

AN AMBITIOUS FUTURE 2021-26:

A SOCIAL ENTERPRISE STRATEGY FOR MORAY



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



Findhorn Bay

CONTENTS

Foreword	4
Introduction.....	5
Strategy Purpose and Vision	6
Overview.....	7
Scottish Context: A World-Leader in Social Enterprise.....	8
Moray Context: From Flourishing Sector to Future Norm.....	9
Our Commitment to Community Wealth Building	10
Case Study: Forres Area Community Trust.....	11
Case Study: ReBOOT	12
Strategy Objectives	13
Action Plan	15
Case Study: tsiMORAY Health and Wellbeing Forum and Moray Wellbeing Hub CIC	19
Case Study: Wild things!	20
Map of Support.....	21
Source Material and Further Reading	21



The Enterprise Park, Forres

ACKNOWLEDGEMENTS

The authors gratefully acknowledge and thank all those who have contributed towards this strategy. We aim to work closely with all stakeholders to deliver this strategy over the next five years.

METHODOLOGY AND CONSULTATION PROCESS

Highlands and Islands Enterprise and tsiMORAY have co-produced this strategy.

The strategy has been informed through a series of consultations and workshops with members of Moray Social Enterprise Network, social enterprise support and public sector partners. This work with those active in the sector has been complemented by an in-depth review of key regional and national policy documents and an appraisal of Moray's 2014-17 social enterprise strategy. (See Sources and Further Reading on page 22 for full details of all relevant reference documents).

FOREWORD

We know that social enterprise makes Moray a better place to live, work and play.

We know the social economy has the power to genuinely transform lives, create opportunities for those on the fringes of society, contribute to greater wellbeing in individuals, and bolster civic pride.

We've seen social enterprises working directly to reduce the region's environmental impact through innovative food, energy and recycling initiatives, and indirectly, by localising production and supply networks, and reinvesting profits.

Our task, however, is not to preach to the converted. It is to convince everyone else that social enterprise is a powerful force for good, deserving of our investment, time, and resources.

Motivated by a genuine desire to create a meaningful and lasting impact in our communities, social enterprises are often seeking to change the world on a shoestring – and that can be draining.

In order for Moray's social enterprise sector to continue to grow in confidence, potential and capability, business development needs to be prioritised, because enterprise is what makes the social impact possible.

And on this journey of developing, diversifying and championing the sector, we have to foster and take a new generation of social entrepreneurs along with us, because it is young people who ultimately will keep the movement growing.

The Covid-19 global pandemic has shaken us, but from hardship grows a need to address the deep-seated inequalities that Covid-19 exposed and exacerbated.

The 2019 Social Enterprise Census showed that Moray had 150 social enterprises, an increase of 26 since 2015, with Findhorn highlighted as a national social enterprise hotspot. Reflecting on what has already been achieved is important. We aim to build on this.

Our four featured case studies with Forres Area Community Trust, ReBOOT, Moray Health and Wellbeing Forum and Moray Wellbeing Hub, and Wild Things collectively demonstrate the diversity of the sector, and the different paths towards financial independence available.

Looking ahead, the objectives set out in this strategy (see page 15) are designed to demonstrate social value; deliver local services; network, collaborate and grow together; engage young people; take action on climate change; tackle inequalities; and build strength and confidence within communities.

To help us deliver on these objectives, we have created an Action Plan (page 18) that takes its lead from the Scottish Government's three priorities for the sector, namely: stimulating social enterprise; developing stronger organisations; and realising market opportunity.

If we are to realise our multiple and far-reaching aspirations for social enterprise in Moray, collaboration with key public sector partners, and the private sector, will be critical. So too will be the full utilisation of the extensive eco-system of support already available, so that social enterprises are empowered to shape their own ambitious future.



JACKIE MACLAREN
LEADERSHIP TEAM, TSIMORAY



FABIO VILLANI
LEADERSHIP TEAM, TSIMORAY

INTRODUCTION

The 2021-26 Social Enterprise Strategy for Moray is published at a time of economic uncertainty and social hardship, following a year of upheaval caused by Covid-19.

The global pandemic has affected almost every aspect of our lives, often placing the greatest pressure on those who can least bear it.

Our ambition for the future of social enterprise in Moray remains rightfully bold and bright, but the huge challenges we have all experienced living through the pandemic must be acknowledged and accounted for to enable a more mindful recovery and resilient future.

During 2020, and continuing into 2021, social enterprises experienced a dramatic drop in trading opportunity, which placed a real strain on resources and staff, not to mention the lives of those who directly benefit from their work.

The long-term impact of this remains to be seen, but what we do know is that Moray's social enterprises, so deeply rooted within our communities, were also in a unique position on the frontline when it came to helping those in need.

They responded swiftly to the crisis, often working in partnership with charities, community groups and local businesses to ensure those most at risk from both the virus and its secondary social impacts – increasing poverty, social isolation, and poor mental health – got the help and support they needed – quickly and efficiently.

