

**Mapping Renfrewshire's  
Social Enterprises and  
Social Economy organisations**



**July 2008**

**This report is also available to download on [www.riersep.org.uk](http://www.riersep.org.uk)**

## **Contents**

**Forward (Councillor Chair of Economic Development?)**

**Acknowledgements**

**Executive Summary**

- 1. Aims, outputs and outcomes of the research**
- 2. Research methods**
- 3. Results and analysis**
- 4. Conclusions & recommendations**

**References**

**Appendices:**

- 1. Questionnaire**
- 2. Research contact details**
- 3. Budget**
- 4. Induction materials**
- 5. List of social enterprises unable to participate**
- 6. Triangle diagram**

## **Acknowledgements**

Firstly, RCVS would like to thank all the organisations who took part in this research for providing the information required and helping us understand more about the SE sector. The steering group's help and comments were invaluable at the early stages of the project and at the end. The researchers were the vital link in the chain. RCVS admin support to input the data and manage the budget was excellent. The IT company, SensoryNet, were always helpful and provided a professional service. We would finally like to thank Workforce Plus and Bill Anderson for giving RCVS the opportunity and funding to carry out this work which will contribute to employability targets.

## FOREWORD

Renfrewshire's association with what we've come to know as the "Social Economy" is long established, with third sector organisations such as Erskine Hospital, Kibble and Reid Kerr College enjoying a positive reputation well beyond our local boundaries. More recently, newer and smaller organisations have developed both local and national reputations; such organisations include Pace Theatre Company, Haven Products, Accord & St Vincent Hospices, and Renfrewshire Council for Voluntary Services, who produced this report.

There is no denying the positive impact that the 600 or so third sector organisations have on our local economy and the quality of life for many of our residents. While the daily work of many of these organisations, from the multiplicity of small sports teams (especially football), seniors' forums, youth groups, in health and social care, counselling and information, and in the arts and culture is readily visible, the regular charitable contributions of others, of clubs and societies, of volunteers, and the help and support delivered by faith based organisations, friends, family and neighbours often slips below the radar, passing by sadly unrecognised.

As we enter economic recession there can be little doubt that the role of the third sector will become ever more crucial and that the environment within which our social enterprises operate will become ever more challenging. As funding and sustainability issues come increasingly to the fore we must resist the temptation to view assets and capital merely as figures on a balance sheet.

Earlier this year Renfrewshire Council concluded its first ever Economic Development Inquiry, in which third sector organisations played a significant part. Aimed at ensuring we secure the best from all our economic assets, the inquiry provided participants with the opportunity to influence future council policy. This influence will be further extended in early 2009 with a reinvigorated Economic Forum in which the private, public and third sectors will each play an important role.

We will continue to build on our manifesto commitments of empowering and involving communities, encouraging and supporting volunteering, providing help and support for carers and of promoting fair trade; and we will build on the principals established in the local "Compact" of good relations and joint working with the third sector. We will base our actions in equality of esteem, so that all sectors of our local economy view themselves not as rivals or as threats to one another's existence, but as partners in a greater prosperity for all.



Cllr Bruce McFee  
Economic Development Spokesperson  
Renfrewshire Council

## Executive Summary

Renfrewshire Council for Voluntary Services was commissioned by Renfrewshire Workforce Plus to carry out research on the contribution of the social economy (SE) to employability in Renfrewshire. Specifically, there was a need to map, assess and co-ordinate the provision of the social economy's employability services so that individuals have the best support and opportunities to get into work.

In addition, the Government's 2007 spending review recognised the potential for social economy organisations to meet and deliver on the Government objectives of improved public services. In recognition of this the Scottish Government will seek to invest in the third sector ensuring start up and supported employment assistance to SEs to enable them to support to those furthest removed from the labour market. Finally, Renfrewshire's *Single Outcome Agreement* places a commitment on Community Planning Partners to attain the national indicator 13: to 'increase the turnover of the social economy' by 5% during 2008-2010.

The outputs of the research are:

- Complete report outlining findings and recommendations to partners
- Database accessible to partners able to be updated annually
- Network of SE organisations that can contribute to the Employability Action Plan

This research would add to a comprehensive study on the scale and scope of Renfrewshire's SE Sector carried out in 2006 when 31 local organisations took part. In addition to these, a further 54 organisations took part in this research resulting in up-to-date information on just under 90 social economy organisations in Renfrewshire.

## Main Findings

- SE Income, turnover and profit

The total estimated income of the SE sector in the financial year ending 2007 is £175m. This figure does show a significant increase although it can be attributed to two things. Firstly, £35.3m of it was generated by the SE's that took part in the 2006 study (thus demonstrating an increase of 27.8% on the 2005 baseline). Secondly, it includes data from the additional organisations that didn't participate in the 2006 study, several of which are very large institutions. Total expenditure for the sector was £120m resulting in a profit of £55m overall. Early indications would show that just over half of the organisations taking part in the earlier research had either increased or retained the same level of income.

- The level and breadth of Renfrewshire's SE sector

There is evidence of a healthy enterprise formation in Renfrewshire with the majority of organisations forming within the last 30 years. It is still commonly agreed that enterprises at the start-up stage require more and better support. SEs do provide a wide range of services that support employability although there is the potential to raise the profile of government initiatives eg. New Deal, as an alternative way for SEs to identify, train and recruit staff.

- SEs delivery of employability support

Many SEs are closely connected to the communities within which they operate which RWF+ should consider when engaging effectively with people. The accessibility of good quality childcare places and childcare enterprises is also essential to enable clients to return to work, and the SE sector should consider the benefits of providing volunteering opportunities, or the provision of training/work experience placements as a way of helping clients to improve their employability skills. There also needs to be an effort made to raise the profile of the broad range of SEs providing employability opportunities.

- SE training and support needs to grow and contribute to employability

There is a need to invest in the Board and Management capacity of SEs and to provide a 'Pipeline of Support' for organisations depending on their stage of growth and development, and to

encourage an entrepreneurial spirit. The public sector appears to be leaning towards contract based services which will have implications particularly for smaller, less experienced SEs. This said, it is evident that many of the smaller SEs still rely on grants as their main source of income although more than half of those taking part in the research now charge for their services. Clearly SEs that own assets are in a more favourable position to generate income. Training and support for SE's in areas such as Social Added Value or Social Return on Investment will help organisations to better demonstrate the impact their contribution makes to the communities they serve. Effective marketing of the 'Pipeline of Support' to raise awareness to organisations of the range of infrastructure support available is fundamental.

Finally, the refresh of Renfrewshire's SE Network is essential to enable informal networking and inter-trading opportunities, as well as providing a programme of themed events. This will include a specific employability related one to celebrate and grow the sectors contribution to the employability agenda and to profile ways for SEs to contribute to the local Employability Action Plan.

## 1. Aims, outputs and outcomes of the research

### 1.1 Introduction and context

Renfrewshire Employability Action Plan was developed to address the problems of worklessness in the area, aiming to get more people into work. Renfrewshire is committed to meeting the Closing the Opportunity Gap target below through the Workforce Plus partnership (RWF+).

No. workless people in Renfrewshire (2004 baseline)	Reduction in no. of workless people in Renfrewshire (2010 Target reduction)
18900	4500

RWF+ recognised a need to map, assess and co-ordinate the provision of employability services so that individuals have the best support and opportunities to get into work. Therefore, in November 2007, RWF+ team commissioned Renfrewshire Council for Voluntary Services (RCVS) to carry out a piece of research on the contribution of the social economy (SE) sector to employability.

The Scottish Government's Economic Strategy recognises the role that social enterprises (SEs) have in delivering on priorities for achieving an equitable society including actions to

“support SE, as part of investment in an enterprising third sector, ensuring the provision of start-up assistance and encouraging efforts to provide supported employment as an early step for those furthest from the labour market.”

The 2007 Government spending review also noted the potential for SEs to deliver innovation and growth and deliver on Government objectives for improved public services. Similarly Scotland's Skills strategy focuses on stimulating demand from employers for skills, developing individual and organisation skills and developing the supply of skills.

Finally, Renfrewshire's Single Outcome Agreement (SOA – Reference 9) commits community planning partners to contribute to national indicator (no. 13) to “increase the SE turnover” by 5% in the period 2008-2010 (baseline 2006). There are many sector specific SOA indicators (e.g. health, environment, housing, and childcare) where SEs will make a contribution but other (non-sector specific) SOA indicators include:

- Increasing the number of business start ups
- Attracting and retaining business
- Increasing the number of young people in positive destinations (i.e. employment, education or training) after leaving school
- Reducing worklessness
- Increasing the number of local employees
- Increasing the number of local businesses being supported to up skill their employees

This research will add to the first study of 30 SE organisations in Renfrewshire (Reference 1), giving a more representative view of the sector and the ability to track changes over time. The research aim was to identify the range, quality and effectiveness of employability support service provision within the Renfrewshire SE sector to individuals who are identified as having one or more of the following “Thematic Barriers” to employment:

Drugs and Alcohol Misuse

Learning difficulties

Mental & behavioral disorders

Physical disabilities (diseases of musculoskeletal system & connective tissue)

Also, the following people are at risk of worklessness, so these services are also included in the

research:

Young people not in education, employment or training  
Job Seekers Allowance claimants  
Incapacity benefit claimants  
Lone Parents

## 1.2 Outputs of the research

As stated in the service level agreement for the research, the outputs are as follows.

- **Complete report outlining key findings and recommendations to partners**

This will include:

The level and breadth of Renfrewshire's SE sector, specifically the level of employees (full/part time, volunteering etc), organisations turnover and revenue generation capacity (Section 3.1).

The ability and capacity of Renfrewshire's SE sector to contribute towards Renfrewshire Closing the Opportunity Target and the delivery of employability support services to Workforce Plus clients (Section 3.2).

The training needs of SE organisations and support that they require to grow and contribute to employability (Section 3.3).

- **Database accessible to all project partners, able to be updated annually**

The research updated the Renfrewshire SE Database which will be linked to the Renfrewshire Workforce Plus Management Information System (REMIS) to ensure information on SE services is accessible and easy to update. This will be used by partners to identify and commission services to support employability (Section 3.4).

- **Network of SE organisations that can contribute to Employability Action Plan outcomes.**

The Renfrewshire SE network was set up in 2002 to facilitate greater networking and information sharing within the SE sector in Renfrewshire. Research for this project included a review of the network and sought to update and expand its membership. In the context of this review and current changes in support for SEs, a programme to re-launch the network is presented in Section 3.5 for match funding.

