



# **RaiSE**

***Enhancing social enterprises competitiveness through improved business support policies***

## **Fifth interregional meeting in Edinburgh**

### **Project Meeting Report**

12 – 14 September 2018

## **OVERVIEW OF THE PROJECT MEETING IN EDINBURGH**

### **BACKGROUND**

The fifth interregional meeting of the RaiSE project took place in Edinburgh and was designed to integrate with the 10th Social Enterprise World Forum (SEWF). RaiSE partners and their regional stakeholder guests were therefore invited to participate in the 3-day conference which hosted 1.400 delegates from 47 countries. This provided the opportunity to participate in a programme with over 200 sessions and hear presentations led by Government Ministers, social enterprise leaders, practitioners, policy makers, and academics - all dedicated to enhancing the impact and competitiveness of social enterprises across the world.

### **Wednesday 12<sup>th</sup> September 2018**

#### **Good Practice Workshop:**

The Scottish Enterprise team welcomed the RaiSE partners and their stakeholder companions to their offices for an early workshop focusing on the second Good Practice initiative shared by each region. This was facilitated by Wolfgang Haider (ZSI) who invited each regional partner to present their project. A peer review was then provided by a nominated regional partner followed by open discussion led by ZSI as academic partner.

### **SCOTTISH ENTERPRISE: Firstport**

Firstport is a development agency for start-up social enterprise in Scotland, having been initiated by the national grassroots network for social enterprises and supported by Scottish Government as part of the Scottish social eco-system. Established in 2007 the service offers start-up funds, business advice, practical tools, and connections as part of a full package of free business support. It distributes the Scottish Government's Social Entrepreneurs Fund through an awards programme and is a partner in the national Government-funded Just Enterprise consortium, responsible for the provision of its specialist support services to start-up social enterprises across Scotland.

*Firstport was assessed by ERVET, who really liked the idea of a specific fund for start-up social enterprises and thought that it could potentially be replicated to Emilia-Romagna, where it doesn't currently exist. ERVET proposed to clarify better the background and the problem tackled and how the various funds that are mentioned are used.*

### **IFKA: “FeIVállal”**

FeIVállal (in English: Responsible Companies for Flexible Working Hours) is the leader of the consortia implementing a national project that has been designed to promote flexible/family-friendly labour forms. The project is a follow-up of another project (MuKi – Hungarian abbreviation for Work with Little Children), the aim of which was to help mothers with young children return to the employment market.

Although this project is based on a previous project, its activities cover a wider thematic scope as the implementation consists of two steps: component A and component B. Component A is the call for proposals open for consortia, which audited Hungarian SMEs. Component B chronologically came after component A and consists of a support scheme offered to the audited SMEs to apply for financial support covering the costs of the proposed development plan identified during the audit. The organisational development is a 3 – 12 month-long process, enabling the smart restructuring of small and medium sized enterprises to introduce more flexible working forms.

*FeIVállal was assessed by Scottish Enterprise, who liked the instrument, but proposed some changes, like explaining better the “flexible labour forms” and auditing as well the economic activities. Besides, a general comment was that the instrument is for SMEs in general and not for social enterprises in particular. In that sense, the good practice should better explain why it is a RaiSE good practice.*

### **ERVET: “La Città Verde”**

The Local Health Authority founded the social cooperative “La Città Verde” (The Green City) in 1991 in Pieve di Cento, a small town in the outskirts of Bologna. Its main objective was the social and labour inclusion of disadvantaged people. Initially, it was an agricultural cooperative dedicated to green care and waste treatment on behalf of the Municipalities of Bologna, Ferrara and Modena. Over the years, “La Città Verde” has increased diversifying its business and services and started to treat urban waste, to deal in outdoor furniture and to provide socio-educational services.

Thanks to a series of research and development activities accompanied by targeted investments, “La Città Verde” acquired specialised expertise and set up plant for waste disposal, at the same time continuing to pursue its original mission. Research and development became more strategic components of La Città Verde to improve the quality of the answers it provided to social needs. In 2016 the cooperative introduced an innovative part of its production: the processing of the waste produced in the surrounding territories into secondary raw materials thus activating a real circular economy process.