Instead of focusing on what they could not do, social enterprises turned to what they could – as, for example, was evidenced by the work of Forres Area Community Trust (page 13) and Wild Things in Findhorn (page 20). Both organisations offered a lifeline of social interaction and critical support to members of the community hit hardest by the pandemic.

Social enterprises also recruited huge number of volunteers, pulling different segments of society together for the benefit of everyone. We hope that this collaborative spirit endures, and that the sector's leadership will be fully recognised and rewarded through investment in the years to come.

Social enterprise has a unique history in Moray, and continues to offer our region, with all its diverse needs and aspirations, an open-minded and open-hearted approach to place-based economic and community development, characterised by less bureaucracy, more agility, and deep reserves of compassion. The experience of the Covid-19 pandemic has made this abundantly clear.

And yet, as monumental as it has been, the greatest challenge of our time goes beyond Covid-19 – the climate emergency. We cannot let our commitment to delivering Scotland's transition to NetZero falter, especially in Moray, where we have so much to contribute.

If we want to decarbonise our energy, increase the value of our natural resources through the blue and bio economies, develop nature-based solutions, and explore alternative land use – we need social enterprise on our side to help lead the way.

With the United Nations Climate Change Conference, COP26, taking place in Glasgow in 2021, we have an exciting opportunity to combine the social enterprise sector's knowledge and passion for fair climate practice with Moray's 'green' economic potential, to showcase to Scotland and the rest of the world what sustainable social enterprise really looks like.

That is an exciting prospect, and it is with the full support of Highlands and Islands Enterprise that we endorse this strategy and its aspirations.



STUART BLACK
AREA MANAGER
HIGHLANDS AND ISLANDS ENTERPRISE



FIONA ROBB
HEAD OF STRENGTHENING COMMUNITIES
HIGHLANDS AND ISLANDS ENTERPRISE



STRATEGY PURPOSE AND VISION

This strategy seeks to provide a useful and inspirational development framework for social enterprises operating in Moray. It is also designed to serve as a reference document for local stakeholders, partner organisations, community leaders, and anyone with an interest in championing and developing the region's social economy.

Our vision is for Moray to be a supportive home to an ever-evolving social enterprise sector, which delivers real social and environmental impact that in turn makes the region a better place to live, work and play. play We believe:

- The sector should be an open and welcoming place for young people, for aspiring change-makers and social entrepreneurs, where internal networks are strong and collaboration the norm.
- Individual social enterprises should be supported to develop their business models towards financial independence. They should be able to evaluate their impact, and share their challenges and successes with peers.
- Social enterprises should be able and confident to realise market opportunities in both the public and commercial spheres, increasing their presence across a range of industries and services.
- And, that by creating employment, offering training opportunities, and delivering inclusive growth across all of Moray's communities, social enterprises will enrich lives and create lasting change.



OVERVIEW

What is a social enterprise?

It is a simple question that has never had a straightforward answer. This is partly because Scotland's social enterprise sector is so diverse, operating in many different industries, and partly because it is a sector that has traditionally struck out on its own – responding dynamically to social need, and adapting quickly to change, as and when communities and individuals have most needed them to.

While there is no legal definition for social enterprise in Scotland, it is broadly accepted that a social enterprise trades for the common good, rather than the unlimited private gain of the few. Its primary objective is to achieve social and/or environmental benefit, and distinct from other third sector organisations, it aspires to financial independence through trading.

In Scotland, the 'asset lock' is the defining and essential feature of social enterprise, and should be built into its business structure. The 'asset lock' ensures that, on dissolution of a social enterprise, any assets are reinvested in another organisation with similar aims and objectives; dividends are not shared among private shareholders.

Social enterprises should also operate in a way that is consistent with Scotland's Voluntary Code of Practice for Social Enterprise (the Code), which over 1,000 social enterprises have subscribed to since it was launched in 2012.

This strategy formally adopts the Code as an aspirational benchmark for Moray. We do so with the intention that it brings greater clarity of purpose to the sector, helping it to more clearly define its place in society, and the local business economy.

SCOTTISH CONTEXT: A WORLD-LEADER IN SOCIAL ENTERPRISE

Scotland is one of the best places in the world to set-up and run a social enterprise. The social and environmental values that guide and motivate individual social enterprises align to the country's broader political and economic aspirations.

Governmental commitment to developing the sector is integral to creating a more just and equal society, whose attitude towards environmental change is progressive and pro-active.

With a political will to build on its unique history of collectivism and socially motivated business, Scotland is building on its past achievements towards a truly modern social economy that anticipates, and is tailored to, the needs of the future.

The Scottish Government's Social Enterprise Strategy 2016-2026 is a landmark publication that formalises the country's commitment to developing and supporting the sector.

SOCIAL ENTERPRISE CENSUS

The biennial Social Enterprise Census offers a comprehensive account of social enterprise activity in Scotland. It reports on the scale, reach and contribution of the sector, as well as the characteristics, prospects and needs of the organisations behind it. The census is a highly valuable resource for steering future direction, and also for monitoring, evaluation, and reflection.