## 1.3 Outcomes of the research

1. Increased knowledge of the SE sector, current capacity and areas for future development.
2. Estimate of long-term impact of the SE sector on worklessness.
3. Relationships developed between RCVS staff and the SE sector.
4. Business development opportunities highlighted to organisation and support signposted.
5. Identification of 20 volunteering, training, Upskilling and enterprising / job creation opportunities and signposting to existing support, advice and training / networking opportunities.
6. Increased skills of RCVS staff in supporting emerging SEs.
7. The development of better, more efficient and effective sharing of information and good practice, opportunities for joint/collaborative working through the network.

## 2 Research methods



**2.1** Renfrewshire Council for Voluntary Services (RCVS) set out to conduct up to 90 face to face interviews with SE / voluntary organisations with the greatest current capacity and potential to support employability.

## **2.2 Steering Group**

It was important that the research was guided by a steering group made up of relevant partners. The members were as follows:

Janis McDonald, CEO RCVS

Alison Greig, Development Manager, RCVS

Kirsten Robb, Development Officer, RCVS – day-to-day manager of the project

John Hughes, Community Enterprise in Strathclyde (CEiS)

Bill Anderson, Workforce Plus Manager, Renfrewshire Council (RC)

Alan Morris, Economic Development Officer, Renfrewshire Council (RC)

Colin Canavan, Monitoring Officer, Paisley Partnership Regeneration Company (PPRC)

Glen Buchanan, Communities Scotland (resigned from group January 2008 due to demise of CS).

## **2.3 Review of Renfrewshire SE literature**

The analysis and conclusions have also been informed by previous research on the SE in Renfrewshire (1), (2) commissioned by the Renfrewshire SE Partnership.

## **2.4 Data gathering methods**

RCVS had previous experience of developing the first SE database. This was conducted through a postal questionnaire which resulted in a return rate of 40%, involving a lot of follow up time. RCVS staff initially met with Glasgow CVS who suggested that face to face interviews would yield a greater return and more consistent results. GCVS staff also gave RCVS use of a questionnaire they had developed for their 'Infobase' project. RCVS then adapted this to request Renfrewshire and employability information. The questionnaire was piloted with five organisations and refinements made (Appendix 1 - questionnaire). RCVS then selected five interviewers (Appendix 2 – list of researchers) with experience of research or SE and gave them an induction into the project in November 2007 (Appendix 4 – induction materials).

## **2.5 Selection of SE organisations**

The social economy consists of third sector organisations that generate some of their income through trading – selling goods and services (that meet their social purpose) either to individuals or to organisations. Social enterprises are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders or owners.

For this project, a social enterprise is defined as '***a non-profit distributing business with a social or environmental purpose that employs people***'.

It was important that the organisations selected for interview reflected the SE sector and had some capacity and potential to support employability. Therefore, a key criterion for an organisation to be included in the research would be if it employed any staff. A list of organisations was gathered from a range of sources: the existing Renfrewshire SE database, the RCVS voluntary sector database, the SE Database Scotland, invitation lists from SE events and the contacts of steering group members. Community Enterprise in Strathclyde (CEiS) provided details of childcare organisations, although full surveys were not completed with all of these organisations as CEiS are currently undertaking business health checks with them.

## **2.6 Data check & input**

An online database was developed using the services of an IT company, SensoryNet. After the project manager had checked each completed questionnaire for accuracy and the interviewer had filled these gaps as much as possible, the questionnaire was passed to RCVS admin staff to input.

## **2.7 Analysis & presentation of results**

SensoryNet were provided with a list of queries need for the research and provided the results in MS Access format. Specific queries reflected the desire to track the progress of the 31 organisations in the original 2006 SE survey. All the SEs who participated were sent a thank you email including details of the new [www.renfrewshireinfobase.org.uk](http://www.renfrewshireinfobase.org.uk) website so they can update their entries, search for other organisations, network etc.

## **2.8 Ongoing reporting and monitoring**

RCVS employed an extra resource to co-ordinate the project and keep the steering group up to date. A quarterly report was submitted to PPRC in January and April and regular updates provided by email to the steering group. The draft report was emailed out to the steering group and comments accepted by return of email and meeting.

## **2.9 Budget**

The project budget was £35,000, presented in Appendix 3. RCVS financial staff provided time to manage and report on the budget. Renfrewshire Council also gave an extra £2820 for IT infrastructure to ensure that the SOA indicator could be tracked over time.

## **2.10 Comment on the challenges of the research and analysis**

The major challenge of the research was securing the interviews in the first place, hence the research being spread over a five month period. Many organisations took weeks to get back to the interviewer, delaying the process. Some interviewers dropped out of the research due to other commitments and new interviewers had to be found, given an induction and start their research. Some researchers also had to be chased for updates. These factors delayed the interview schedule.

If more research was to be carried out in the future, it is recommended that more researchers are recruited at the start and that they are given a fewer number of organisations to target, perhaps 10. Also, it is advised that interviews are booked centrally by one administrator rather than relying on interviewers with other commitments. This would also make financial sense. That way, at any one time, the project co-coordinator can know how many interviews have been booked and carried out and how many organisations need to be followed up for a response. There should also have been a much clearer cutoff date for the research so that the co-coordinator could analyse and write up the results, knowing that all data was in, rather than having to change results as more interviews were completed. This, of course, was balanced with the desire to get as many interviews done as possible.

Interviewers also fed back the importance of getting the right person in the SE organisation to do the interview. On some occasions, interviewees were ill prepared for the interview, lacking the financial, staffing and other information required. This may be due to lack of resources or 'survey fatigue', rather than lack of data.

The research set out to interview up to 90 organisations. Due to some SEs not wishing to take part in the time available or not getting back to the interviewer, 60 interviews took place and data on around 15 other SEs was gathered from other sources. Now we have a record of all the SEs in Renfrewshire, follow ups may be possible with those organisations who were not interviewed, should future funding and time allow. Perhaps a shorter version of the survey, capturing contact details, income, expenditure and staffing would be sufficient to monitor growth of the SE sector in future.

Some regional or national organisations were not able to supply balance sheet figures for Renfrewshire operations, others were only able to give income or expenditure figures only. For accuracy, these financial figures for just income or expenditure have been omitted from the profit calculation but it should be noted that this is likely to underestimate the size of the SE sector. Future research should try and plug these gaps. Data provided by the organisations themselves was checked against OSCR data and any inaccuracies corrected, of which there were rather a lot. This may have been due to interviewee or data input error. In future, it is recommended that the figures from OSCR are taken as the true figures, which may also be a quicker method.

### 3 Results and analysis

After each of Sections 3.1, 3.2 and 3.3, there will be a summary of the main findings with recommendations.

#### 3.1 The level and breadth of Renfrewshire’s SE sector

##### 3.1.1 Total number and growth rate of SEs

This has been the most comprehensive study of Renfrewshire’s SE Sector to date. Around 90 organisations meet this study’s definition of SE although 60 participated in the research (Table 2). Some were unable to take part in the research due to their time constraints (Appendix 5). Many more organisations in the voluntary sector can be defined as ‘aspiring SEs’ in that they trade or have the potential to trade but are run by volunteers and do not employ people.

The majority of Renfrewshire’s SEs are well established with the number increasing year on year.

**TABLE 1: Rate of SE formation**

Period established	Number of SEs established
1163	1
1800s	3
1950-1969	5
1970-1989	20
1990-2008	33

Paisley could claim to host one of the Scotland’s oldest SEs: Paisley Abbey. However, the last two decades have seen the fastest growth of SEs with 2-4 new enterprises formed each year. Some organisations were not able to tell us when they were established so these were excluded from the above table.

##### 3.1.2 Breadth of services provided by Renfrewshire SEs

Some SEs contribute to several of the community plan themes but can be categorised according to the main sectors in which they work. There is, of course, overlap in activities. For example, those organisations in health and social care also contribute to the employability agenda (discussed further in 3.2.1).

**TABLE 2: List of participating SEs according to sector**  
**Those enterprises marked with an asterix \* took part in the 2006 SE study (Reference 1).**

Sector	Participating SEs
Health	*Renfrewshire Community Health Initiative *Renfrewshire Association for Mental Health *Crisis *RCA Trust Scottish Huntingdon's Association
Child care	*Childcare First *Linwood Community Childcare St John Ogilvie Out of School Care *Maxwellton Park Out Of School Care and Nursery Rascels Bargarran Community Nursery Bishopton Village Community Nursery Cherrie Day Centre Nursery Erskine Community Nursery Foxbar Out of School Care Houston Community Nursery Inchinnan Community Nursery Johnstone Out of School Care Kilbarchan Community Nursery Lochwinnoch Out of School Care
Social care	*Accord Hospice Renfrewshire Women's Aid Melrose House *WRVS *Capability Scotland *Home-Start Renfrewshire Quarriers Key Services Sue Ryder Foundation Renfrewshire Carers' Centre Turning Point Scotland St Vincents Hospice TACT Scotland Unity Enterprise Loretto Care Erskine
Employment, Education & Training	*Johnstone Castle Community Learning Centre Enable Scotland LTW (Leading the Way) *P&J Training Group Ltd Scottish Training Foundation Shared Employment Network Solutions (Common Sens) Reid Kerr College University of the West of Scotland *Renfrewshire Wide Credit Union Ltd Apex Scotland The Wise Group (Work Able) *Momentum (Work matters including the Weaver's Cafe) *Kibble and KibbleWorks *Glenburn Credit Union Renfrewshire Citizens Advice Bureau

Youth work	Moorpark Youth Centre *Paisley Young Men's Christian Association
Housing, communities & regeneration	Paisley South Housing Association Williamsburgh Housing Association Ltd Key Housing Association Beechwood Community Centre Renfrewshire Environmental Trust Houston Old School Trust *Inclusion Scotland Moorpark Community Association Old Paisley Society Paisley Abbey Star Project *Renfrewshire Council for Voluntary Organisations Volunteer Centre Renfrewshire *Bridgewater Housing Association Loretto Housing Association Greater Foxbar Community Building *Ferguslie Park Housing Association
Sport & Leisure	Graham Laurie Paisley Accordion Orchestra *Go Country Pace Theatre Company Ltd Loud 'n' proud Renfrewshire Leisure Ltd *Paisley & District Shopmobility People's Dispensary for Sick Animals
Other services	*Rainbow Turtle Trading Ltd CXS Network & Media Solutions Share Scotland

### 3.1.3 Number of employees in the SE sector

There are 5403 people employed in the Renfrewshire SE sector, broken down between full and part time below. Again, this will be an underestimate as some enterprises, including many childcare organisations, were unable to supply this information in the time available. With 78,000 Renfrewshire people in employment (2005/6), the number employed in SEs represents at least 6% of this, greater than the SOA target to reduce worklessness (4500).