*La Città Verde was assessed by WestBIC, who really liked it: they considered that this Good Practice is innovative and could potentially be replicated in Ireland. However, the group was discussing whether the instrument was a “success story” and not a good practice itself.*

## **WESTBIC: Community Services Programme (CSP)**

Pobal is a not-for-profit organisation that manages various funding programmes on behalf of the Irish Government and the European Union. They are an intermediary that works on behalf of Government to support communities and local agencies toward achieving social inclusion and equality. They do this by managing funding and providing resources for suitable programmes. One such programme is the Community Services Programme (CSP) which is managed by Pobal on behalf of the Department of Rural and Community Development.

The purpose of CSP is to support voluntary and community organisations to provide essential services and businesses to their communities with services designed to: alleviate disadvantage; promote sustainable social and economic development; provide employment for those most distant from the labour market and strengthen local ownership through participation in decision-making.

*CSP was assessed by ACCIÓ, who liked the instrument very much, because of its innovative approach: it consists on co-funding salaries (financial) and business support (non-financial) to help to deliver a community service, that responds to the goals/challenges identified in a specific group (elderly people, a municipality with high unemployment rates, etc.). The focus is on the community and not on the individuals. However, ACCIÓ proposed to improve the good practice as it follows: explaining better the requirements to access the funding, the funding itself (where does the money come from?) and the evaluation methodology.*

## **ACCIO: “Ateneus Cooperatius” Network**

“Ateneus Cooperatius” (which can be translated into English as “Cooperative Athenaeums”) are proximity cooperative centres that develop projects and activities to boost and promote the social and cooperative economy. They are born as a “network of networks”, that brings together 131 stakeholders of the social and cooperative economy through 14 different centres all over Catalonia. Interested stakeholders have formed a network in a territorial demarcation, with the technical and economic assistance of the Directorate-General for the Social Economy of the Government of Catalonia. “Ateneus Cooperatius” are “antennas” and “speakers” of the social economy in the territory, that identify needs and opportunities within the sector and offer a wide portfolio of services, such as information about all the resources available for the social and cooperative economy in Catalonia and guidance and training to create a social economy enterprise.

*“Ateneus Cooperatius” was assessed by Örebro, who thought that the proximity approach was very interesting: helping the social enterprises from their territory is innovative and practical at the same time. Örebro’s proposals to improve the good practice where: to better explain how the networks are created and to break down the total amount of money that this service costs every year.*

## ÖREBRO: The Partnership for Social Innovation

Addressing and tackling societal challenges often calls for new ideas and collaboration across sectors. Therefore, a regional partnership was established in Örebro County, Sweden, in January 2015, with the aim to identify and collaborate on promoting and creating social innovation. The Partnership for Social Innovation provides a much needed platform for both discussions and actions on all topics related to tackling societal challenges in new ways. The collaboration greatly expands the knowledge, experience and expertise bases of each participating organization. The Partnerships primary responsibilities consist of providing support for new ideas, project coordination, information/communication, internationalization and exchange of regional experiences.

*“The Partnership for Social Innovation” was assessed by IFKA, who liked the instrument very much, as it demonstrates that many things can be achieved without spending much money, if people really want to collaborate and enhance the support to social enterprises.*

### Study Visit:

Project Partners and Regional Stakeholders participated in a walking tour of Edinburgh’s central landmarks led by a social enterprise, **Invisible Cities**. The purpose of this tour was to learn more about the socially-led business activity of some key enterprises while viewing some historical parts of Scotland’s capital city. It started in Edinburgh’s famous Princes Street Gardens, moving under Edinburgh Castle and ending up in the Grassmarket area. Participants were able to hear about the following social enterprises:

**Invisible Cities:** Invisible Cities is a social enterprise that trains people affected by homelessness to become walking tour guides of their own city and offer these alternative tours to tourists and locals. Their training focuses on confidence building, public speaking and customer service – and they partner with professional tour guides to build bespoke tours and practice their routes.