While census data shows that the sector is consistently growing, employing more people, and generating 70% of its income through trading activity, many of the challenges that social enterprises faced at the time of the first census in 2015 remain pertinent today.

Significantly, the ability to adequately measure and communicate social impact remains a difficulty, and social enterprise leaders are increasingly less optimistic about the future of their organisations than in previous years.

While Scotland may be a global forerunner in social enterprise research, policy, networks, and business support, we must recognise that the experience of those on the ground is rarely plain sailing. Support agencies, public bodies and funders must therefore continue to work very closely with the sector so that the support available corresponds and adapts to what organisations need.

PROCUREMENT AND PUBLIC SERVICES

Sustainable procurement lies at the heart of the Scottish Government's commitment to fostering inclusive economic growth. With public spending worth more than £11 billion annually, there is huge potential for social enterprises to deliver more of Scotland's services, to the benefit of everyone.

That's why the Government established Partnership for Procurement (P4P) in 2020. P4P supports social enterprises to tender for and deliver public contracts, namely through partnership working and collaboration. By working together, small social enterprises can increase their expertise and strengthen their business case to successfully deliver frontline services in our communities.

Legislative backing by the Procurement Reform (Scotland) Act 2014 ensures that social enterprises working in partnership with the public sector have an opportunity to demonstrate what better procurement looks like.

SENSCOT

SENScot is the representative body for social enterprises and social firms in Scotland.

Working with local third sector interfaces, SENScot connects social enterprises across the country through regional and thematic networks, providing leadership, support infrastructure, and representation, helping influence policy, and raising the sector's profile.

SENScot, which also manages P4P, is an ally and resource for all social enterprises operating in Moray and across Scotland.

For an overview of all the support available to social enterprises, see page 21.

Bow Fiddle Rock



MORAY CONTEXT: FROM FLOURISHING SECTOR TO FUTURE NORM

Moray's vibrant social enterprise sector is heir to a long tradition of community-orientated business that is unique to Scotland's more rural areas, particularly in the north of Scotland.

Moray was the first non-urban area in Scotland to have its own social enterprise strategy, and it continues to demonstrate leadership and innovation across a wide range of markets and industries, from education and environment, to transport and the arts. Indeed, the real breadth of social enterprise activity in Moray – from rural development and employability through to culture and heritage – remains one of its most defining characteristics.

While Moray is a largely rural area, more than half the population live in the five main towns of Elgin, Forres, Buckie, Lossiemouth and Keith. Social enterprises are therefore meeting the greatly varying needs and aspirations of Moray's different communities, to create a stronger region for everyone.

Yet, if Moray is to continue to build a better future for its young people, empower communities, improve wellbeing, and develop a sustainable economy, then the social enterprise sector needs to continue to grow, diversify, and champion its social, economic and environmental value.

From the 2019 Census data, it was evident that most social enterprises in Moray reported a blended model of funding with some income generation from sales and services. However, many, if not most, aspire to and commit to becoming self-sustaining. To this end, support for business development is critical. More financially independent and resilient organisations benefit society, as they innovate, explore new ways of operating, and inspire change in others.

The Moray Economic Strategy 2019-2029 is clear in its commitment to inclusive growth, and identifies place-based development and community empowerment as key enablers to achieve its vision for the region, which is:

For Moray to take its place at the top of the most successful regions in Scotland; a place where wealth and health are equitably distributed, communities flourish, and people reach their full potential.

Across the community, there is a shared vision for what Moray should and could look like – with social enterprise an important leader and implementer of change.

MORAY SOCIAL ENTERPRISE NETWORK

Moray Social Enterprise Network (MSEN) acts as the region's main networking, training and events facilitator for both established and aspiring social enterprises.

MSEN is managed and supported by tsiMORAY. MSEN has welcomed an increased appetite for its work and services over recent years, and the network continues to diversify and grow.

OUR COMMITMENT TO COMMUNITY WEALTH BUILDING

MORAY COUNCIL

"The Council has committed funding to developing a Community Wealth Building approach for Economic Development, with a focus being on procurement. This includes developing the local supply chain and we would expect that a growth in social enterprises and expansion of existing social enterprises will play an increasing role in meeting local service needs.

"Ensuring that more procurement activity and spend from the public sector is local is a key part of developing Moray's economy and supporting local jobs, as well as having a key role in our Climate Change Strategy by reducing the carbon impact by 'shopping local' for goods, services and contracts."

Councillor Graham Leadbitter, Council Leader

HEALTH AND SOCIAL CARE MORAY

"To achieve the best health and wellbeing possible for everyone in Moray throughout our lives' is a vision Health and Social Care Moray (HSCM) cannot achieve alone.

"Generating different solutions from a much broader perspective opens up the opportunities for social enterprises to play a significant role as providers of services. Whether delivered locally or across Moray, HSCM is committed to promoting and supporting the development of social enterprises driven by local people, addressing local need with local solutions."

Simon Bokor-Ingram, Chief Officer

HIGHLANDS AND ISLANDS ENTERPRISE

"Strong, capable and resourceful communities are vital for the social and economic growth of the Highlands and Islands. Our communities and social enterprises generate economic activity, have an important role to play in identifying and creating positive social impact and help to attract new talent to the area.

