

25 TH ANNIVERSARY
1984-2009



Chairman

The Board and staff team at **CEiS** would like to thank all those who have supported **CEiS** in our 25 years of operation since 1984. The number of current and former staff runs into many hundreds, there are dozens of former board members, thousands of clients and numerous partners and supporters, all of whom have had a significant impact on our existence and our effectiveness.

In 2009 we are still focussed on supporting individuals, communities and enterprises to realise their potential, we are grateful for all of the contributions that have enabled us to remain true to our mission and continue to make a difference.

Eric Munro Chairman



Looking Ahead...

In 2010 **CEiS** will launch an employability enterprise in Glasgow, engaging people with autism in software testing. 'Specialisterne' will be the first venture outside of Denmark for this internationally acclaimed social enterprise.

CEO

During 2009 **CEiS** has undergone significant internal change as we adjust our business to meet the future needs of enterprise and communities in Scotland. Having concluded delivery of high quality services through Childcare Works and the Full Employment Areas Initiative in 2008, together with conclusion of a long term European programme, the adjustment to align our services to new opportunities, while ensuring strong mission fit, has required commitment and support from our dedicated staff and Board of Directors.

As we reflect on 2009 from the experience gained in our 25 years of operation, our services are now delivering key national outcomes while meeting regional and local priorities -

- Our Communities service is supporting transformational change in urban and rural areas ensuring that communities are increasingly involved in determining and influencing local services.
- Our Financial Inclusion service ensures that DSL continues to provide business finance where it is needed most as businesses in Scotland deal with the challenges of recession.
- Our Employability service has secured a record number of contracts that will ensure future sustainability and continue our very strong performance in assisting over 1000 clients into work in the last two years.
- Our Events service enters its third year with record levels of business, very satisfied customers and a determination to add value to our business activities of **CEiS**, but also to the social enterprise movement in Scotland.
- Our Enterprise Support service has maintained a focus on very high quality service delivery and developing innovative partnerships. That has seen a record number of enterprises assisted in 2009 and secured business for 2010 that will assist social enterprises and third sector organisations to meet challenges of growth and sustainability, while improving the quality and impact of services.



Gerry Higgins receiving the award for Social Enterprise of the year 2008, at Enterprising Solutions ceremony in London.

25th Anniversary Gala Dinner

THE HIGHLIGHT OF OUR 25TH ANNIVERSARY CELEBRATIONS WAS A SPECTACULAR GALA DINNER ON APRIL 2ND, TWENTY FIVE YEARS AFTER CEiS WAS ORIGINALLY INCORPORATED.

The event brought together over 300 guests, sponsors and friends for an evening of fine dining and entertainment. We were delighted to be joined by John Swinney, Cabinet Secretary for Finance and Sustainable Growth, John Pearce, founding chief Executive of **CEiS**, and Steve Inch from Glasgow City Council who delivered keynote speeches throughout the evening. We were also joined by the award-winning journalist, TV & radio broadcaster and writer, Sally Magnusson who was our MC for the event and sharing their experiences of the development and growth of the community and social enterprise movement.

The evening combined celebration of our milestone in reaching 25 years and allowed us to present awards and pay tribute to the efforts of staff, boards and partners. It also provided an opportunity for Gerry Higgins the CEO and Eric Munro the Chair to share our vision for the years ahead.

Our events team delivered a high quality occasion having prepared the venue and the programme to ensure that networking was given due prominence. Meeting colleagues from past and present is usually the highlight of events of this nature and we know that old acquaintances were rekindled and new

relationships were formed. We are delighted at the support shown by partner organisations in turning out in such force and we are very grateful to the sponsors (RBS, The Wise Group, Sound and Vision, The Big Lottery Fund, KibbleWorks, Lanarkshire Enterprise Services, Unity Trust Bank, The Scottish Government) for enabling us to reflect and celebrate our special anniversary.