Each tour guide from this enterprise has experience of homelessness or social disadvantage and is able to educate on the causes of homelessness e.g. people do not need to sleep rough to be considered homeless. Homelessness can happen to someone for all sorts of reasons such as loss of a job, health issues, family breakdown etc.

Founder Zakia Moulouai founded Invisible Cities in 2016 and now dedicates 100% of her time to it, finding ways to replicate it in other cities. This will start with a launch in Manchester in June 2018 and Glasgow in August 2018.

<https://invisible-cities.org/>

**Social Bite:** a chain of 6 social enterprise cafes throughout Scotland with a mission to ‘Build a Collaborative Movement to End Homelessness in Scotland’. Social Bite runs a “Pay it Forward” system where customers can buy food in advance for homeless people and have also built a village for homeless people to get back on their feet. The initiative has attracted visits from Hollywood superstars George Clooney and Leonardo DiCaprio, as well as Prince Harry and Meghan Markle.

The tour also highlighted the area where the famous Social Bite Sleep in the Park initiative was held. Last year 8,000 people joined the world’s largest sleep out and raised £4million along with a call to end homelessness in Scotland. This has caused a sea change in the fight against homelessness and funded a raft of major projects. This year they will expand the initiative to Glasgow, Dundee and Aberdeen. In addition to providing funding for 800 rough sleepers to get a mainstream property with wraparound support, it will also fund many other initiatives including 2 innovative programs to prevent homelessness when people leave the care system and the prison system.

(Andrew Baillie from Social Bite provided a session at the end of the morning activities to enable RaiSE participants to learn more and ask questions about one of Scotland’s most famous and successful social enterprises.)

<http://social-bite.co.uk/>

**The Melting Pot:** as Scotland's Centre for Social Innovation this enterprise has been stimulating and supporting social innovation for over 10 years. It is a community run social networking and co-working hub, providing a wide range of practical resources and support to help people realise their ideas for a better world. The central Edinburgh studio continues to pioneer quality coworking space in Edinburgh with flexible part-time/full-time desks and online membership options for a thriving network of over 170 members. The hub provides virtual office services for social innovators and entrepreneurs who need a central Edinburgh office address; as well as meeting rooms and event space for hire with high quality catering options (perfect for hosting meetings, workshops or events for small groups or as many as 100). The Melting Pot is also the home of the Good Ideas Academy, inspiring and supporting people to turn their great ideas into new social enterprises, charities and campaigns.

<https://www.themeltingpotedinburgh.org.uk/>

**Grassmarket Community Project:** the tour ended with a presentation and refreshments at this community café. Grassmarket Community Project has been developed in partnership by Greyfriars Kirk (Church of Scotland) and the Grassmarket Mission. The Grassmarket Mission was founded in 1890 and has historically provided a variety of services to homeless people in the Grassmarket area of Edinburgh where they traditionally gathered. The two partners have been working alongside each other since 1982 and have developed the joint Grassmarket



Community Project takes an innovative approach to creating community and providing sanctuary and support to participants, many of whom are amongst the most vulnerable of Edinburgh's citizens. Through mentoring, social enterprise, training and education in a nurturing environment, the Project develops skills which enable participants to develop to their full potential and move away from cycles of failure.

The social enterprise model is considered core to the sustainability of the organisation. Although its roots are in working with people who were traditionally homeless, this has evolved into wider community work including support for people who experience mental/physical health issues and learning support needs. In addition to the community café and woodwork and tartan social enterprises, the Grassmarket Community Project offers a range of social integration and educational activities for members aimed at enhancing life skills and developing confidence. These include cookery and baking classes, art, drama, IT, reading and writing, sewing and photography.