**TABLE 3: Male / female, Part time / full time employment in SEs**

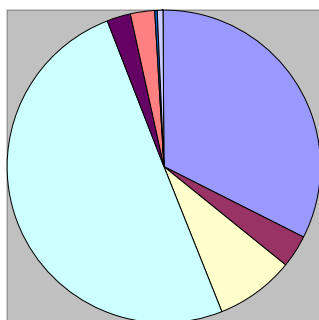
Total_staff	Total_male_staff	Total_female_staff
5403	3011	2392
	Total_full_time_staff	Total_part_time_staff
	4296	1107

The 2006 survey identified that 57% of the full time employees and 81% of part time employees were female. This has changed, with the majority of full time employees being male, reflecting the greater number of male employees in the education sector. The trend in 2006 was for growth in the number of part-time and voluntary positions rather than full time.

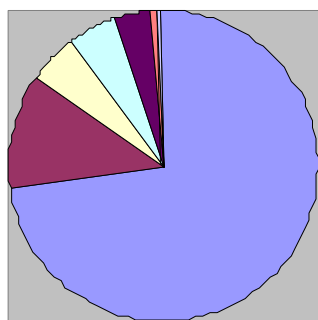
**TABLE 4: Sectoral income and employment**

Sector	Total sectoral income	Total sectoral staff
Employment, Education & Training	94,310,645	1372
Housing, communities & regeneration	15,014,202	141
Sport & Leisure	7,339,216	342
Social care	6,520,975	2124
Health	4,398,333	108
Child care	1,262,892	103
Other services	356,425	10
Youth work	353,445	29

**GRAPH 1: Sectoral employment (top pie chart) and sectoral income (bottom pie chart).**



Whilst enterprises involved in employment, education or training generated a lot of income, those in social care continued to employ far more people (around 50% of total employed in SE sector). This reflects the greater need for one-to-one support in the social care sector. Perhaps the care sector's lower income reflects less funds available for the care sector, lower wages and the sector's expressed problems in implementing full cost recovery.



There are very few large SEs and many small (under 25 employees). This confirms previous models (see References). Whilst this may limit the ability for one SE to employ large numbers of the employability target group, there are still opportunities for enterprises to get together to develop joint training for training and recruitment or to develop consortia to bid for larger contracts e.g. in housing, childcare, social care, education and community learning. Smaller enterprises will also be able to make an impact on employability and improve their capacity by, for example, taking on New Deal clients.

### 3.1.4 SE income / turnover and profit

Total_income	Total_expenditure
£ 175,217,984.88	£ 120,466,423.87

#### Income

This fuller picture of the SE sector, gives a much higher total income than the 2006 survey (£21.3m in 2003, £27.6m in 2006 for the 30 organisations), reflecting the fact that several larger organisations have been included in this survey. For example, the two large educational institutions in the area, the University of the West of Scotland and Reid Kerr College, had a combined income making up half of the total SE turnover.

Two large enterprises were unable to give expenditure figures, whilst their income amounted to £2 million. For accuracy, these income figures have therefore been omitted from the profit calculation. Eight other organisations were unable or unwilling to give income or expenditure figures, meaning that the total income of the sector is underestimated.

#### Profit = just under £55 million

#### Growth rate

Of the 31 enterprises in the original research, at least 29 are still in existence at the time of research with 26 interviewed in this round of research. Acumen, Paisley Partnership Regeneration Company and the Disabled Persons Housing Service were unable to take part due to time constraints or uncertainty over future funding. Contact could not be made with the Ferguslie Sports Centre or Caring. However, income data for these organisations was obtained from the Office of the Charity Regulator (OSCR) and included in the calculation to give the results more consistency.

Of those interviewed, ten increased their income; eight retained the same level of income and income decreased in three. Thirteen enterprises increased staff, one retained the same level of staffing and staff numbers decreased in seven due to a reduction in self generating income, grants or contracts. Staff increases were due to an increase in contracts, SLAs and grants. Fourteen of these organisations are members of the RSEN and seven are not.

The Renfrewshire single outcome agreement indicator to 'increase turnover of the SE' used a baseline of £27.6 million turnover (2006) from which to grow the sector by 5% between 2008 and 2010. The total income of the enterprises in 2007 was £35.3 million, showing a 27.8% on the 2005 baseline.

Most of this increase in profit has been generated by larger social enterprises e.g. Kibble, Capbility Scotland, Renfrewshire Association for Mental Health and social enterprises with trading arms such as RCVS. There were also large percentage increases in some smaller SE organisations.

In the 2006 research, a third of organisations had turnovers of less than £100,000, another third between £100,000 - £500,000 and the final third more than £500,000. The five largest organisations accounted for 77% of the total income, with the 10 smallest representing less than 2%. In this research, over half of the Ses now have a turnover of over £500,000, about a third still have between £100,000-£500,000 and the final sixth have turnover less than £100,000.

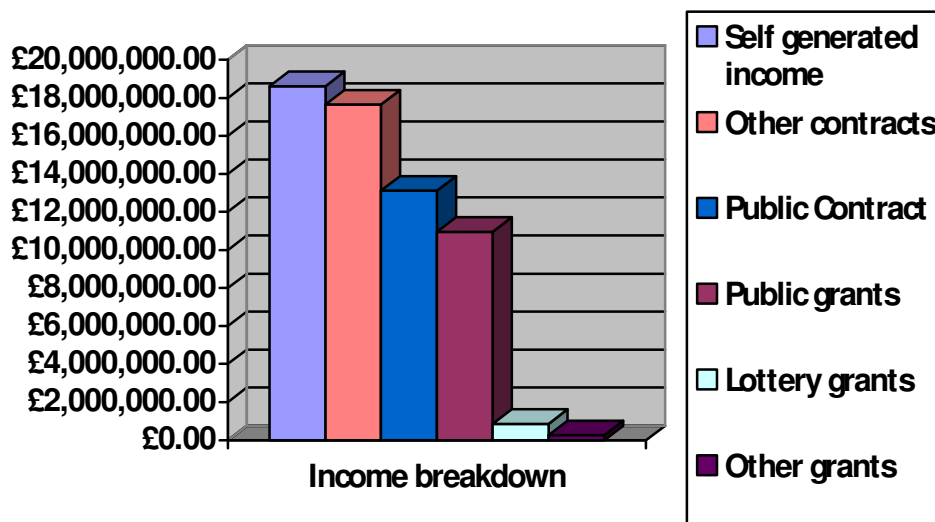
#### Breakdown of income

The income breakdown (Graph 3 overleaf) shows a high level of income generation whether by self generation or contracts (public and private). There is a move in the public sector to fund work through a contract rather than a grant, with over half of SEs now charging for their services (43 out of the 70).

However, further analysis backs up previous research identifying that smaller organisations still tend to be grant-dependent and larger organisations with assets, such as housing associations and education institutions, can generate more income for themselves. Eighteen enterprises earned 50-100% income through self-generation and contracts, 11 were reliant on grants and 1 earned 25-50% from self generation and contracts. This picture of the SE sector is reflected in Graph 4. Renfrewshire's SEs now holds £360,477,575.80 worth of assets.

Compared to other areas, there is still a relatively low (£857,719.55) lottery and other grant giver spend on SEs in Renfrewshire. It is acknowledged that there is a lack of support infrastructure to help organisations get investment-ready to attract Lottery / external grants.

**Graph 3: Total Income Breakdown**



**Graph 4: A picture of the social economy in Renfrewshire - see Appendix 6.**



**SUMMARY & RECOMMENDATIONS (in italics):**  
**The level and breadth of Renfrewshire's SE sector**

- **Although there is a healthy rate of enterprise formation in recent years, there is recognition nationally and locally that enterprises at the start up stage need better support.**  
*Develop a start-up social enterprise support programme, through, for example, RCVS. The start-up programme should support the ability of RCVS to spot potential start-ups, help them in their initial stages then pass them along a pipeline of support as they develop. This would fit very well with RCVS's existing 'incubator' project for young social enterprises, their plans to develop a 'hub' of social enterprises and proposals with CeIS for a social enterprise start up programme.*
- **SEs provide a wide range of services that support employability across a variety of sectors.**  
*Several organisations provide similar services, sometimes in different geographical areas. There are opportunities to better link up enterprises operating in the same sector for joint training, recruitment and consortium development. This can be achieved by re-activating the Renfrewshire SE network, ensuring it is led by members and links to the Workforce Plus Employers Network.*
- **The majority of Renfrewshire's SEs started up in the last 30 years.**  
*The research can identify, approximately, the number of social enterprises at different stages of development (Graph 4). There are many small social enterprises and few large enterprises. RIERSEP is responsible for co-coordinating support services to social enterprises and the next stage would be to refer SEs to the most appropriate support organisation. For example, all enterprises with a turnover of over £60,000 can be offered a business health check as part of the services offered by Aspire to Enterprise.*
- **A few SEs generate the majority of the income e.g. educational institutions and housing associations. However, the social care sector still employ over 50% of people in SEs.**  
*More support for networking, marketing, brokering and inter-trading within the SE sector will ensure that the large SEs consider outsourcing some of their operational matters e.g. catering, cleaning, building & grounds maintenance to other SEs.*
- **There are many small SEs and room to improve efficiency.**  
*SEs should consider sharing or buying into back-office services to improve efficiency e.g. Admin, IT. RCVS already run payroll and financial services for a number of voluntary organisations and enterprises. CXS provide IT services. Through the Renfrewshire SE Network programme proposals, SEs would be supported to link up for inter-trading or building consortia to bid for bigger projects.*
- **Some SEs take on New Deal clients, whilst others don't.**  
*Job Centre Plus and SCVO (possibly through the RCVS bulletin / RSEN events) should provide more information about how to offer New Deal placements to clients. SEs who have the experience of taking on New Deal clients should be given a forum to share their experiences and encourage others to do so. A network event to brief Ses on the employability agenda and encourage RWF+ partners to develop links with Ses is proposed.*
- **Renfrewshire has a relatively low investment from Lottery funds and other external grants.** *Shared support across the public and voluntary sector would help SEs access more Lottery funding and external grants.*

### **3.2 Renfrewshire Closing the Opportunity Target and the delivery of employability support**

A key aim of the research is to examine the ability and capacity of Renfrewshire's SE sector to provide employability services to WF+ clients and contribute to the target to reduce the workless population by 4500 by 2010.

