



# GSEN



Glasgow  
Social  
Enterprise  
Network

## Glasgow: Social Enterprise City

A Social Enterprise Strategy for Glasgow



## Foreword

Over the last 5 years or so we have seen a growing momentum behind social enterprise in Scotland, and with this has come increased political recognition and significant new investment. This has helped to create a diversity of social enterprises that are becoming more business focused, more innovative, and more confident in their futures; at the same time they are developing solutions to pressing social challenges.

Glasgow is extremely fortunate to be home to many excellent social enterprises, some operating nationally and some very locally in specialised markets. What they all have in common is passion, resilience, determination and the ability to change Glasgow for the better.

This social enterprise strategy for Glasgow has been developed by Glasgow Social Enterprise Network (GSEN), supported by CEiS and the Social Value Lab. Over 100 social enterprises in the city have contributed to the findings and shaped the recommendations for action. The resulting document highlights the scope and contribution of the sector in Glasgow, and clearly signposts the way forward in embedding social enterprise into the economic and civic life of the city.

Now is the right time for Glasgow to be embracing its proud history of social enterprise, and to welcome a new wave of social enterprises that can help the city to flourish. GSEN and its members are ambitious for Glasgow, and we look forward to working with others to ensure we claim the position of being the UK's leading City of Social Enterprise.

**Susan Aktemel**  
Chair of Glasgow Social Enterprise Network

### Strength in Numbers

Glasgow Social Enterprise Network (GSEN) is a network of Glasgow's social enterprise leaders; one of a growing number of geographic and thematic Social Enterprise Networks in Scotland. It provides a regular forum for information-sharing and peer support, as well as a confidential environment that is conducive to inter-trading between social enterprises. The Network also engages selectively with policy makers, funders and other strategic partners to lobby, challenge and shape an environment in which social enterprise can flourish

## Our Vision for Glasgow

We believe that social enterprise can transform the economic, environmental, social, and cultural life of Glasgow.

Our vision is of a dynamic and vibrant social enterprise community that is part of the fabric of the city, and which is central to the way that Glasgow chooses to do business.

Our ambition is to create a supportive environment in Glasgow in which social enterprise is able to flourish. One where:

- 1 Social enterprise is a well-known and widely accepted part of mainstream community life, work, business and education in the city
- 2 Social enterprise plays a central role in reshaping and running the public services on which Glasgow continues to depend
- 3 Social enterprise makes a strong and measurable contribution to the growth of Glasgow's economy
- 4 Social enterprise are able to make the most of locally important assets and act as a catalyst for wider community regeneration
- 5 Social enterprise is the business model of choice for a new wave of entrepreneurs passionate about making a difference to Glasgow.

## A Programme for Change

We believe that social enterprise as a way of doing business can greatly contribute to the economic, environmental, social and cultural life in Glasgow. Our programme for change will ensure that we create the conditions in Glasgow for this to happen, and that we develop and flourish as a City of Social Enterprise.

We have developed a set of priorities to be pursued with partners. This is the first strategy for social enterprise in Glasgow, and as such we believe that a balanced approach and action on a number of fronts is necessary.

### Framework for Action



## Priority A: Building the Glasgow Social Enterprise Brand

We want to ensure that Glasgow is recognised globally as the UK's leading City of Social Enterprise thus attracting further recognition, talent and investment to the city.

### Priority Actions

- Development of the Glasgow City of Social Enterprise brand and media campaign to provide a spotlight on the significance and achievements of social enterprise in Glasgow
- Development of appropriate promotional documents and case study materials on social enterprise activity in Glasgow to be designed for key audiences
- Development of roles for the city's leading social enterprise leaders as ambassadors and champions promoting social enterprise within the city and to outside audiences in Scotland and internationally

## Priority B: Supporting Social Entrepreneurship and Leadership

We want to ensure that established social enterprise leaders are in a position to shape public policy and for those with leadership potential to receive the right opportunities.

### Priority Actions

- Conduct an assessment of the role and contribution of social enterprise education and activity in Glasgow schools and make recommendations to strengthen this
- Establish a structured social challenge prize and support package for budding social entrepreneurs at undergraduate level in partnership with the city's universities
- Promote access to the national Social Entrepreneurship Fund and to the support available for social enterprise formation from First Port
- Secure representation from city's social enterprise community on Glasgow Economic Forum
- Utilise leadership development opportunities from the Just Enterprise programme through Social Enterprise Academy and others, possibly creating tailored delivery for Glasgow

## Priority C: Delivering Public Service Transformation

We want to reframe the relationship between social enterprise and public authorities. We are confident that social enterprises can deepen their relationship with public bodies, supplementing or taking on services where new solutions are required.