<http://grassmarket.org/>

**Harry's Bar:** after enjoying the SEWF Opening Ceremony and Day 1 of the programme, RaiSE visitors were invited to enjoy a cultural evening at Harry's Bar as guests of Highlands & Island Enterprise, Scottish Enterprise's sister organisation in the North West of Scotland. RaiSE guests networked with representatives from another Interreg programme led by HIE – the **INTERREG North-West Europe Programme : Support Network for Social Entrepreneurs (SuNSE)**. This project will develop a network of social entrepreneurship hubs around NWE, to act as local points of contact for stimulating social entrepreneurship activity in disadvantaged areas of the regions.

Harry's Bar is part of BeerForGood CIC – the UK's first Social Enterprise Bar Group with its profits being used to provide a quality learning programme for people who are disadvantaged or excluded from the job market. This includes delivery of Personal Licences, First Aid and Fire Marshal training to all employees and vocational training for their partners: Down's Syndrome (Scotland), School of Hard Knocks and the Jet Programme. 92% of all trainees achieve positive destinations (e.g. employment, further education/training or volunteering with 96% of all waste recycled.

<https://harrysedinburgh.co.uk/>

**Thursday 13<sup>th</sup> September 2018**

*Internal management meeting*

The RaiSE internal management meeting was held during the second day of the World Forum. Clàudia Danesi (ACCIÓ) welcomed the partnership and provided an overview of the meeting. Paula Santarén (ACCIÓ) explained in detail the current status of the project and the next steps:

**Financial management and reporting**

- Payment procedure: from now on it will be optional to send the financial identification to the LP– it has to be sent if banking details are different from last Progress Report ERDF transfer.
- Progress Report 2: it is already closed. The ERDF amount corresponding to Semester 2 was transferred to project partners on 29/06/2018.
- Progress Report 3: 1 January-30 June 2018. PP already submitted their reports and the LP will submit the JPR before 01/10/2018.
- Improvements & Lessons learnt from Progress Report 2:
  - Excel file on IOLF: it is very important to send it to the LP just before submitting to the FLC, to solve possible errors.
  - Summary report: it is important to match activities with expenses. It is not necessary to report on activities or publicity actions that don't represent a cost.
  - Costs description: every item or expense has to be explained in detail, even staff costs. The information provided in IOLF is the only one that the JS has for matching activities with expenses.
  - FLC checklists: ask your FLC to include in the checklists as many comments/observations as possible.
- The internal deadline for submitting to the LP the fourth report already validated by the FLC is 01/03/2019. ACCIÓ, as LP, has to send to the JS the Joint Progress Report on 01/04/2019 at the latest. The budget to be reported in this period is 270,342 € (18.1% of total budget).

**Project management**

- Good practices guide (main activity of Semester 4): the second good practice has to be revised after Edinburgh meeting and sent through the PLP before the end of the semester. Additional GPs have to be delivered to ZSI & ACCIÓ before 15<sup>th</sup> January



2019 and presented in Ireland meeting. The final good practices guide will be edited and published in pdf in February 2019.

- Phase 1 Analysis Report (P1AR) and Action Plans (main activity of Semester 5).
- Each project partner has to organise the fourth regional stakeholder meeting before 31<sup>st</sup> December 2018).
- The following round of Bilateral Skype meetings, which are useful to check on project's progress and facilitate the task of writing the reports, will take place in December 2018.

### Next events & Project meetings

- EU Week of Regions & Cities 2018 - INTERACT contest “6 projects, 1 slam” (Brussels, 10<sup>th</sup> October 2018). Paula will be representing RaiSE and Interreg Europe in this contest of European projects.
- EU Week of Regions & Cities 2018 – Workshop “Cohesion Policy meets Social Enterprises” (Brussels, 11<sup>th</sup> October 2018). Led by Emilia-Romagna region and co-organised by Social Seeds and RaiSE. ERVET, IFKA and ACCIÓ will attend.
- RaiSE project meeting in Ireland (Westport, 28<sup>th</sup>-31<sup>st</sup> January 2019). It will include study visits, final good practices workshop, discussion of Phase 1 Analysis Report (P1AR) and internal management meeting.
- Interregional exchange final conference (Brussels, May 2019). Open seminar: presentation of interregional analysis, best good practices & preliminary versions of the Action Plans and Internal management meeting.