The RWF+ programme has a funding package to meet the above target over the next three years. As well as the direct provision of employability services, the programme also seeks to fund employer-led activities in recruiting, training and sustaining employees in jobs as well as greater networking between the public, private and SE sector. The areas where SEs may contribute to the target are discussed in more detail in Section 3.3.

#### **3.1.1 SEs dealing with employability**

Over half the organisations on the database deal with employability. Activities cover the whole spectrum of employability support services from initial engagement to employer after-care. However, some SEs who provide these services were not available to be interviewed.

- **Engaging with individuals in communities e.g. through surveys, community surgeries** Johnstone Castle Community Learning Centre, Women's Royal Voluntary Service, Star Project, Paisley South Housing Association, Ferguslie Park Housing Association, Bridgewater Housing Association.

Many locally based organisations such as community centres and housing associations engage with large numbers of the local community on a daily basis e.g. Moorpark Community Association, Greater Foxbar Community Building. The potential to engage the employability target groups through these organisations should be explored. For example, the engagement agencies using the centre (perhaps manned at a set time each week) as a local base or working with those organisations (e.g. childcare services) that interact with potential clients to help in engaging people. Other ways include instigating or linking in with community open days and further along the employment spectrum, providing education and support locally. Reid Kerr College already provide some local outreach services.

- **Employability support - Preparing people for work e.g. Volunteering, job search, core skills** Apex Scotland, Capability Scotland, Johnstone Castle Community Learning Centre, WRVS, Enable Scotland LTW (leading the way), P&J Training Group Ltd, Scottish Training Foundation, Renfrewshire Wide Credit Union Ltd, Pace Theatre Company Ltd, Go Country, Renfrewshire Association for Mental Health, Linwood Community Childcare, Loud 'n' Proud, Williamsburgh Housing Association Ltd, Reid Kerr College, Renfrewshire Leisure Ltd.

There are a variety of organisations which can help people with their core skills. Some of these organisations engage more with employability than others. In some cases, individuals are with these organisations for a short period and are not formally linked in to an employability programme; hence the social enterprise contribution is perhaps undervalued and the employability potential not fully exploited. There is a lot more potential for these organisations to provide 'the hook' (e.g. music, computers, outdoor activities, sports & leisure) to engage people to improve their employability and to ensure the social enterprise contribution is recorded and valued. These organisations may be particularly important for young people still at school or in the transition period by giving them a wider range of choices and more chances.

Referral agencies or case officers may not consider some of these organisations as contributing to engaging a client or improving their core skills through volunteering, new activities, work experience. These social enterprises need to make contact with the referral agencies or case officers to sell how their services can meet employability aims. This would need some development work to identify the potential and provide marketing support. Equally, case officers could search [www.renfrewshireinfobase.org.uk](http://www.renfrewshireinfobase.org.uk) to look for social enterprises working on core skills. Finally,

social enterprises need more support to record how the good work that they do contributes to employability. A demonstration of REMIS will encourage them to use this system and record their valuable contribution.

- **Employment support - Supporting people in initial stages of employment e.g. work placements, New Deal, further & higher education** Apex Scotland, Capability Scotland, Johnstone Castle Community Learning Centre, Enable Scotland LTW (leading the way), Scottish Training Foundation, Shared Employment Network Solutions Common sens, Renfrewshire Wide Credit Union Ltd, Paisley South Housing Association, Go Country, Renfrewshire Association for Mental Health, Loud 'n' proud, Williamsburgh Housing Association Ltd, Reid Kerr College, Renfrewshire Council for Voluntary Services.

Some social enterprises offer New Deal or other placements, others do not. Some record and monitor their work to help people back to work, others do not. More work is required to identify how we can boost the number of placements in the social enterprise sector e.g. New Deal as well as school, further and higher education. Renfrewshire Social Enterprise Network (RSEN) events could promote the uptake of more New Deal placements by showcasing an SE who has done this successfully e.g. RCVS. Again, better networking between University of the West of Scotland, Reid Kerr College and the rest of the social enterprise sector (combined with national moves to improve curriculum education on social enterprise) will promote more placements and help employers learn about the opportunities for their employees to gain qualifications. This will become increasingly important as labour market research shows that the workforce is becoming more qualified.

All employability contracts should include the need to record work with a client. RSEN will hold a demonstration of REMIS to encourage more people to use it to record and monitor their contribution to employability.

- **Employment support - Supporting people stay in employment e.g. employee aftercare, pre-interview support** - Capability Scotland, Johnstone Castle Community Learning Centre, Enable Scotland LTW (leading the way), P&J Training Group Ltd, Scottish Training Foundation, Shared Employment Network Solutions Common sens, Renfrewshire Wide Credit Union Ltd, Renfrewshire Association for Mental Health, Williamsburgh Housing Association Ltd, Reid Kerr College.

When on placement, there should be frequent liaison between the client's case officer and the client to give them support where they need it.

- **Employer support – Supporting people stay in employment e.g. employer contact, vacancy identification, employer aftercare, in-work training, childcare passport** - Capability Scotland, Johnstone Castle Community Learning Centre, Enable Scotland LTW (leading the way), P&J Training Group Ltd, Scottish Training Foundation, Shared Employment Network Solutions Common sens, Renfrewshire Association for Mental Health, Linwood Community Childcare, Reid Kerr College.

As with the RWF+ Employers Network, there are opportunities to develop employer led joint recruitment and training within the SE sector and jointly with the private sector working in the same field. Other training-based social enterprises could give support if necessary. When on placement, there should be frequent liaison between the client's case officer and the employer so that the employer can be part of the work to progress that client. Using the [www.renfrewshireinfobase.org.uk](http://www.renfrewshireinfobase.org.uk) and an information / networking event, case officers can be more aware of what employability services social enterprises offer.

- **Other employment support services.**

- **e.g. health services, care support, benefit / debt advice**

Apex Scotland, Capability Scotland, Johnstone Castle Community Learning Centre, WRVS, Enable Scotland LTW (leading the way), Renfrewshire Community Health Initiative, Childcare First, Renfrewshire Wide Credit Union Ltd, Renfrewshire Association for Mental Health, Reid Kerr College, Renfrewshire Leisure Ltd, G Country, Renfrewshire Environmental Trust.

The more case officers are aware of what employment support services are available, the more referrals that can be made to SEs. Other SEs also contribute to health and these should be included in the database – e.g. Go Country, Renfrewshire Environmental Trust through the Green Gyms, local sports clubs.

### 3.2.2 Employing groups targeted by Closing the Opportunity Gap

Very few organisations particularly focus on employing people in the groups to be targeted: (i.e. those with Drugs and Alcohol Misuse, Learning difficulties, Mental & behavioral disorders or Physical disabilities). Most organisations just want the right person for the job and often cite ‘Equal Opportunities’ legislation as a reason why they cannot target specific groups. It would be interesting to follow up with those organisations (PYMCA, Scottish Training Foundation, Inclusion Scotland, RAMH, Sue Ryder) who say they specifically target these groups to see what can be learned.

In the 2006 survey, SEs said that there too many forms and too much support required to employing more people with disabilities. Other reasons cited in this research included not knowing how to contact these groups, anti-social hours / sessional work and a concern about their readiness for work. However, some people in the target categories are engaged as volunteers in SEs and work should be done to identify what support would be required to move these people into employment.

Some organisations that currently don't do employment-related activities have the potential to do so and target particular client groups. For example, Renfrewshire Environmental Trust is preparing a business plan to generate income and employment opportunities through local food growing and distribution. Social entrepreneurs and enterprises with fledgling ideas should be supported to identify how their plans could contribute to employability. Social Firms Scotland has a great experience in this field.

### 3.2.3 Volunteering

There are 1340 volunteers in Renfrewshire’s SEs, carrying out 105,257 hours of work per year (at the minimum wage, this would be valued at around £500,000). Volunteering seems to be particularly important for enterprises working with older people, social care, counselling, youth and disability. It appears few statistics are kept as to the categories of volunteers e.g. income support recipients, individuals with thematic barriers to employment, JSA and IB recipients, lone parents, young people. Some organisations dealing with vulnerable clients do not engage volunteers (e.g. Kibble) but others do (e.g. Capability Scotland).

**TABLE 5: Barriers to developing volunteer work**

<b>Barrier</b>	<b>Number of SEs</b>
Lack capacity to train and supervise	26
Shortage of funds to pay for volunteer expenses and training	21
Other	18
Lack of time to recruit volunteers	18
Don't know how to recruit volunteers	5
Nothing for volunteers to do	3

Lack of capacity in the sector is stopping the development of more volunteering opportunities.

Johnstone Castle Learning Centre has employed a volunteer manager who helps recruit, train, supervise and manage volunteers which had solved their capacity issue. The results of this research were passed on to the Volunteer Centre Renfrewshire for them to identify what support organisations require to overcome such barriers.

### **SUMMARY & RECOMMENDATIONS SEs delivery of employability support**

#### **Many SEs are closely connected to their communities**

*To engage more effectively with people, RWF+ needs to go to where people are in their communities e.g. using local centres as an outreach base, linking in with those organisation (e.g. childcare services) that already interact with potential clients, instigating or linking in with community open days and providing education and support locally.*

#### **The provision of good childcare enterprises help people stay in work.**

*Encourage clients to use existing local childcare social enterprises. Support should be provided to help childcare enterprises expand into areas where there are no childcare opportunities e.g. ensure that childcare organisations are on tender lists.*

#### **Many enterprises would like to work with volunteers, but lack the capacity to recruit, train and manage volunteers.**

*Lack of capacity is stopping the development of more volunteering opportunities that would help to engage people in developing their employability skills. More SEs could consider a volunteer manager to solve this capacity issue. Equally, the Volunteer Centre Renfrewshire offer support and would be willing to run sessions for existing staff on volunteer management.*

#### **The SE sector should offer more training, placements and encourage staff to gain qualifications.**

*The SE sector would benefit from offering more placements to New Deal clients as well as students in school, further and higher education. The Renfrewshire Social Enterprise Network (RSEN) is able to promote the uptake of more placements by showcasing an SE who has done this successfully (RCVS). The RSEN will also develop better networking between University of the West of Scotland, Reid Kerr College and the rest of the social enterprise sector to develop more placements and help employers learn about the opportunities for their employees to gain qualifications through the part-time programmes offered by local institutions / SE training providers. A local project along the lines of Social Economy Scotland' Graduates into Social Enterprise programme will assist this, as will linking in with existing programmes – Graduates into Business, Shell STEP programme.*

*RSEN will promote networking to develop employer led joint recruitment and training within the SE sector and jointly with the private sector working in the same field. Other training-based social enterprises could give support if necessary. Renfrewshire's Single Outcome Agreement states that it will provide business support to upskill local employees, particularly at entry level and low skills positions.*

Continued overleaf.....