"Our approach to supporting communities is flexible and tailored on need and opportunity. We focus our efforts and invest our resources where we can enhance inclusive growth - growth that benefits everyone, whilst also contributing to sustainability within our communities. Encouraging connections between local businesses, public agencies and community organisations is an increasingly important part of what we do.

"We encourage an entrepreneurial and innovative spirit, addressing market opportunities and social need, supporting fair work practices and resilient business models, playing to the strengths of the successful social enterprise sector in the Highlands and Islands."

Douglas Cowan, Director of Communities and Place

TSIMORAY

"As we strive to emerge from the shadow of a pandemic which has highlighted and exacerbated some of the deep-seated inequalities still affecting our prosperous society, we can take heart from – and need to invest in – the ability of communities to respond swiftly, effectively and compassionately to sudden crises, so amply demonstrated by the immediate and spontaneous community-led response to Covid-19.

When we look at how those responses happened, we often find social enterprises and social entrepreneurs – established or emerging – at their core. And as we begin to move beyond the pandemic to tackling the much greater climate emergency, we will need social enterprises and social entrepreneurs to lead the way through a just and green recovery putting people, places and planet first.

Across Moray, we have supported communities and social enterprises to lead the way in their spontaneous response to the challenges of Covid-19 and lockdown. We are committed to building on our track-record and continuing to support communities and social enterprises to lead the transition to the just, inclusive and sustainable wellbeing economy which must be the legacy of these troubled but hopeful times.

The relationship between communities and government is changing, with communities demanding more control over what happens in their areas. The crisis has had, and continues to have, profound impacts not only on the most vulnerable members of our communities and on the volunteers who have stepped forward to help, but also on the groups whose support will be essential to the resilience and sustainability of our communities, and to their ability to thrive as the impacts of climate breakdown continue to increase.

However, the crisis offers an opportunity to reshape our society through the development of an economy where the wellbeing of people, places and planet comes before profit. Given enough support, the third sector – i.e. community groups, voluntary organisations and social enterprises – have a significant role to play in grasping this opportunity; this plan sets out the part we intend to play in supporting this transformation."

Don Vass, Chair, tsiMORAY



CASE STUDY:

FORRES AREA COMMUNITY TRUST

FACT-DRIVEN PROJECTS MAKING A GENUINE IMPACT

Forres Area Community Trust (FACT) was set up in 2011 with the aim of making the Forres area a better place to live, work and visit. Community-led, and with an emphasis on local partnership working, FACT is part of a larger social movement in Scotland that seeks to build stronger communities through social, economic and environmental renewal.

FACT is a development trust, which is defined as a community-owned organisation working to combine community-led action with an enterprising approach to meet local needs. Its work is diverse, and currently includes a befriending service, a community larder for those in need of essential food supplies, and a local tourism development network.

During the Covid-19 pandemic, when almost every aspect of people's lives, from socialising to ordering food and prescriptions, moved online, FACT's volunteers and staff were there to provide vital digital support to those most in need - particularly older people, and those applying for Universal Credit.

FACT also worked with Moray Food Plus, local businesses, Moray Council and tsiMORAY to deliver 1,200 hot meals to individuals and families experiencing food poverty as a result of the pandemic, while also directing people to Moray Firth Credit Union and the Money Advice Service.

Having worked with the local community for a decade to date, FACT is now at an important stage in its organisational journey.

Today, around 20% of the Trust's income is self-generated, predominantly through rental of Forres Town Hall, which it acquired in 2020 via the Community Asset Transfer process. Since the Trust took over the running of the hall, its occupancy use – and in turn its profitability – has doubled.

The long-term plan is to fully restore the historic building into a fit-for-purpose community hub and venue, complete with co-working space for hire, and an accessible performance space for conferences, concerts and events, which will further increase its earning potential.

The Trust has just eight part-time employees and through their combined efforts it clearly demonstrates that small social enterprises can create change disproportionate to their size.

In semi-rural areas like Moray, where distinct communities have greatly varying needs and aspirations, social enterprises bring much to the table that large national service providers can lack: agility, strong local partnerships, and a nuanced and in-depth understanding of what is most important to local people.



GIVING OLD TECH A NEW LEASE OF LIFE

ReBOOT is a social enterprise based in Forres that has been working since 1997 to address the issue of discarded electrical equipment. It's a big problem, with Scotland producing one million tonnes of electrical waste each year, and more than 80% of it currently going to landfill.

By demonstrating how piles of seemingly redundant computer monitors, printers, laptops and speakers can be saved for the environmental good, ReBOOT also actively benefits its community by providing employment and training opportunities to some of Moray's most vulnerable and socially isolated adults.

The ReBOOT team collects discarded domestic and commercial electrical equipment from across Moray and the Highlands. It refurbishes and resells what it can, and recycles what it can't, gaining additional income from selling high-value component materials, such as the precious metals contained in circuit boards, to specialist processors.