Supporting Social Enterprise

OUR ENTERPRISE SUPPORT SERVICE IS WORKING TO ACHIEVE OUR VISION FOR SOCIAL ENTERPRISE TO BE WIDELY RECOGNISED AS A RELEVANT BUSINESS MODEL FOR THE 21ST CENTURY.

In a period of change for the social economy in Scotland we have also changed. 2009 saw our Enterprise Support service increase capacity, turnover and profitability to exceed our financial targets, thus mitigating the impact of a parallel decline in EU structural funds across the company as a whole.

Throughout these changes however our business remained focused on our core remit: developing and supporting social businesses that deliver significant social, economic and environmental impacts.

We are now working with a higher number of clients across a wider geographical range than ever before. In 2009 our Enterprise Support service assisted more than 90 clients, ranging from the Shetland Islands to the Scottish Borders and into the North of England, offering a wide range of tailored support from a diverse range of supported programmes, tendered contracts, and fee-paying services.

As the main partner in delivering the Scottish Government's **Aspire to Enterprise** programme, **CEiS** leads the consortium that provides a range of business support services to over 90 ambitious social enterprises throughout central and lowland Scotland each year. Our



focus on ensuring positive client outcomes resulted in the Scottish Government extending the Aspire programme for a further two years based on a positive first year evaluation.

Investing in Enterprise is our £900,000, 3-year programme aimed at supporting the formation and development of new social enterprises in Lowlands Scotland, in order to grow revenue and create jobs within the sector. A series of workshops, market making activities and targeting of potential social enterprise partners has already been undertaken and will lead to more intensive development activities in the relevant local authority areas. →

Supporting Social Enterprise

Our long-standing relationship with Glasgow City Council (GCC) was instrumental in our ability to support over 30 Glasgow based clients each year. In addition, our strategic links with the Council were further strengthened through the delivery of two visible and influential engagements; a study into alternative delivery models for Post Office services up for closure as part of the Post Office's **Network Change Programme**; and '**Food For Thought**', a study commissioned by Glasgow City Council into the potential for developing a sustainable market garden social enterprise network in the City.

“Despite a changing and challenging environment, the achievements detailed above have seen the Enterprise Support service enjoy perhaps its most rewarding year to date”

As the largest team of social enterprise business advisers in Scotland we aim to be recognised as the best and most complete team of social enterprise consultants in Scotland and beyond; with the skills, knowledge and experience to support social enterprises to achieve their social and financial objectives.

Our priorities in 2010 will focus around both the continuation of our successes in 2009, as well as the introduction of additional priorities and will include;

- Successfully delivering the **Investing in Enterprise, Aspire to Enterprise** and **Glasgow City Council** contracts to the satisfaction of funders and clients, to maintain our position as the leading third sector business advice service in the UK.
- Delivering a programme of support centred on the 2014 Commonwealth Games to maximise the role which social enterprises play, in order to optimise the economic, social and environmental legacy associated with the event.
- Investigating new and higher added value services to balance a portfolio of programme clients with high end assignments that build reputation and expertise.

Focusing on these future service priorities will, we believe, see the Enterprise Support service further strengthen our potential to be the partner of choice for the Scottish Government, Community Planning Partnerships and regional local authorities, as well as established and aspiring social enterprise clients throughout Scotland.