## **SUMMARY & RECOMMENDATIONS**

### **SEs delivery of employability support continued**

#### **There needs to be greater awareness of the wide range of employability services provided by SEs**

*Referral agencies or case officers may not be aware that some of these organisations engage clients or improve their core skills through volunteering, new activities and work experience. Case officers should consider the best 'hook' to support their client bearing in mind the wide range of options that SEs can offer. The [www.renfrewshireinfobase.org.uk](http://www.renfrewshireinfobase.org.uk) website will allow RWF+ case officers to search for a SE providing employability support services. Through links to REMIS, SEs will be able to update their contact details and record their work on employability (see below). RSEN will encourage SEs to market their services directly to providers in a number of ways including the Renfrewshire Employers Network, Meet the Buyer events and specific brokering opportunities.*

*For example, SEs are able to provide more choices and more chances for young people still at school or in the transition period, focussing on developing their confidence and core skills. Any commissioning of services to support young people at this stage, should include local social enterprises.*

#### **Few SEs actively seek to recruit people with barriers to work but this is an area with a lot of potential to improve.**

- *With WF+, engage and support SE volunteers in the target categories to move into employment*
- *Link in with those SEs who say they specifically target these groups to see what can be learned.*
- *Purchase / sub-contract services to social enterprises that engage target groups*
- *Link business support and employability support to ensure that SEs make a larger and more effective contribution to identifying and providing employment to target groups e.g new job creation or redesigning jobs to fit with potential clients skills*

#### **Measuring and recording SE contribution to employability**

*Some SEs record and monitor their work to help people back to work, others do not. However, it is important that the contribution of all SEs is recorded and therefore, valued. This will also be important for winning future contracts as all future employability contracts are likely to include the need to record work with a client. Training on Social Added Value or Social Return on Investment would help SEs measure the difference they make (also useful in marketing SE services). RSEN will hold a demonstration of REMIS to encourage more SEs to use it to record and monitor their contribution to employability.*

### **3.3 The training and support needs of SE organisations and support these organisations require to grow and contribute to employability.**

#### **3.3.1 Barriers to SE growth & development**

Not surprisingly, difficulties in funding scored highly as a barrier to SE growth and development. Organisations (particularly smaller ones) still felt a heavy grant / contract monitoring burden left them with less time for organisational growth and development. The pressure to keep changing a project to get new grant funding, rather than deliver a valuable mainstream service as part of a contract, also created a time burden.

As more enterprises seek to provide services and increase staff numbers, they need to deal with increasing legislation (health and safety, human resources etc.), particularly in the social care and employment fields. The availability of suitable premises was also a challenge, which should give further impetus for public agencies to transfer assets to enterprises and / or develop a SE hub providing units to several SEs. This would tie in well with the SOA commitment to increase employment in Paisley Town Centre by 50% in 10 years.

The support needs identified (Table 7) reflect the barriers faced by enterprises (Table 6) i.e. the need to develop new income generating opportunities and become more business-like. The above table shows that the trends amongst the 28 original SEs interviewed broadly mirror the majority of SEs. However, enterprises recognise this can only be achieved by strengthening the skills of managers and employees.

**TABLE 6: Barriers to SE growth**

<b>Barriers to growth &amp; development</b>	<b>All SEs</b>	<b>Tracking group of SEs</b>
Difficulty obtaining appropriate or sufficient funding	49	9
Difficulty in securing / finding investment funding	40	4
Availability of suitable premises	20	5
Problems in implementing full cost recovery	15	4
Availability of suitable staff	11	
Coping with legislation	10	5
Limited capacity of management committee	9	2
Availability of volunteers	9	4
Finding good quality management staff	7	3
'Others'	6	2
Competition	4	1

**TABLE 7: Organisation support needs**

<b>Organisation support needs</b>	<b>All SEs</b>	<b>Tracking group of SEs</b>
Funding	41	5
New income generating opportunities	40	9
Develop employee / volunteer skills	28	6
ICT Development	20	2
Make organisation more business like	18	5
Strengthen managers skills	17	6
Build capacity of board / management	17	4
No support required at moment	7	
Other	4	1

### 3.3.2 SEs interested in Bidding for Contracts

The SMART report (See references) estimated that there are about 20 Renfrewshire SEs currently engaged in procurement, with 40-50 aspiring to do so. Some of the 37 SEs below who say they are interested in bidding for contracts already tender, the rest are aspiring to tender in future.

**TABLE 8: SEs interested in Bidding for Contracts**

<b>SECTOR</b>	<b>Organisation</b>	<b>Organisation</b>	<b>Organisation</b>	<b>Organisation</b>
<b>Employment, Education &amp; Training</b>	Johnstone Castle Community Learning Centre  Reid Kerr College  University of the West of Scotland	P&J Training Group Ltd  The Wise Group  Renfrewshire Citizens Advice Bureau	Scottish Training Foundation  Momentum (Work Matters),	Shared Employment Network Solutions Common sens
<b>Housing, communities &amp; regeneration</b>	Inclusion Scotland  Key Housing Association	Renfrewshire Environmental Trust	Renfrewshire Council for Voluntary Services	Volunteer Centre Renfrewshire  Greater Foxbar Community Building
<b>Sport &amp; Leisure</b>	Pace Theatre Company Ltd	Go Country	Shopmobility Paisley and District	People's Dispensary for Sick Animals
<b>Social care</b>	Melrose House  Turning Point Scotland	Capability Scotland  Renfrewshire Carers centre	WRVS  Sue Ryder Foundation  TACT Scotland	Renfrewshire Women's Aid  Unity Enterprise
<b>Health</b>	Renfrewshire Community Health Initiative	Renfrewshire Association for Mental Health		
<b>Child care</b>	Childcare First	Maxwellton Park Out Of School Care	Rascels	
<b>Youth work</b>	Paisley Young Men's Christian Association			
<b>Other services</b>	Rainbow Turtle Trading Ltd	CXS Network and Media Solutions		



**TABLE 9: Factors discouraging organisations from bidding for contracts**

<b>Discouraging Factor</b>	<b>Number</b>
Not given the opportunity	9
Don't feel applicable to our organisation	9
Concerned about delay in payment	6
Contracts too large for us to handle	4
Not interested – too difficult to deliver the contract and cover costs	4
Don't know how to tender	4
Don't know to whom to market our services	3

Whilst a number of SEs are interested in bidding for contracts, some do not feel it is relevant to them. This may be the case, however there remains, amongst some voluntary sector and SEs, a culture of grant dependency. This is now changing with organisations saying that they need more support to bid for contracts e.g. where to look for opportunities, knowing how to submit a tender and pitch their services (full cost recovery). Support to help SEs develop an entrepreneurial culture will be provided through the network.

Renfrewshire's first social enterprise trade fair in 2007 (event report available on [www.riersep.org.uk](http://www.riersep.org.uk)) identified that there also needs to be public sector action to level the playing field in these key areas if SEs are to grow:

- understanding the sector and its potential
- meeting SEs and encouraging them to make bids
- endorsing full cost recovery
- paying some funding up front
- supporting the development of consortia to allow smaller organisations to benefit
- giving more feedback on unsuccessful bids
- ensuring that SEs have the IT set up for e-procurement and monitoring (REMIS)
- facilitating links between SEs and the public sector where there are opportunities for SEs (e.g. childcare, social care, healthcare, recycling) to feed in to service / tender development groups and develop consortia e.g. public-social-partnerships to bid for larger tenders
- including wider social benefits and quality criteria in tenders and giving them greater weighting (will also help the public sector progress its social aims)
- support to SEs to identify their Social Added Value

### **3.3.3 Support services**

SEs rated those agencies providing support (Table 10). The feedback on the support agencies suggest that the best service is provided by those with a good understanding of the sector combined with local knowledge.

**TABLE 10: Support Service Ratings**

<b>Support_Service</b>	<b>Average_score 5=Very good, 1=very poor</b>
Other (please specify and score)	4.7
Professional services	4.3
Community Enterprise in Strathclyde	4.3
RCVS	4.2
Scottish Enterprise Renfrewshire	4.2
Paisley Partnership Regeneration Co.	4.2
Renfrewshire Council	3.9
Scottish Council for Voluntary Orgs	3.9
Consultants	3.8
Business gateway	3.4
Housing Associations	3.4

The Renfrewshire Social Economy Partnership (RSEP) was set up to support the social economy. A recent review of RSEP highlighted the need for better co-ordinated support between the different agencies and better access to public sector contracts. It highlighted that SEs need to be offered a pipeline of support (see below), differentiated according to the stage an enterprise is at and the sector in which it operates (see Graph 4). Although this support is on offer from the agencies, this needs to be communicated to enterprises as a package, setting out suppliers of skills and business support e.g. on the new RIERSEP website [www.riersep.org.uk](http://www.riersep.org.uk). Any gaps in support also need to be filled e.g. support and funding for start-up and aspiring SEs.

**The Pipeline of support:**

Aspiring enterprises		Income over £60,000		Large SEs	
CVS	First Port	Local services co-ordinated by Renfrewshire Council	Aspire to Enterprise / Business Gateway / Renfrewshire Council	Business Gateway / Renfrewshire Council / SBS	Renfrewshire Council / Social Economy Network

Research highlighted in the recent Skills Strategy (commissioned by RSEP - see References) identified the most common training undertaken by SEs to be on compliance with statutory obligations, organisational capacity development and training related to service delivery. Future training needs included health & safety, social care legislation, management and business.

The Skills strategy stated that service delivery training and regulatory compliance training should be part of each organisations business model. Therefore, the newly merged Renfrewshire, Inverclyde and East Renfrewshire SE partnership (RIERSEP) has chosen to focus their future activities on organisational development and capacity (i.e. addressing skills gaps) to help enterprises achieve growth. If a recent funding application is successful, RIERSEP will roll out support in the following areas:

- Develop strategic links to Community Planning, helping to open up the public sector to the social economy.
- Develop links and networking opportunities across Renfrewshire, Inverclyde and East Renfrewshire.
- RIERSEP Action Plan.