### Communication

- The partnership was reminded to use RaiSE Promotional video, which is a great tool to disseminate our project: <https://youtu.be/hlBbu6vgzIM>, and the project meetings videos as well.
- RaiSE website: we had 1.396 sessions in Semester 3, so we reached our goal of 1.000 sessions per reporting period and are among the “Top 10” most visited Interreg Europe website. The most read sections are: reviews of meetings and events and the Library section (specially the studies on the social enterprises ecosystems). 25 news were published in Semester 3.
- RaiSE Twitter: 380 tweets (+75) and 292 followers (+44) until September 2018. It is working super well.
- RaiSE YouTube: 1.061 views (+339) in total. Our promotional video and project meetings videos have lots of followers.

## Phase 1 Analysis Report and Action Plans

Wolfgang Haider (ZSI) explained to the partnership the objectives of Phase 1 Analysis Report (P1AR) that ZSI will prepare by December 2018:

- identify strategic challenges ahead in the strengthening of SE regional policies
- summarise activities, results and lessons learnt
- Prepare/draft the Action Plans for their implementation

Project partners are in charge of writing specific parts of the P1AR. By 20<sup>th</sup> November 2018, everyone has to submit to ZSI the “National and Regional Framework conditions”.

More information about P1AR and the guidelines to prepare the “National and Regional Framework Conditions” can be found in the additional document “RaiSE P1AR Final Draft”.

### RaiSE Thematic Workshop: Internationalising Social Enterprises

This Thematic Workshop explored the current Scottish policy and infrastructure for supporting social enterprises to internationalise and expand into overseas markets. In addition, delegates were informed of policy and activities for inward investment encouraging social enterprises based overseas to consider Scotland as their base for operations as they expand into other European countries. Darah Zahran opened the workshop and welcomed the range of presenters:

**Laura Worku, Social Enterprise Policy Manager for Scottish Government** set the context by providing an overview of the Scottish policy to support this area of work. This includes the 10 year Social Enterprise Strategy, Scottish Economic Strategy and 3 year Internationalising Scottish Enterprises Strategy <https://www.gov.scot/socialenterprise>. The latest policy development just launched in the Summer of 2018 is the International Social Enterprise Observatory led by Community Enterprise in Scotland in partnership with Scottish Government.

**Elaine Calderwood, Account Manager with Scottish Enterprise** is working with one of Scotland's largest social enterprises and supporting work underway to bring more into Scottish Enterprise's portfolio. She explained the general function of account management in recognising and supporting an organisation's ambition to grow and potentially internationalise and how she works with colleagues in Scottish Development International to recognise and maximise opportunities for growth overseas.

**Carl Gardiner - Specialist and Fiona MacLachlan, Export Adviser, Scottish Development International.** SDI is the specialist inward investment and trade arm of Scottish Enterprise

and Highlands & Islands Enterprise and is the single point of contact in Scotland for all international business development needs. It promotes Scotland overseas as a business location and also assists Scottish based companies to access international markets. RaiSE visitors were able to learn about Scotland's export advisory service and international business growth model including social enterprises keen to scale and grow abroad.

**Neil Mclean, CEO of the Social Enterprise Academy** described the journey of one of Scotland's largest internationalising social enterprises focused on helping people to build sustainable enterprises and achieve greater social impact through learning programmes delivered in communities across Scotland and globally. Having heard him as a keynote speaker in the Social Enterprise World Forum Opening Ceremony, the RaiSE stakeholders were able to hear Neil describe the domestic and international successes of the SEA in more detail. This included the SEA international network of learning Hubs currently being developed and supported by teams in 12 countries with another 6 countries in the 'discovery' phase.

**James Finnie, Business Adviser in CEIS** (Community Enterprise in Scotland) was able to provide a different perspective as he represented a significant Scottish social enterprise working in collaboration with a global organisation keen to consider Scotland as a potential HQ for their European operation. Freedom Seal is a mark of independently audited fair labour practices founded to combat modern slavery and part of a movement to educate about child trafficking and exploitation. This work was presented as part of CEIS' delivery through the International Social Enterprise Observatory, supported by Government policy and funding, with the objective of providing focus and capacity to harvest best practice as well as foster international connections, trading relationships and development opportunities for Scottish social enterprises.