Securing larger commercial and public sector contracts has been critical to ReBOOT's long-term sustainability and success, enabling the organisation to shift from being a grant-reliant charity to self-financing social enterprise.

When Fujitsu carried out a major upgrade of The Highland Council's IT equipment ten years ago, the technology firm contracted ReBOOT to reuse and recycle the old hardware. This set a precedent for ReBOOT to secure similar contracts in the future – more recently, with a major Aberdeen-based energy company, a relationship that was sparked at a tsiMORAY event.

Today ReBOOT generates around 90% of its income through trade. Any grant money that it does receive goes towards ensuring ReBOOT's long-term sustainability, such as a current collaborative research project with Buckie-based Moray Reach Out. This innovative project has brought the two social enterprises together to develop new ways of repurposing hard-to-recycle plastics into new commercial products – with the help of a 3D printer and a good dose of creativity.

STRATEGY OBJECTIVES

Social enterprises are a powerful vehicle for societal, economic and environmental change.

In order for them to fully realise the possibilities within reach, and grow from a flourishing sector to future norm, social enterprises and partner organisations will work towards, and be motivated by, seven key objectives.

Over the next five years, as social enterprises find themselves at times of change and uncertainty, business planning and project development, reflection and reassessment, these objectives can act as way-markers. By working towards shared goals, Moray's social enterprises can find focus and build strength together.

The objectives are to:

DEMONSTRATE SOCIAL VALUE

Moray's social enterprise sector will help lead Scotland's agenda of inclusive economic growth and will share the evidence of its successes with key stakeholders, decision-makers and community leaders.

With a commitment to measuring social impact, organisations will champion the belief that commercial activity has a responsibility beyond turning a profit. With social enterprises genuinely motivated by a desire to improve our personal, collective, and environmental wellbeing, the positive stories of those who benefit from their work will be valued as highly as commercial performance.

By better demonstrating social value, the sector's objective is to increase investment and trust in social enterprise, making it more visible, valued and accessible in our communities.

DELIVER LOCAL SERVICES

Social enterprises offer public bodies an opportunity to practice more socially and environmentally responsible procurement, a key objective of the Procurement Reform (Scotland) Act 2014.

Social enterprises will therefore harness their own expertise with the power of public spending to deliver public services throughout Moray, matching local knowledge to local need, encouraging innovation, creating jobs, and boosting training and apprenticeship opportunities.

NETWORK, COLLABORATE AND GROW TOGETHER

Social enterprises achieve more when they work and learn together. Scotland is home to an advanced ecosystem of support for socially motivated business, which offers unlimited opportunity to network and learn from one another.

Moray's social enterprises, ethical businesses, credit unions, housing associations, community interest companies, and development trusts are all working towards a shared goal – a more equal and just society – and so collaboration is a natural path to get there.

Social enterprises will explore and invest time and resources in collaborative ways of working, and by building new partnerships, will help connect different people, communities, and ideas across Moray.

ENGAGE YOUNG PEOPLE

Young people are leading the global conversation on climate change, eager to explore alternative ways to work, consume, and contribute to society. Social enterprise is an attractive prospect for young people looking to build a better future, while developing their own skills and career paths. Social enterprises should continue to engage with young people on this journey, inspiring individuals, and creating the paths and opportunities to enable a generation to realise its ambitions.

The objective is to work closely with Moray's young people so that the social enterprise movement has an exciting and sustainable future. Increasing the number of young people on boards and in positions of influence will help foster cross-generational communication, understanding and trust, while working with schools and academic institutions at the critical moments of transition in young people's lives will create bridges from theory to practice.

TAKE ACTION ON CLIMATE CHANGE

Moray's social enterprise sector has a strong track record in environmental innovation and partnership working. The sector should be supported and encouraged to lead by example and inspire change in others. Moray Council is similarly motivated and willing to act; it declared a Climate and Ecological Emergency in 2019 and has since developed an ambitious Climate Change Strategy for its own operations.

It is a matter of urgency that the public, private and third sectors work together to reduce greenhouse gas emissions towards the Scottish Government's 2045 Net Zero target. Moray's 'green recovery' from the Covid-19 pandemic should be regarded as an opportunity to create a more sustainable economy that works for everyone.

With this in mind, the newly launched Moray Climate Assembly will help facilitate these important conversations, while the MSEN Environmental Forum will support the growth and development of enterprising activity to tackle climate change in Moray.

TACKLE INEQUALITIES

Social enterprise has a critical role to play at a grassroots level to create positive change in Moray's most disadvantaged communities. The sector will work with community leaders, and utilise existing support networks and resources, to encourage more entrepreneurial activity within areas of higher socio-economic deprivation.

Motivated to create a fairer, healthier and happier Moray, where all people are valued and able to achieve their potential, the social enterprise sector's objective is to create more high-value employment and training opportunities, better housing and health outcomes for everyone, and help reduce child poverty.

BUILD STRENGTH AND CONFIDENCE WITHIN COMMUNITIES

Social enterprises and community anchor organisations help make Moray's communities attractive places to live and work. Typically serving distinct areas, led by local people, and creating secure local jobs, social enterprise in Moray is a vehicle for localised change and community-led regeneration.