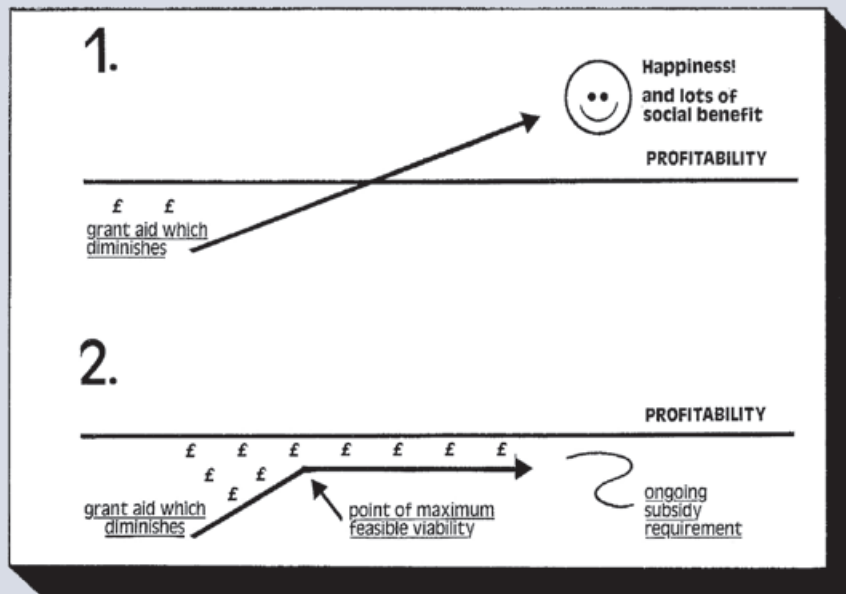
An extract from the CEiS Annual Report 1987

SOCIAL ACCOUNTING AND SOCIAL RETURN ON INVESTMENT ARE HOT TOPICS IN 2009. THIS IS NOT A RECENT DEVELOPMENT AS THIS EXTRACT FROM OUR 1987 ANNUAL REPORT SHOWS.

Social Auditing and Community Benefit by John Pearce

In the first case below the business reduces its dependence on grant aid, becomes more profitable and then becomes financially self sustaining and independent, social benefits notwithstanding. In the second example the business is able only to reduce its dependence on grant aid so far but not enough to cross the magic profitability line.

However, if the business can demonstrate through its social audit that the value of social benefits it is producing is greater than the ongoing subsidy requirement, then the business will have a strong case to argue and lobby for such a subsidy to be paid from public funds.



Looking Ahead...

Demonstrating Value - In 2010 CEiS will be working with a variety of social enterprises using demonstrating value, a social accounting tool for social and environmental businesses. We will be working with social enterprises to create a Social Enterprise Snapshot and helping them work out what information is critical to track, including social and environmental metrics that can often be difficult to define and collect.



Food for Thought: A MARKET GARDEN AS A SOCIAL ENTERPRISE

THROUGH THE PROGRAMME, GLASGOW CITY COUNCIL COMMISSIONED CEIS TO RESEARCH THE POTENTIAL AND VIABILITY OF A MARKET GARDEN SOCIAL ENTERPRISE, A STUDY THAT WAS SUBSEQUENTLY EXTENDED TO OTHER PROGRAMME AREAS.

Our work has now entered the second stage of a 4 stage process.

Stage 1: Market Assessment

Members of the **CEIS** Enterprise Support service have completed a crucial stage in this process by carrying out research in order to determine the viability and potential of the market. Research has shown that with growing spend in Scotland and the UK, on fruit and vegetables, there is also a growing demand for

the provision of locally grown, fresh produce. Additionally, there already exist proven channels of distribution throughout Scotland and Glasgow and a number of Government strategies and policies which may influence the development of this market, for example, food and drink policy, community food and health policy and commitment for providing allotments. Local market gardens are therefore a viable market focus in Glasgow.





Food for Thought: A MARKET GARDEN AS A SOCIAL ENTERPRISE

Stage 2: The search for a host organisation

This stage involves identifying a suitable host organisation with which to develop this market opportunity, which has generated a positive response from social enterprises wishing to be involved. Participation is being assessed on the basis of expertise, capacity and growth ambition.

Stage 3: Feasibility Study

Once identified, a feasibility study will be carried out in order to determine whether or not this market opportunity can be developed as a viable social enterprise.

Stage 4: Building the Business

Finally, and perhaps critically, the business must be established and developed to a point of sustainability. Depending on the capacity of the host organisation, **CEiS** will continue to provide enterprise support through this stage.

CEiS' work in this particular area has been carried out in collaboration with Glasgow City Council - DRS and Land & Environment Services, and also complements the forthcoming Glasgow City Council Allotment Strategy. Undoubtedly the prospect of affordable and locally produced food provides a unique opportunity for social enterprises to enter the market during a key growth phase.