- Encourage SEs to become members of RIERSEP to ensure that their needs are met
- Bursaries for skills training in line with the RIERSEP skills strategy
- Events and training to raise the profile of SEs – Public Sector Tendering, Meet the Buyer, Social Enterprise Trade Fair, Full Cost Recovery, Training for Management Boards. **NB:** It is important that these are linked in to existing trade fairs as much as possible to enhance cross-sectoral working and avoid duplication.
- Consolidation of existing data from Renfrewshire and Inverclyde with new data from East Renfrewshire to give an overview of the SE sector across the RIERSEP area. **NB:** This would allow procurement officers to search for SEs and promote inter-trading within the sector.

### 3.3.5 Specific opportunities for different SE sectors:

- **Health**

The Department of Work & Pensions / RWF+ is likely to appoint a prime contractor to deliver employability services in Renfrewshire. This prime contractor should subcontract specialist services from SEs to address health barriers to employment. The enterprises should also identify where there are opportunities to work together to provide services to the NHS. For example, the RCA Trust is currently doing a pilot project with JobCentrePlus for people with alcohol problems to prepare them for work. An event could be run in conjunction with the NHS on opportunities for social enterprises.

- **Childcare**

Again, childcare enterprises should bid to provide local childcare to support parents into employment. Equally, if there are no childcare options in an area, an existing SE should bid to provide this service, perhaps in conjunction with a local large employer or housing association. For example, where pre-school services are set to expand, social enterprises should be included on the tender list. There are also opportunities for joint recruitment and training between childcare organisations as their needs would be similar. This would follow a similar model to Workforce Plus employer led recruitment and training. Funding is available through the RWF+ for such an initiative.

- **Social care**

SEs provide a broad range of specialist social care focusing on older people, the terminally ill, women suffering abuse, young families, carers, people with mental health issues, homeless and individuals with disabilities and their families. At least three of these organisations provide housing support services to help people live in their own homes. There may be an opportunity for these services to expand into new locations and link in more with employability services provided in the local area. Similarly, there may be opportunities for housing associations to develop / contract SEs to provide such housing support services (e.g Key Housing is linked to Key Services) and give a greater focus on employability to help move their tenants on. The Smart report (see References) also identified potential work to support parents of children with disabilities into employment. Those SEs dealing with this group would be a key link in taking this forward.

'Direct payments' now mean that individuals can pay an organisation directly to provide their care. A 'care at home' event or marketing would bring together SE providers with potential clients.

Employing around half of all those employed in SEs, the social care sector also has potential for joint training and recruitment e.g. SVQ in Social Care 2.

- **Employment, Education and Training**

By their nature, many of these organisations already provide employability services, some tailored to the groups the RWF+ wishes to target. Some enterprises are focused on one-to-one tailored programmes to the individual, others offer learning opportunities and outreach in local, community based centres or employers premises, whilst others offer a large range of courses on a central campus.

Several of these enterprises are large organisations who themselves subcontract aspects of their work, for example, cleaning, estates management and catering. The support programme will develop greater networking and direct marketing between SEs, creating opportunities for inter-trading. As mentioned previously, UWS and Reid Kerr College should work with other SEs to increase the number of placements available to target groups.

- **Engaging young people needing ‘More Choices, More Chances’**

The strategy to help young people needing ‘More Choices, More Chances’ is included in the RWF+ strategy as young people are a key target group needing more support to get into employment. The strategy focuses on engaging young people at an early stage and also in the transition period between school and work / education.

SEs can assist this strategy by providing work experience, volunteering opportunities and interventions to develop employability and life skills. For example, organisations like PACE Theatre Company, Renfrewshire Leisure, Loud n Proud and Go Country offer different ‘hooks’ (drama, leisure, music and outdoors) to engage young people to tackle low esteem, build confidence and expectations. Renfrewshire Environmental Trust has completed the Harvest for Health project which promoted food growing in schools. This was taken forward by a SE in an Inverness school working with the school’s Excel group to provide a different education experience around food growing.

To take forward the SE contribution to young people’s employability, SEs need to link in better with the Renfrewshire Vocational Programme which starts at S3 and S4. This would give young people the opportunity to gain a qualification (e.g. in admin, early years) by working in an SE.

- **Housing, communities & regeneration**

This is an area with perhaps the greatest potential to engage people where they live, employ people in the target groups and develop the SE sector. Housing Associations are seen as ‘anchor organisations’ around which SEs can grow and develop, providing a range of services for their communities.

For example, Paisley South Housing Association has a landscape gardening project to help get people back to work. They would like to expand this work to make better use of existing equipment. Previously funded under Community Regeneration Fund, the Renfrewshire Environmental Project carried out landscaping work although it is not known if this is continuing in the new funding round. There is potential to develop a SE around housing maintenance, cleaning, vandalism, community-based recycling etc. As mentioned under ‘social care’ there is also potential to develop housing support services into SEs.

The Renfrewshire Environmental Trust (RET) is seeking ways that it can support the council and SEs bring in additional funding and work with communities to improve the environment and employability. RET is a partner in the Renfrewshire Green Gym and is looking at business development around waste, recycling, environmental improvement and food growing / delivery.

- **Opportunities for all SEs**

CXS is starting to offer more IT development services to other enterprises as our research shows a clear market opportunity. There is also an opportunity for shared back office services to improve efficiency and standards. RCVS offers administrative support, print and payroll services. Only some SEs take advantage of the New Deal placements scheme. Information on how to go about getting a New Deal placement should be disseminated across the SE networks, as discussed previously.

The RWF+ programme is all about getting people into work and employer-led training and recruitment. This research proposes that the RSEN and the WF+ Employers Network identify and

support an employer champion to take these opportunities forward.

### 3.3.6 Aspiring SEs

Community Associations often manage local centres and are responsive to and provide services to large numbers of people in the local community. They seem to be run mostly on a voluntary basis, (some of the volunteers are groups that RWF+ wishes to target) but generate enough income themselves to survive rather than rely on grants. Short term, to boost these aspiring SE's income, other organisations could use their premises with the added benefit of being able to reach large numbers of local people. In the longer term, these organisations are expressing the need for more support to generate more of their own income. CEiS and RCVS have a proposal to give support to aspiring and emerging SEs which should be considered for funding as part of the pipeline of support.

### 3.3.7 Supported employment

The Scottish Government Economic strategy identifies the need for more supported employment opportunities as an early step for those furthest away from the labour market. Social Firms Scotland also supports this approach. However, this contrasts with the Department of Work & Pensions approach that those on Incapacity and other benefits should be integrated into the existing labour market with 'mainstream' employers. Renfrewshire has some employers who offer supported work opportunities (e.g. Kibble, Momentum, Erskine). More work is required to investigate the potential for more supported employment opportunities and redesigning jobs for people with disabilities (following the example of the Cincinnati Children's Hospital).

### 3.4 Database accessible to all project partners, able to be updated annually.

The database will be hosted for one year at [www.renfrewshireinfobase.org.uk](http://www.renfrewshireinfobase.org.uk). After that, the SE Database will also be updated and linked to the Renfrewshire Workforce Plus Management Information System (REMIS) with support from RWF+. REMIS will update organisations registered on its site on an annual basis which will link in to the Renfrewshire infobase site and update those organisations they have in common.

### 3.5 Network of SE organisations that can contribute to Employability Action Plan outcomes.

Enterprises feel that the network is useful (average score 4 out of 5). There is a strong desire to keep the network going and develop future networking events (both score 25), develop better links with community planning (22).

**TABLE 11: Likes and dislikes about the SE network**

Likes		Dislikes / could do better	
updates via e-bulletin / info / funding info / events	8	Not always relevant to us due to the broad range of organisations, better to compartmentalize info according to services provided	2
Strong values in promoting SEs	1	Improve layout better indexing of information on email bulletin, possibly sector/service specific information, sometimes to much information	1
Opportunity to discuss with others	1	More face to face networking	2
		Hardly use it	1
		Inundated with emails. need more hands on support rather than email	1
		bit too many emails - get them from more than one source. information overload	

This project recruited 39 new members to the Renfrewshire SE Network. A re-launch of the SE

Network is planned to take forward the support programme and promote self-help and mutual support.

Expansion of the network will mean that RCVS staff and partners have a better understanding and better relationships with SEs. RCVS will have better, more efficient and effective sharing of information and good practice in relation to the sector and will be more able to spot opportunities for joint/collaborative working. RCVS will invite these new network members to join the organisation giving them greater access to RCVS support services.

**Proposed Renfrewshire SE Network activities (4 events proposed in 2008-2010 on top of other informal networking opportunities and SEN-led projects)**

- Ensure new members are connected to the Yahoo group and are receiving weekly e-bulletins.
- Network re-launch in conjunction with Senscot.

Purpose: To report on this research, highlight practice from elsewhere and give opportunities for the members to direct the work of the network (e.g. investigate possible formation of a Renfrewshire Social Enterprise Chamber) and get to know each other.

- What support is on offer for SEs in Renfrewshire?

Purpose: In partnership with RIERSEP, highlight support available from agencies and opportunities for training and development e.g. Social Enterprise Academy, UWS, RCVS, Aspire to Enterprise, Legal support etc. Stimulate demand for training and development by giving positive examples of the difference training has made to an organisation.

- Employability Event

Purpose: To celebrate and improve SE contribution to employability. Featuring talks on Employability Action Plan, information on New Deal placements, launching the Graduates into Social Enterprise pilot, improving skills and qualifications in your SE (Renfrewshire Vocational Skills Programme, Careers Scotland Activate programme, sector-specific networking to develop training), REMIS presentation and IT support available, and supported employment options.

- Trade Fair

Purpose: To promote inter-trading with other social enterprises, the public and private sector. Networking with the Renfrewshire Employers Network and Renfrewshire Chamber of Commerce.

## SUMMARY & RECOMMENDATIONS

### SE training and support needs to grow and contribute to employability.

#### **To grow and develop, SEs need investment in their board and management capacity**

*There needs to be a clear 'pipeline of support' for aspiring enterprises (see Graph 4). Smaller organisations tend to need organisational support, information and advice whilst larger enterprises need legal, personnel, product development and research and development support. Some of this can be delivered by local agencies, national intermediaries and also mutual support through a re-launched SE network. Wider networking with the RWF+ Employers Network and Chamber of Commerce will help recruit a wider range of contacts and skills to SEs. Financial support to backfill social enterprise employers time for networking and development may be required. Support programmes are proposed from this research.*

**Market the 'pipeline of support'.** The support agencies need to provide a clear 'pipeline of support' and market it to Ses. Support provided and contacts could be put on the new [www.riersep.org.uk](http://www.riersep.org.uk) and also marketed directly to Ses through an event.