As such, social enterprise should be more greatly valued, invested in, and recognised by other community stakeholders as a tool of empowerment, and economic renewal, particularly in areas most affected by the closure of local services.

NEW MORAY SOCIAL ENTERPRISE STRATEGY ACTION PLAN 2021-24

Priority 1: Stimulating Social Enterprise

OUTCOME	ACTION	LEAD	RESOURCE	TIMESCALE/ REVIEW
More social enterprises and entrepreneurs operating in Moray.	tsiMORAY will inspire and support new-starts, leading to an annual increase of three new social enterprises operating in Moray.	tsiMORAY/MSEN HIE Firstport	Existing	2023
	tsiMORAY/MSEN will signpost aspiring social enterprises towards Just Enterprise, Business Gateway and other business development bodies to enable the transition to greater financial sustainability.	tsiMORAY/MSEN Business Gateway		
	tsiMORAY and HIE will promote routes to practical support via website, newsletters, direct mail.	tsiMORAY HIE MSEN	Existing	2023
	Established social enterprises will mentor and guide those starting out through collaboration with MSEN.		Existing	2023
A better understanding of social enterprise.	MSEN will encourage and support its members to formally subscribe to the Voluntary Code of Practice.	MSEN	Existing	2023
	Social enterprises will promote the use of the Code within their own respective networks, demonstrating and publicising a commitment to its criteria, values and behaviour through pro-active communications.	Social enterprises		
	MSEN will introduce a tiered membership model, which more clearly differentiates established and aspiring social enterprises, as defined by the Code of Practice, while remaining a welcoming and supportive space for ethical businesses, supported businesses, and other associate organisations, who share the same values.	tsiMORAY MSEN		
Social enterprises will have increased representation across business networks.	10 social enterprises will be encouraged to become members of Moray Chamber of Commerce, gaining access to a range of business support services and networking opportunities.	HIE tsiMORAY MSEN	Existing	2023
Social enterprise boards will be more diverse.	Social Enterprise Academy will seek funding to support social enterprise Board volunteering opportunities in school, college and wider public.	Social Enterprise Academy tsiMORAY	Existing	2023
	tsiMORAY will raise awareness of volunteering opportunities on social enterprise Boards.			
More young people will be engaged in social enterprise.	Social enterprises will create 30 new or additional volunteering and work placement opportunities for young people.	Developing the Young Workforce Social enterprises	Existing	2023
	Social enterprises will help deliver the Scottish Government's No One Left Behind programme locally in Moray.	tsiMORAY		

<p>Social enterprises will help lead Scotland's 'green recovery' to the Covid-19 pandemic, and contribute to NetZero carbon emissions by 2045.</p>	<p>Social enterprises will link into existing initiatives such as Zero Waste Scotland Green Champion Programme</p> <p>tsiMORAY will develop and expand the work of the MSEN Environmental Forum.</p> <p>Moray Climate Assembly will champion and support those social enterprises already working towards environmental change, and share their successes across wider third sector.</p>	<p>MSEN Energising Moray HIE</p> <p>Moray Climate Assembly</p>	<p>Existing</p>	<p>2023</p>
<p>Moray will have stronger ties to other regional social enterprise networks.</p>	<p>MSEN will organise one peer learning visit and one showcase events per annum and encourage an increased uptake of initiatives such as Community Learning Exchange.</p>	<p>MSEN</p>	<p>Existing</p>	<p>2023</p>
<p>Social enterprises will be supported to identify and implement Community Asset Transfer opportunities.</p>	<p>Guided by Community Empowerment (Scotland) Act 2015 and other Scottish Government resources, Moray Council, HIE and tsiMORAY will provide appropriate support to take forward Community Asset Transfer opportunities.</p>	<p>Moray Council HIE TsiMORAY</p>	<p>Existing</p>	<p>2023</p>