“Investing in Enterprise is a three-year CEiS programme, set up to identify and match sustainable market opportunities with sustainable social enterprises in order to grow revenue and create jobs within the sector. It is financed through a combination of client contribution, European Structural Funds and match-funding from Glasgow City Council, Lanarkshire Enterprise Services, North Ayrshire Council and Inverclyde Council for delivery within their areas of operation.”

Supporting Communities

WHILE “COMMUNITY” HAS ALWAYS BEEN REFLECTED IN OUR COMPANY NAME AND MISSION, THE FOCUS HAS BROADENED, CONTRACTED AND ADJUSTED AT VARIOUS PHASES OVER 25 YEARS.

Initially the emphasis was on regeneration through business creation, while in recent years **CEiS** has introduced a range of innovative and effective services that affect the wealth and wellbeing of communities in Scotland.

In 2009 our communities portfolio includes asset development, community engagement and an increasing involvement in community energy. Together with our delivery in the areas

of employability and financial inclusion, this ensures that our support of communities is effective and highly complementary to our support of social enterprise development.

Community Assets

Since 2007 **CEiS** has been a partner in a consortium with Highlands and Islands Enterprise to deliver the BIG Lottery Fund’s Growing Community Assets (GCA) programme. This programme supports community organisations to develop, and become more sustainable through ownership of assets including both land and buildings. The support of our case officers has enabled a wide range of community organisations to secure GCA resources in excess of £10 million. Our work includes technical support to applicants and grant management and capacity building at pre-award and post-award phases. This has been a transformational initiative in Scotland leading to empowered and motivated communities in urban and rural areas. While the large scale land buyouts in the Highlands and Islands have quite rightly received significant media attention, this programme has assisted dozens of urban and semi-rural communities to create sustainable plans for important community assets, affecting not just quality of life but economic prospects for local people.



Supporting Communities

Community Energy

As the end of 2009 approaches and the attention of the world is focused on the Copenhagen Climate Change Summit, **CEiS** is working with a number of partners to expand the benefit to economies and communities from renewable energy developments. **CEiS** will bring our capacity building, technical expertise in capital programme development and community engagement expertise, to increase the engagement of communities with renewable energy. During 2009 we facilitated a community wind farm development in South Carrick and commenced dialog with Community Energy Scotland about collaboration to expand our activities in urban communities, as Scotland moves to have 50% of electricity from renewable sources by 2020 and 31% by 2011.

In our recent study visit programme in Western Australia a key theme within indigenous communities was how best to leverage land ownership around mineral exploration and both fossil fuel and solar energy. This issue is central to developing sustainable communities, as land ownership is established through native title after decades of disempowerment. Our land ownership issues are different in Scotland but the potential for renewable energy to directly benefit communities in rural and urban areas is an expanding theme across the world.

Community Engagement

As a legacy of the Full Employment Areas Initiative, in which we pioneered new

methods of engaging those furthest from the labour market, we established a Community Engagement service to test if the methods and process of engagement was transferable to other contexts. During 2009 the Engagement Team worked on a range of short term engagements in sectors as varied as health, housing, youth services and community facility consultation. Having established that effective consultation depends on good process and well trained and motivated engagement workers, we were happy to support staff to move into longer term employment with regeneration agency and health partners to develop local community services.



“...we facilitated a community wind farm development in South Carrick and commenced dialog with Community Energy Scotland about collaboration to expand the activities in urban communities”.



Maryhill Burgh Halls Trust (MBHT)

MARYHILL BURGH HALLS TRUST (MBHT) APPLIED TO THE BIG LOTTERY'S GROWING COMMUNITY ASSETS FUND (GCA) FOR FUNDING.