**The public sector is moving towards more contract based services although smaller enterprises are still surviving through grants.** *Although this is useful, there is a danger that SEs in general and smaller ones in particular, are losing out on public sector contracts because there is not an even playing field. The activities proposed on Page 23 will help the sectors work together to break down barriers, highlight processes and encourage dialogue to improve services.*

**With SEs now employing more people and providing a wide range of services, more support is needed to ensure that legal obligations are being complied with.** *RCVS engage GCVS's Employment Law Service and provide HR training through GCVS. These services should be publicized again to SEs. Sector specific legislation e.g. childcare, will have their own requirements although there are opportunities, through the networking, for employers to lead on sector specific training and recruitment.*

**If a SE owns an asset it can generate income more readily. Some community associations owns assets, some do not.** *If public assets could be transferred to SEs, the sector would have more chance of growing. Also, the development of a social enterprise hub in Paisley would help organisations premises issues and be an asset to the community.*

#### **Entrepreneurial spirit**

*If the social enterprise and social economy sector is to grow there needs to be greater support to develop an entrepreneurial spirit. This includes the ability to seize opportunities and ensure that the goods or services are priced correctly in the market (i.e. full cost recovery).*

#### **Specific opportunities**

- *IT support and development: CXS could market their services*
- *Back office services: RCVS provides payroll, printing and other services*
- *Health: NHS / community planning partners and social enterprises*
- *Social care: help Ses providing 'Care at home' services develop their marketing and ensure that Ses are on the tender lists*
- *Youth & employability: Ensure that the Renfrewshire Vocational Programme (Linking Education and Work) provides opportunities for young people to work in Ses to gain qualifications e.g. Construction, childcare, hospitality, sport & recreation. Ensure that Ses are considered as providers in Careers Scotland Activate and PPRC's employment plus project.*
- *Housing & regeneration: Meet with housing associations to discuss the potential for a landscaping SE and also developing housing support services.*

**Renfrewshire Social Economy Network development:** *A programme is proposed on page 28 to relaunch the face to face networking and training aspect of the network and ensure it is led by Ses themselves. An extra 30 Ses have been recruited to the network.*

**SUMMARY & RECOMMENDATIONS continued**  
**SE training and support needs to grow and contribute to employability**

**Database of local social enterprises:** RCVS now has an up to date database of social enterprises in Renfrewshire on [www.renfrewshireinfobase.org.uk](http://www.renfrewshireinfobase.org.uk). This will be updated and expanded by RCVS in the future and allow monitoring of the SE turnover indicator. RWF+ partnership and other social enterprises are encouraged to use it to look for service providers, consortium partners and marketing.

**4 Conclusions & Recommendations**

**4.1 Monitoring the growth of the social economy sector**

The research shows that overall, the SE sector in Renfrewshire is growing at a healthy rate and this will be monitored on an annual basis to record progress towards the Single Outcome Agreement. The annual monitoring will also measure other useful indicators such as public sector spend with the local social economy. RWF+ has requested details of funding required to monitor this indicator.

**4.2 Recommendations**

**4.2.1 Hands on support for SEs**

<b>Action</b>	<b>Suggested lead organisation</b>	<b>Resources</b>
SE Start up / Growth programme	RCVS / Ceis with possible input from SE Academy, First Port, Forth Sector, UWS	Resources yet to be identified
Develop and market coordinated pipeline of support	RIERSEP	Funding application result pending
Sign post SEs at right stage to Aspire to Enterprise for business health check and support	RCVS / Aspire to Enterprise / RSEN	RSEN and Aspire existing contracts
Training for management boards and staff Governance, Operational management, Human resources, Tender writing, Marketing, Finance training, Full cost recovery, Social Return on Investment / Social Added Value	RIERSEP	Funding application result pending  Possible financial support to backfill posts to allow for staff development (not yet requested / agreed)
Provide IT support to enable e-commerce and compatibility with REMIS systems: further research required i.e. What hardware, software and training is required?	RWF+ CXS	RWF+, RIERSEP
Increase support to SEs to access external funding	Shared support across the public and voluntary sector	Training in Funding Toolkit to be carried out and implemented with groups
'Grow your business with graduates' pilot programme	Scottish Enterprise UWS Reid Kerr College	Resources yet to be identified although could link to existing STEP programme.
<b>Action</b>	<b>Suggested lead organisation</b>	<b>Resources</b>



Board recruitment	RCVS and RSEN	Resources yet to be identified
Consortia / Merger development. More research required to look at management / governance structures.	RCVS, RIERSEP	Funding application result pending
Open up Business Gateway seminar programme for SEs	Business Gateway and RSEN to link up.	Existing resources / course info disseminated through RSEN

#### 4.2.2 Networking support for SEs

Action	Suggested lead organisation	Resources
SE network development possibly into a Social Enterprise Chamber (see <a href="http://www.sbsec.org.uk">www.sbsec.org.uk</a> ). Relaunch event.	RCVS and RSEN	Part of existing Economic Development and RWF+ contracts
Inter-trading within SE sector (small and large) at Trade Fairs and brokering	Possibly tie in with existing local trade fairs	RIERSEP application
Ensuring SE network has representation on RIERSEP	RCVS and RSEN	Part of existing Economic Development contract
Sharing back office services e.g. admin, printing, finance, IT, payroll	RCVS and RSEN	Marketing as part of RSEN
Skills bank for inter-trading	?	?
Marketing – a directory of social enterprises	RCVS	Completed as part of RWF+ contract. Annual update costs provided to RWF+.

### 4.2.3 Employability support for SEs

Action	Suggested lead organisation	Resources
Use local SE premises as outreach centres for client engagement and service delivery	RWF+, other SEs and DWP contractors and service providers (e.g. PPRC new Employability Programme)	RWF+ / service providers
Train SE staff to help engage people in their communities	RWF+	RWF+
Link business support and employability support including supported employment and job redesign. Further research required: <ul style="list-style-type: none"> <li>1. Look at RC Scrutiny Panel Report into employability of people with special needs</li> <li>2. Look into recent business start ups, what was the potential to include employability input? What materials / input could be given to businesses at the start up and development phases to incorporate employability. Social Firms Scotland may have an interest / experience on this.</li> </ul>	All relevant agencies to include employability in social enterprise support programmes	Resources yet to be identified. Job Rotation could be a good model.
Social Return on Investment / Social Auditing training to show value of SE employability work	RSEN with a lead SE	Scottish Government / RIERSEP
SE support to develop childcare provision where there is none / expand where demand	Renfrewshire Childcare Partnership (Terri Smith) to support to identify new markets	Aspire to Enterprise / feasibility study funding
Support for SE vols in targets groups to move to employment  Encourage Ses to expand their volunteering programmes	RWF+	RWF+ (anything in the CPP bid on this?)  Funding available through Volunteer Development Scotland
<b>Employability event featuring:</b>		RWF+, Skills Development Scotland (Colette McGaughrin)
More placements in SEs – New Deal, School Vocational Programme, Further Education	RSEN event programme Job Centre Plus S3/S4 Vocational Programme UWS, Reid Kerr College	
More and better recording and monitoring of SE employability work	RSEN demo event on REMIS	RWF+, RSEN

<b>Employability event featuring:</b>		RWF+, Skills Development Scotland (Colette McGaughrin)
Joint recruitment and training e.g. employment and upskilling local employees at entry and low skills positions in childcare, social care, housing	RWF+ RSEN (need to identify lead SE) Employers Network Renfrewshire Chamber Renfrewshire SOA UWS Reid Kerr College	RWF+

#### 4.2.4 Public sector action to support SEs

Action	Suggested lead organisation	Resources
<b>PUBLIC SECTOR ACTION</b>		
Dissemination of this research to improve understanding	RCVS	Included as part of existing RWF+ contract
Training for managers and procurement officers in SE and including wider social benefits and quality criteria in tenders	RIERSEP / Scottish Procurement Directorate	RIERSEP bid result pending / Third Sector Team
Put SEs on tender / provider lists e.g. childcare, social care, youth and education activities, health care. Further research required on assistance SEs need to get on tender / provider lists e.g. The RSEN could pay for itself to register on Supply to Gov and disseminate info from there.	RCVS, Economic Development and other CPP partners	Any additional resources required?
Procurement officers' to search REMIS and Renfrewshire Infobase (and ensuring links to SEEDS and Supplier Development Database)	Community Planning partners	Any additional resources required for sector input into training of procurement officers?
Feedback on unsuccessful bids	The Compact	Any additional resources required?
Paying in installments to aid cash flow	The Compact	Any additional resources required?
Endorsing full cost recovery	The Compact	Any additional resources required?
Consortium / public-social partnership and SE involvement in service development	Commissioning agency RCVS SEs in particular sector	Scottish Government / RIERSEP

## References & appendices

- (1) Renfrewshire Social Economy survey, Aileen Monk, Renfrewshire Council for Voluntary Services, 2006
- (2) Inter-trading opportunities in the Renfrewshire & Inverclyde social economy (David Smart), Communities Scotland, 2006
- (3) Biggar Economics skills strategy, Communities Scotland, 2008
- (4) Better Business: A strategy and action plan for social enterprise in Scotland, Scottish Executive 2007
- (5) Making the Case: Guide to Social Added Value, Communities Scotland & Forth Sector Development, 2006.
- (6) Tendering for Public Sector Contracts, 2<sup>nd</sup> Edition, Scottish Executive & Forth Sector Development 2007
- (7) Renfrewshire Employability Action Plan, Workforce Plus, Renfrewshire Council
- (8) RIERSEP programme
- (9) Renfrewshire Single Outcome Agreement, Renfrewshire Council 2008
- (10) Review of Renfrewshire Social Economy Partnership, Communities Scotland, 2007
- (11) Labour Market Review 2007-2017, Future Skills Scotland

## Appendix 2: Research contact details

Research project manager: Kirsten Robb 0141 587 2487, [kirsten.robbs@rcvsweb.co.uk](mailto:kirsten.robbs@rcvsweb.co.uk)

Researchers:

Piero Pieraccini	<a href="mailto:pieropieraccini@aol.com">pieropieraccini@aol.com</a>
Jen Smith	<a href="mailto:jsmith@busass.wanadoo.co.uk">jsmith@busass.wanadoo.co.uk</a>
Scott Duncan	<a href="mailto:scott.duncan@strath.ac.uk">scott.duncan@strath.ac.uk</a>
Scot Spence	<a href="mailto:scotspence@hotmail.com">scotspence@hotmail.com</a>
Sheila Morrison	<a href="mailto:sheilamorrison@hotmail.com">sheilamorrison@hotmail.com</a>
June Carmichael	

**Appendix 3: The project budget**

## Appendix 4: Induction materials

### a) Mapping the social economy: Induction for Researchers 23/11/07

#### Programme:

#### 1330 Welcome & introductions

#### 1340 Bill Anderson, Workforce Plus Manager

Renfrewshire Employability Action Plan

#### 1350 Janis McDonald CEO RCVS

Where social enterprise / employability is at locally

#### 1400 John Hughes, CEiS

Social enterprise, social economy, social firms, financial knowledge

*Need to add to Glossary?*

#### 1430ish-1530 Kirsten Robb, SE Network Development Officer, RCVS

Research – aims, methods (getting groups to participate – *dbase will be accessible to those buying employability services*, pilot, timescale, target numbers etc.)