### Priority Actions

- Delivery of social enterprise information briefings and workshops for procurement officers and service managers across all Community Planning partner agencies in the city
- Establishment of Centres of Expertise or Champions within each public body who will be tasked with building awareness of social enterprise and supporting their development
- Preparation of an Agreement by each public agency and ALEO setting out how they will create opportunities for social enterprise, to be monitored and reported on annually
- Conduct research to inform the development of high profile pilot projects based on a Public Social Partnership model, to involve social enterprises in co-designing services
- Developing GSEN, supported by CEiS, as the single point of contact to broker relationships for public sector partners wishing to engage with new social enterprise suppliers

## Priority D: Creating Social Value from Physical Assets

We believe that with the right vision, investment, and support that selected assets can create viable social enterprise activity as well as sustain local jobs and services.

### Priority Actions

- Development of a comprehensive Community Asset Transfer policy and framework by Glasgow Community Planning Partnership
- Establish the opportunity for, and feasibility of, social enterprises taking on the management/ownership of assets included in the citywide review of community facilities
- Ensure that Glasgow communities benefit from the Community Ownership support service being delivered by the Development Trusts Association Scotland
- Provision of additional support to ensure that Glasgow social enterprises are able to tap into funding from the BIG lottery to progress asset transfer and development

## Priority E: Demonstrating the Value of Social Enterprise

For social enterprise to achieve the recognition it deserves we need to be able to tell the story better using both quantitative and qualitative data. We need to find a way of routinely tracking the growth and development of social enterprise in the city and of showcasing innovation.

### Priority Actions

- Undertake a thorough mapping and biennial tracking study into the growth and development of social enterprise in the city
- Conduct targeted research into the emerging market opportunities for social enterprise in Glasgow (e.g. renewables, social case, employability, etc.)
- Raise awareness of the principal methods of value demonstration to encourage uptake and investigate the potential for simplification and standardisation of approach

## Priority F: Strengthening Trading Relationships

We also need to encourage inter-trading and stimulate the development of new forms of collaboration within the social enterprise community.

### Priority Action

- Delivery of a 'Community of Business' programme of events to create ongoing dialogue between social enterprise and business leaders in the city
- Further dialogue and project work between GSEN, the Chamber of Commerce, SCDI, Entrepreneurial Exchange and other business trade bodies on areas of shared interest
- Extend Community Benefits Clauses in public contracts to all statutory bodies and Housing Associations in Glasgow to promote a role for social enterprise in business supply chains
- Development, production and updating of a comprehensive web-based directory of social enterprises in Glasgow
- Undertake a feasibility study exploring the potential to bring together social enterprises to realise the renewable energy potential (solar, biomass etc.) of their property assets
- Promote the use of cost-effective shared services on offer by social enterprises such as Cloudwise, Senscot Legal etc.

## Priority G: Providing Effective Business Support

Our priority is to ensure that efficiently targeted and high quality support is available to high impact social enterprises and to identified 'opportunity' sectors (renewables, social care, employability etc.).

### Priority Action

- Working with the Third Sector Forum to develop an online portal to provide a single point of access to information, contacts and resources supporting social enterprise in the city
- Deliver business support to 12 GSEN members to support growth and improve sustainability
- Development of a more co-ordinated social enterprise programme in Glasgow, and bringing together planned activity by all relevant partners
- A continuing partnership with Scottish Enterprise to ensure that fast growing and high impact social enterprises receive the best possible business support
- Continuation of supplier development/capacity building programmes that will help to realise opportunities from the 2014 Commonwealth Games for social enterprises

**For more information or to join GSEN please contact:**

**Elizabeth McKenna**  
**Network Manager**  
**Glasgow Social Enterprise Network**

**T: 07584 422 775**

**E: [elizabeth.mckenna@gsen.org.uk](mailto:elizabeth.mckenna@gsen.org.uk)**

**Twitter: [@GlasgowSEN](https://twitter.com/GlasgowSEN)**

**Website: [www.gsen.org.uk](http://www.gsen.org.uk)**