Maryhill Burgh Halls Trust (MBHT) applied to the Big Lottery's Growing Community Assets Fund (GCA) for £980,910 of funding to contribute to their overall project cost of £9.3 million. Funding is to be used in order to refurbish and extend Maryhill Burgh Halls, a derelict B listed building in the North of Glasgow. The Halls are currently owned by Glasgow City Council, however in a bid to ensure the building is utilised in the best way for the local community and therefore owned by the community, Glasgow City Council will sell the asset to the group, reimbursing the money for the sale as a grant for the project. The group have also been able to access funding from Heritage Lottery Fund, ERDF and the Scottish Government's City Growth Programme.



The halls, once a grand civic building and the centre of community activity, are to be returned to their former glory, providing a number of facilities for the community's use.

So what benefits will the project bring to the local community?

- The main hall will be refurbished and incorporate a stage area and bar which will then enable the space to be utilised for a variety of events including weddings and conferences.
- Provision of a new community cafe which will be a community gathering point.
- Commercial office space will be available to provide income and potentially jobs for local people.
- A new nursery facility will be available after the refurbishment offering 40 childcare places.
- The development of youth and community music focus will be encouraged via the community music studio rehearsal space.
- Initially one new post will be created for a hall manager.



Maryhill Burgh Halls Trust (MBHT)

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“The Big Lottery Fund money will allow us to carry on with our important work to hand back Maryhill Burgh Halls to the people of this community and make it a historic yet modern-day asset to benefit the people who live here. This is a project where the local people of this community are firmly in the driving seat.”

Billy McAllister, Chair of the Trust

Through extensive community consultation the group has established the facilities which the community would like to have access to and would make use of in their area. Consultation was carried out via street surveys, open days, distribution of questionnaires and door to door surveys in addition to the exhibition of the future plans for the halls. Through this consultation the group found that 99% of the respondents supported the redevelopment of the halls, 78% expressed the need for a nursery and 61% felt the area needed a cafe.

As Maryhill Burgh Halls is a derelict B listed building the group have had many obstacles to overcome, including gaining initial funding to prevent the further external deterioration of the building which included structural works, stone work repair and other restoration. However the group and the community have overcome these obstacles and are now on the way to bringing a once grand civic building back into everyday use for the community which surrounds it.



CEiS Events



NOW THREE YEARS OLD, CEiS EVENTS IS AN EXPERIENCED, PROFESSIONAL, ENERGETIC TEAM PROVIDING COMPREHENSIVE EVENT MANAGEMENT SERVICES.

Established in 2007, the service develops and manages a range of events which add value, raise awareness and build the capacity of social enterprise in Scotland, the UK and internationally.

Because **CEiS** is a social enterprise, we are uniquely placed to reflect topical issues, best practice and innovation in our event programmes. At each event we have made a commitment to engage with social enterprise suppliers including Loch Fyne Oysters, Divine Chocolate, Travel Matters, Redhall Walled Gardens, The Co-Operative Membership, the Pack-It and MediaWorks at KibbleWorks.

“CEiS Events can truly be proud of the quality and dedication of staff members to put together such an excellent conference.”

Susan Steinman, South Africa

During 2009 **CEiS** Events organised high profile national and international events for partners and stakeholders, as well as number of regional workshops, conferences and seminars. Feedback continues to be very positive and these activities represent an important channel of communication and interaction with the social enterprise community.

In 2009 **CEiS** followed up our inaugural Social Enterprise World Forum with a visit programme involving a group of 20 Scottish participants, to the second World Forum in Melbourne and an engagement with rural and aboriginal social enterprise in Western Australia. Our annual social enterprise business models conference introduced the theme of mergers, acquisitions and partnerships to a very well attended event in Glasgow in September. Our events team entered the tendering environment in 2009 and secured business in England and Scotland delivering events for a range of clients including



CEiS Events

"I have gained far more from this trip than an equivalent amount of training would have given me. The programme was very intense, with little time left unused - fast pace and incredible amount of information covered in the time available."

Australia Study Visit Participant

Social Firms UK, the Scottish Government, the Department of Work and Pensions and Society for Ordinary Living.