Back up & support – RCVS desk (book), phone, internet, printing, laptops, post

1435-1515 Questionnaire – have a go and refine – *take a calculator*

1515-1530 Allocation of organisations – *pick 2006 orgs first, focus on those they have a relationship with already, then those who address thematic barriers. Add on if on SE database, member of RCVS, member of RSEN to spreadsheet. Include orgs like prisons, colleges, Green Gym etc? Split HA's between them as they are difficult. Write neatly as someone else is doing data input. Other sources – CLAD, OSCAR.*

Ongoing feedback (yahoo group?), feedback session set aside 14<sup>th</sup> December 2-3pm

Infobase demo

Next steps – *KR refine questionnaire (stg gp, gcvs) and spreadsheet – by 30<sup>th</sup> Nov. Team – set up interviews*

Thanks & close



## Appendix 4 continued

### b) What's the research all about?

Businesses with a social purpose (social enterprise) and their ability to help people back into work and contribute to local economic development are fast moving up the political and employability agenda. Yet often the social enterprise sector's important contribution is not as visible as it should be and is therefore undervalued. So, it's important we get a picture of how the sector currently contributes to employability and its potential, if properly supported, to do more.

That's where RCVS' research, commissioned by Workforce Plus, will focus over the next few months. As one of our researchers, you will do face-to-face interviews with organisations across Renfrewshire. The information gathered will have key benefits for the sector and participating organisations.

What's in it for the sector and its partners?

- Clarifies and quantifies the contribution that the sector makes to Renfrewshire
- Improves the quality and consistency of research about the sector e.g. database will provide up to date information for use by the sector and community planning partners
- Identifies trends that affect the sector e.g. barriers to growth and development
- Supports key social inclusion, employability and economic development initiatives and helps public agencies to deliver their social inclusion agenda
- Allows for better links between the voluntary / social economy sectors and public agencies
- Research will be available to all, reducing the amount of time spent by sector workers on surveys and questionnaires

What's in it for organisations?

- Easily accessible information over the internet, useful for market research, future business planning and networking
- Up to date contact details and general info on Renfrewshire's community and voluntary organisations – including services provided, location etc.
- Wider understanding and value placed on individual organisation's contribution to Renfrewshire
- Identify organisation's training and development needs and signposting to appropriate support
- Develop more income generating opportunities through better links with community planning partners, inter-trading with other social enterprises and businesses
- Join a social enterprise network to share experiences, make new contacts, develop trading and take forward the research recommendations e.g. developing a support service tailored to aspiring and emerging social enterprises

Each interview will last up to one hour. Thank you for your help.

For further information please use the contact details below.

**Contact Name:** Kirsten Robb

**E-mail:** [kirsten.robbs@rcvsweb.co.uk](mailto:kirsten.robbs@rcvsweb.co.uk)

**Telephone:** 0141 587 2487 or 01355 529255

## **Appendix 4 continued**

### **c) Induction pack contents: these will also be emailed to you**

This sheet

#### **About the project**

Summary 'about the project' sheet

Employability action plan – you have this already

Funding application - you have this already

#### **Contacting organisations**

Pilot feedback form

Getting the interviews

Your list of organisations

Appointment booking sheet

Introduction to the project - email / letter for participants

Information sheet for participants

Questionnaire

List of Renfrewshire Social Economy Network members

John Hughes pack on the social economy & who's who

#### **Getting paid**

Welcome and offer letter

Contract

Timesheet & expenses sheet – *how often to submit sheet?*

Bank details sheet

### **d) Getting the interviews**

This will be one of the most challenging parts of your job as a researcher. We are aiming to get as many done as soon as possible with the majority being completed by the end of January. If you all do a similar number of interviews, we are aiming for a maximum of 18 organisations per researcher (that's 90 in total). We know it may be a difficult time of year to pin people down for an interview so this may challenge your powers of persuasion!

Here are some suggestions that will make it easier:

- Choose to interview those organisations you know already, where you have a good relationship with them.
- Where you do not know the organisation, first identify the person you wish to interview, someone with an overview of the organisation e.g. the Chief Executive or Chairperson.
- Call up the organisation to check that the person you have identified still works there and their contact details (email will be quicker), first explaining who you are, who you are working for and briefly what you are doing.
- Contact that person by email (or letter) telling them what the project is about, how it will benefit their organisation (you can use or adapt this example below), asking them if they are interested and to give you a couple of times that it would be suitable to come round to conduct the interview. Call back in a couple of days time for a response if you have not had one yet. You might like to use the 'Appointment Booking Sheet' to help you keep track of who you need to call back when.
- The organisation may have concerns about sharing their data which you can address using the 'Information sheet for participants'. If there are any other concerns you cannot answer, please discuss them with Kirsten or Alison and then get back to the organisation.

- **Arrange your interview. Some organisations find it useful if you send them the financial section of the questionnaire first so they can dig out their annual accounts or other info. You could also give them a broad outline of the other questions they will be asked but we want to discourage people filling it in beforehand as this results in inconsistencies or confusion. Before you go, please check if the organisation is a member of RCVS or the Renfrewshire social economy network (this info will be given to you on a spreadsheet).**

e)

## Information Sheet For Participants

### INTRODUCTION

Your participation in the social economy mapping research is valued. The data gathered will help to provide up to date information on the social economy for use by support agencies, and identify barriers to growth and development. It will also help identify how the sector is already contributing to the Renfrewshire Employability Action Plan and how, with the right support, the sector can achieve more. **Renfrewshire Workforce Plus** has commissioned **Renfrewshire Council for Voluntary Organisations** to undertake this work.

### WHAT HAPPENS TO THE INFORMATION YOU PROVIDE

The questionnaire that the data collector will complete with you records information about your organisation. The information you provide will be entered into our database.

Only RCVS will have access to all of the information you supply. Detailed information gathered in the sections **Finance** and **Staffing** will only be accessed by RCVS, so the information you provide in these sections will not be passed on to any other organisation, agency or member of the public.

Partner agencies and organisations will have access to certain pieces of information and members of the public and other groups will have access to a small amount of the information collected.

All requests for individual and collated data should come directly to RCVS.

### PRIVACY

Your privacy is important to us. RCVS is registered under the Data Protection Act 1998 for the collection, storage and processing of limited personal information for disclosed purposes. All of our electronic data and paper records are stored securely in compliance with the Act.

The only personal information we collect is a contact name and address (Section 4 and any appended contact sheets). We will only disclose the contact name to persons out with RCVS if you give us permission to do so (see Section 4 and any appended contact sheets). Withholding permission to disclose means that the contact name and address will only be used by authorised officers at RCVS for the legitimate purposes of contacting your organisation. Supplying a contact name would be extremely useful for us (and your own organisation), but it is not essential.

We will not disclose personal data to any other parties without your prior written consent. You have the right to see what data we store about you, how we use it and to prevent us from using it.

If you have any queries or concerns regarding the Data Protection Act and this statement then please write to: Office Manager, RCVS, 6 School Wynd, Paisley, PA1 2DB.

## **WHAT NEXT?**

RCVS will endeavour to ensure that no duplication exists in further questionnaires from both us and other agencies and will continually seek to raise the profile of the interests of the community and voluntary sector in research that is being undertaken.

Your group or organisation can consult our database for information you may require. This may be to verify the information we hold about your organisation or to change some of your details or circumstances should these change.

## **QUALITY ASSURANCE**

In adopting best practice, a small percentage of respondents will be contacted (by telephone) with a few brief questions to ensure the quality of our staff and the data collected.

## **COMPLAINTS**

If you are unhappy with the interview or have any complaints you should in the first instance contact Kirsten Robb (Development Officer). Following this, complaints should be addressed to the Chief Executive at the contact details provide below.

## **FURTHER INFORMATION**

The research will be used to develop a searchable website linked to the RCVS website at [www.rcvsweb.co.uk](http://www.rcvsweb.co.uk), by end March 2008. Please feel free to contact RCVS at any time for further information or with any queries or suggestions that you may have on 0141 587 2487 or at RCVS, 6 School Wynd, Paisley, PA1 2DB.

Kirsten Robb  
Development Officer  
[kirsten.rob@rcvsweb.co.uk](mailto:kirsten.rob@rcvsweb.co.uk)

Alison Greig  
Development Manager  
[alison.greig@rcvsweb.co.uk](mailto:alison.greig@rcvsweb.co.uk)

## Appendix 5: Non-participating SEs

Alzheimer Scotland  
Alzheimer Scotland - Action on Dementia  
Barnardos Paisley Threads & Youth Build  
Blue Triangle Housing Assoc  
Brian Laurie Paisley Academy of Music  
Brian Laurie Schools Music Project & Festival Trust  
Cancer Research UK  
Caring  
Craigielea Care Centre  
Disabled Persons Housing Service  
Ferguslie Park Sports Centre  
Haven Products  
Johnstone West Food Co-Op  
Key Enterprises  
Linstone Housing Association  
National Trust for Scotland  
Paisley Community Transport  
Paisley & Johnstone CCTV Trust  
Paisley Partnership Regeneration Company  
Phoenix Futures  
Princes Trust  
Red Cross  
Renfrewshire Flag Community Transport  
Scotwest Credit Union  
Shelter Shops  
Shortroods Play Scheme  
Todholm Playscheme  
Wallneuk North Playscheme  
White Cart Credit Union  
Workways Scotland (employment support for people with disabilities)  
The Wynd Centre