. Purpose

The IDBM Alliance Scotland exists to provide a collaborative, values-led platform for national membership and intermediary bodies representing Inclusive and Democratic Business Models. It aims to support delivery of key recommendations from the 2024 *Developing Scotland's Economy: Increasing The Role of Inclusive and Democratic Business Models* and contribute constructively to the wider Economic Democracy Group and NSET agendas.

The Alliance will focus on strengthening influence, raising awareness, supporting practical implementation, and ensuring that the diversity of the IDBM ecosystem is recognised, resourced, and respected.

2. Shared principles

We are united by a shared commitment to:

- **Democracy and ownership:** promoting shared governance and stakeholder ownership;
- **Pluralism and diversity:** respecting different traditions and organisational models;
- **Public value:** prioritising social, environmental, and community outcomes over private gain;
- **Practical action:** focusing on tangible outputs and achievable change; and
- **Collective voice:** working together where we can amplify our impact and messaging.

3. Membership

The Alliance is a space for national organisations that:

- Represent or support community and social enterprises, co-operatives, employee-owned businesses, development trusts, mutuals, or other IDBM-aligned models
- Share and uphold the principles above
- Are committed to joint working and active contribution

Participation is open and inclusive. Organisations are invited to self-nominate or be proposed by other members.

Current Member Organisations:

- Co-operatives UK
- Development Trusts Association Scotland (DTAS)
- Employee Ownership Association (EOA)
- Scottish Rural Action
- Social Enterprise Scotland (SES)
- workers.coop

Additional representative bodies may join by agreement of the Alliance.

4. Priorities and activities (Initial Phase)

Initial areas of work will include:

- **Mapping the IDBM ecosystem** to support SG's implementation and demonstrate our collective footprint

- **Developing shared policy positions** to contribute to EDG meetings and influence NSET delivery
- **Raising awareness and educating stakeholders** on the diversity and strengths of IDBMs
- **Preparing for the 2026 Scottish Parliament elections** with joint messaging and calls to action
- **Exploring shared communications**, including celebration and storytelling across pillars

Priorities will be regularly reviewed to stay focused on what's achievable and useful.

5. Ways of working

- **Meetings:** Monthly online meetings, plus ad hoc working groups and one in-person strategy day; Meeting will be quorate with four (4) member organisations present.
- **Chairing:** The Chair will be appointed by members. A draft role profile is attached to ensure clarity and support inclusivity.
- **Co-chairing link to EDG:** If appropriate, the Chair may also act as co-chair of the Economic Democracy Group to ensure alignment
- **Secretariat:** Social Enterprise Scotland will act as interim convener and provide admin support
- **Decision-making:** Consensus-based wherever possible; open and respectful disagreement welcomed

6. Governance and evolution

- The Alliance is a CEO forum. Each member organisation will be represented by its Chief Executive (or equivalent). Where the CEO is unavailable, they may delegate attendance to a senior representative with decision-making authority.
- This ToR will be reviewed after 6 months and amended based on feedback and learning
- The Alliance is not a legal entity and will remain light-touch unless members agree otherwise
- We will remain focused on action, not bureaucracy

7. Immediate actions

1. Draft and circulate chair role profile
2. Launch an open recruitment and invite expressions of interest for chair
3. Identify and prioritise most achievable IDBM Report recommendations to act on
4. Begin stakeholder mapping and discussion around comms collaboration
5. Prepare an update for the next EDG meeting
6. Plan a follow-up in-person strategy day (target: late Sept / early Oct)