#### World Forum Ceilidh with buffet

RaiSE visitors attended a Scottish Ceilidh with buffet as an opportunity to network with other World Forum delegates and international colleagues working within the social enterprise sector. Food was provided from local social enterprises with the additional opportunity to support two Edinburgh-based social enterprises producing clean water lager (Brewgooder) and gin (Ginerosity).

#### **Friday 14<sup>th</sup> September**

All delegates were able to enjoy the final day of the conference including a participative session included in the main programme on Cross-Border collaboration. This session was sponsored

by RaiSE with Maria Barasci from IFKA representing the programme as one of the main speakers alongside.

### NEXT STEPS

In the short term, the following activities have to be undertaken:

WHAT	WHO	WHEN
<b>EXCHANGE OF EXPERIENCES</b>		
Revise the second Good Practice (after the workshop on GPs in Örebro) and send it through the Policy Learning Platform	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	21/12/2018
Deliver the additional Good Practices to the LP & the advisory partner – <i>OPTIONAL</i>	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	15/01/2019
Revise the additional Good Practices of each project partner	ZSI	31/01/2019
Prepare the next project meeting in Westport (January 2019)	WESTBIC	28/01/2019
Prepare National and Regional Framework Conditions for Phase 1 Analysis Report	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	20/11/2018
Organise fourth regional stakeholder group meeting and send agenda + signed attendance sheet + pictures + brief review to the LP	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	31/12/2018
<b>COMMUNICATION &amp; DISSEMINATION</b>		
Send news for the website	IFKA, WESTBIC, SCOTTISH ENTERPRISE, ERVET, ÖREBRO, ACCIÓ	31/12/2018
Prepare fourth e-news flash	ACCIÓ	31/12/2018

PROJECT MANAGEMENT & FINANCIAL REPORTING		
Organise the next round of bilateral Skype meetings (corresponding to July-December 2018)	ACCIÓ	31/12/2018
Submission of the fourth report to the LP (already validated by the FLC).	ALL PARTNERS	01/03/2019
Submission of the Joint Progress Report to the Joint Secretariat	ACCIÓ	01/04/2019

## PARTICIPANTS LIST

### LP – Catalan Agency for Business Competitiveness (ACCIÓ)

1. Clàudia Danesi (ACCIÓ)
2. Paula Santarén (ACCIÓ)
3. Maria Roser Hernández (Stakeholder)
4. Mònica Plana (Stakeholder)
5. Montserrat Cervera (Stakeholder)

### P2 – IFKA Public Benefit Non-Profit Ltd for the Development of the Industry

1. Mária Baracsi (IFKA)
2. Viktória Harta (IFKA)
3. László Jakubinyi (Stakeholder)
4. Áron Jakab (Stakeholder)

### P3 – Innovation & Management Centre Limited (WestBIC)

1. Seamus McCormack (WestBIC)
2. Tracey Hannon – Stakeholder (Clann Credo)

### P4 – Scottish Enterprise

1. Darah Zahran (Scottish Enterprise)
2. Gillian Kirton (Scottish Enterprise)
3. Steven McLeod (Scottish Enterprise)

**P5 – ERVET – Emilia-Romagna Economic Development Agency Ltd**

1. Claudia Ferrigno (ERVET)
2. Alessandra Medici (ERVET)
3. Giorgio Rosso (Stakeholder)
4. Gabriele Marzano (Stakeholder)
5. Federica Corallini (Stakeholder)

**P6 – Region Örebro County**

1. Anders Bro (Region Örebro County)
2. Nanette Danielsson (Stakeholder)
3. Åse Sundqvist (Stakeholder)
4. Micael Björk (Stakeholder)

**P7 – Centre for Social Innovation (ZSI)**

1. Wolfgang Haider (ZSI)
2. Gorazd Weiss (ZSI)