Priority 2: Developing Stronger Organisations

OUTCOME	ACTION	LEAD	RESOURCE	TIMESCALE/ REVIEW
Social enterprise networks will grow in strength, with increased attendance and membership.	<p>Through existing networks, social enterprises will identify their specialist skills and experience and share with members, creating an alternative marketplace of support and collaborative opportunity.</p> <p>MSEN will continue to support a peer mentoring system and 'thinking partners'.</p> <p>MSEN will continue to engage and connect with SENS Scot to support the sector in Moray.</p>	MSEN	Existing	2023
The social enterprise sector's ambition to collaborate and co-produce will translate into action.	<p>Social enterprises will work with P4P to bring small groups together, and support development of new business models – consortia, co-ops, and sub-contracting.</p> <p>The public sector will work with more consortia of social enterprises to deliver services.</p>	<p>MSEN Social enterprises</p> <p>Public sector partners</p>	Existing	2023
Social enterprises will diversify their income and be supported to trial and adopt blended finance models.	<p>HIE/tsiMORAY will provide information on sustainable finance models, drawing on joint knowledge of First Port, MSEN, Social Enterprise Academy, Business Gateway and HIE.</p> <p>tsiMORAY/HIE will encourage social enterprises to utilise its links to universities, which offer cost effective options for research and development, policy development, and financial planning.</p> <p>Social enterprises will make connections with social financiers – e.g. Social Investment Scotland, Triodos, Ethical Building Societies.</p>	<p>HIE tsiMORAY</p> <p>tsiMORAY HIE</p> <p>Social enterprises</p>	Existing	2023
More social enterprises will have access to consistent and long-term specialised business support.	<p>tsiMORAY/HIE will ensure support is integrated across all support providers.</p> <p>People from private sector encouraged and supported to volunteer with social enterprises as part of corporate social responsibility.</p>	<p>HIE/ tsiMORAY</p> <p>HIE Moray Chamber of Commerce</p>	Existing	2023
Social enterprises work together to create a culture of self-evaluation and impact measurement.	<p>tsiMORAY and HIE will promote existing performance frameworks, quality systems, and impact measurement – using indicators of wellbeing – to social enterprises.</p> <p>Social enterprises will be encouraged to produce an Annual Social Report</p> <p>HIE and tsiMORAY will produce annual case studies.</p>	<p>HIE/tsiMORAY</p> <p>Social enterprises</p> <p>HIE/tsiMORAY</p>	Existing	2023

Priority 3: Realising Market Opportunity

OUTCOME	ACTION	LEAD	RESOURCE	TIMESCALE/ REVIEW
More social enterprises will deliver Moray's public services.	<p>Social enterprises will utilise P4P services to become 'tender-ready'.</p> <p>Guided by various Moray strategies i.e. Children and Young People, Moray Poverty, Moray Health and Social Care, Older People Services etc, identify gaps in delivery that social enterprise has potential to fill.</p> <p>MSEN will invite commissioning and procurement representatives to member meetings.</p> <p>MSEN will organise annual meet the buyer/supplier events and themed network meetings with elevator pitches – which include case studies of successful partnerships/models/ lessons learned, bringing different people together.</p> <p>Social enterprises will submit notes of interest to Moray Council to demonstrate their expertise.</p>	<p>MSEN tsiMORAY Moray Council Scottish Government Social enterprises</p> <p>MSEN</p> <p>MSEN Social enterprises</p>	Existing	2023
The social enterprise and public sector will enjoy a more collaborative relationship.	<p>tsiMORAY will create a Digital Social Enterprise Directory for distribution to commissioners, procurers, partners and other social enterprises for inter-trading information</p> <p>Moray Council's procurement strategy recognises the need to approach each tender opportunity with a view to encouraging local engagement and community wealth building.</p> <p>Public sector leaders will build bridges with the social enterprise community.</p> <p>Social enterprises will continue to co-design public services and strategies, encouraged and financially supported to try out 'tests of change'.</p>	<p>tsiMORAY MSEN</p> <p>Moray Council</p> <p>Public sector</p> <p>Public sector Social enterprises</p>		
Social enterprises will be more visible to consumers, tapping into the growing desire from the public to buy ethically.	<p>MSEN and HIE will work with key partners to achieve a SES Social Enterprise Place Award.</p> <p>MSEN will support social enterprises to better market/ communicate their services and products to consumers, including the social/environmental benefits. E.g. Buy Social website.</p>	<p>MSEN HIE</p> <p>Social enterprises</p>		
Campaigns to promote Moray as an attractive place to live, work and study will include social enterprise.	<p>MSEN's meet the buyer/supplier events and themed network meetings will include case studies of successful partnerships/ models/lessons learned, bringing different people together.</p> <p>Social enterprises will get involved with more commercial networking events.</p>	<p>MSEN</p> <p>Social enterprises Moray Chamber of Commerce</p>	Existing	2023

MONITORING PROGRESS

The delivery of Action Plan activities and outcomes will be monitored, including via a Sector Survey, and reported on by tsiMORAY at both mid-point and end point of the Action Plan.



CASE STUDY:

TSIMORAY HEALTH AND WELLBEING FORUM AND MORAY WELLBEING HUB CIC

HELPING TO CONNECT THE DOTS FOR A HEALTHIER, HAPPIER MORAY

Moray Wellbeing Hub (MWH) is a social enterprise whose mission is to empower people to live more mentally healthy lives. Its attitude to mental health support is representative of the region's approach as a whole: that people with lived experience of mental health challenges are seen an asset to the community and should be at the centre of finding better solutions.

MWH is an active participant in tsiMORAY's Health and Wellbeing Forum, which was set up in 2016 to help the region's third sector shape the delivery of an integrated health and social care system.

The Forum was a local response to The Scottish Government's decision to integrate health and social care into one system – a move that continues to present exciting opportunities that social enterprises are in a unique position to take up.

Today, the Forum has 45 member organisations, comprising over 150 people, with 15 to 30 individuals who meet regularly to share knowledge, experiences, ideas and opportunities. It's a safe, supportive and nurturing space where social enterprises can connect to large national third sector service providers and commissioners, as well as smaller community groups, to enable peer learning and partnership working.

As one of the Forum's key members, MWH works with fellow members to support greater integration of health and social care services, and to ensure that together they deliver an approach to wellbeing where anticipatory and preventative care is valued and encouraged.

MWH played an active role in the development of Moray's ten-year Health and Social Care Strategy and continues to do so through the emerging Home First Third Sector Action Group, working closely with fellow forum members CLAN Cancer Support and Quarriers. It also co-designed Moray's 2016-2026 mental health strategy.

While MWH acts as a resource and facilitator of wellbeing activity and education, it regards itself not as a mental health care provider, but as a leader of wider societal change. Significantly, it has encouraged more than 300 people from across Moray to become mental health champions in their communities, drawing on their personal experience of mental health challenges to support others.

This collective and connected approach helps break down social stigma and builds confidence in individuals, which ultimately creates more resilient communities.



CASE STUDY:

WILD THINGS!

FINDING CONNECTION AND COMMUNITY IN WILD PLACES

With its programme of outdoor activity and education, Wild Things seeks to build mutually beneficial relationships between communities and the natural environment – which is something that Moray, with its 50 mile long coastline, ancient woodlands, and northern share of Cairngorm National Park, has in plentiful supply.

Set up primarily as a charity, the Findhorn-based organisation offers its outdoor sessions to local people who might not otherwise feel confident enough to explore wild spaces, including care home residents, vulnerable adults, and individuals who are experiencing isolation or mental health challenges. It also runs sessions with local school children, supporting pupils to work towards a John Muir Award.

The social enterprise arm of Wild Things delivers a range of NCFE-accredited outdoor education training courses, which generate some 30% of the organisation's income. By passing on the skills and knowledge of woodland and coastal education to others in the community, Wild Things can further deliver on its mission to bring the joy of the outdoors to everyone.

Interest in outdoor education is increasing, as more people discover the numerous benefits that interacting with nature and wildlife can have on a person's wellbeing. During the Covid-19 pandemic, local parks and green spaces offered a lifeline to many people otherwise confined to their homes, but this was also a time when Wild Things had to reimagine much of its work.

However, their creative approach to learning and a willingness to embrace digital tools meant that vulnerable people were not forgotten about.

For example, The Stay Wild at Home programme worked with 25 care homes across the north of Scotland to supply residents with themed learning packs containing ideas and materials to engage with the natural world. The packs were all accompanied by a YouTube tutorial, and activities included coastal collage, botanical drawing, flower pressing, and seed planting.

And now that Wild Things' outdoor education training courses can be delivered in this digitised format, the team is looking at expanding its delivery capacity, which could result in increased earnings.

Also in 2020, the launch of the intergenerational [Silver Saplings](#) programme could not have come at a better time. This four-year initiative includes taking older people on day trips to places of natural beauty and helping teenagers who are struggling with the pressures of life to find focus and develop self-confidence through nature.

Significantly, Wild Things' dedication to deliver Silver Saplings during the pandemic was recognised by the National Lottery Heritage Fund, which named Wild Things CEO Luke Strachan one of its eight pandemic 'heritage heroes.'

SUPPORT

MORAY

tsiMORAY

Moray Social Enterprise Network
Highlands and Islands Enterprise
Moray Council Community Support Unit
Business Gateway

NATIONAL

Development Trusts Association Scotland
Just Enterprise
SENScot
Social Enterprise Scotland
School for Social Entrepreneurs Scotland
Social Enterprise Academy
Evaluation Support Scotland
Community Ownership Support Service

[Supplier Development Programme](#)

YOUNG PEOPLE

[Developing the Young Workforce Moray](#)
[Moray Pathways](#)
[Social Enterprise Academy](#)

[The Young Person's Guarantee](#)
[Kickstart Scheme](#)

SOURCE MATERIAL AND FURTHER READING

- [Scotland's Social Enterprise Strategy 2016-2026](#)
- [Inclusive growth through social enterprise: Scotland's Social Enterprise Action Plan / 2021-2024](#)
- [Scotland's Vision for Social Enterprise 2025](#)
- [SENScot Social Enterprise Net Zero Strategy](#)
- [Unlocking the potential of rural social enterprise, Journal of Rural Studies](#)
- [Volume 70, August 2019, Pages 144-154](#)
- [tsiMORAY Outcome Framework 2020-2022](#)
- [HIE Strategy and Operating Plan 2019-2022](#)
- [Moray Council Draft Climate Change Strategy 2020-2030](#)
- [Better Business Better Scotland Report](#)
- [Impact Boom Podcast, Episode 95 \(2018\) What Can We Learn From Scotland's Thriving Social Enterprise Movement?](#)
- [Social Enterprise in the Year of the Young People by SENScot, 2018](#)
- [Fairer Scotland Action Plan, Scottish Government, 2016](#)
- [Voluntary Code of Practice for Social Enterprise in Scotland](#)
- [SENScot Ecosystem of Support](#)
- [No One Left Behind Delivery Plan, Scottish Government, 2020](#)