In April we were delighted to design and deliver a Black & White Gala Dinner in the Old Fruitmarket in Glasgow to celebrate the milestone of our **CEiS** 25th Anniversary. The evening was enjoyed by 300 guests, with speakers including John Swinney MSP, John Pearce, our founding CEO, and Sally Magnusson. We welcomed a range of former staff and supporters and we are grateful to RBS for sponsoring the evening and supporting the development of our Events Service in 2009/10.



"Thought it was really well organised with great content and opportunity for me to start my exploration into the Social Enterprise world."

Susan Marr, Big Issue Invest Scotland

Looking Ahead...

While the International visit programme to the Social Enterprise World Forum and onwards to Vancouver is sold out, bookings will open in 2010 for the fourth World Forum in South Africa in April 2011.

Employability Services

ONE OF THE KEY ELEMENTS OF OUR SUPPORT TO COMMUNITIES IS THROUGH THE DELIVERY OF EMPLOYABILITY SERVICES.

Our role is to develop new solutions and innovative approaches and deliver these through specialist employment and training services. When it comes to wider uptake of the most successful strategies and models, we work with partners to build their own capacity to support individuals to gain employment.

Our employability services are currently concentrated in Ayrshire where our subsidiary company delivers an integrated employment model (Community Employment Service) which

has been recognised as a national and local best practice service.

Our localised approach, realising the potential of good partnerships and transparency of communication between partners and stakeholders, has enabled us to create 563 jobs for our clients in Ayrshire during 2009. We have continued to support those furthest away from the labour market through effective methods of community engagement. This has shown that engaging clients through a local independent and client led service can be effective, but continued support from other agencies is required to ensure that the clients and the family units can sustainably progress to employment and other appropriate mainstream interventions.

In 2009 we have found that supporting the furthest away has demonstrated its own unique challenges in engaging clients with entrenched barriers and perceptions of mainstream activity. The challenge we face over the next year will be to ensure that in the current economic climate, a recession may leave clients at risk of further disengaging from mainstream support. While national resources are concentrated on those nearer the labour market and recently redundant workers, we will continue to ensure



Employability Services

that our services support all those seeking employment. We are actively encouraging clients to assess their employability skills and, for those that need refreshers, we support retraining and sector skills development through our skills and employability centre.

Over the course of 2009 **CEIS** Ayrshire expanded programme activity with new contracts for delivery of Flexible New Deal, Future Jobs Fund and Job Centre Support Plus Contract to complement our More Choices More Chances and our Community Employment Services. Our geographical area has expanded, with services now gearing up to deliver throughout Ayrshire, Dumfries and Galloway.

The changing face of Welfare Reform and an increasing national unemployment will create its own opportunities and new challenges. Our employability services will continue to address regional unemployment and produce strong results in Ayrshire, while embarking

on an innovative new specialist employability enterprise in the introduction of Specialisterne to Glasgow. During 2009 we worked with Specialisterne in Denmark to develop plans to commence the first international replication of this highly acclaimed enterprise, working with people with autism in the software testing industry. Specialisterne will commence trading in Glasgow in 2010 as part of **CEIS** as we continue to support those disadvantaged in the labour market through the provision of specialist employability solutions and services.

“We are actively encouraging clients to assess their employability skills and for those that need refreshers we support retraining and sector skills development through our skills and employability centres.”

Financial Inclusion

Financial Inclusion

CEiS and our subsidiary DSL are committed to the delivery of innovative financial inclusion services to disadvantaged and low income groups across Scotland. In 2009 we engaged in Small Business Lending, Credit Union development and delivery of Financial Inclusion Services.

Small Business Lending

DSL is a Community Development Finance Institution, offering affordable, accessible and flexible finance to local businesses and social enterprises that have experienced difficulty in accessing funding from mainstream commercial sources, such as the Banks. Loans of up to £50,000 are available, decisions are made quickly in four to six weeks and advice and guidance is provided to clients before and after loan approval. In 2009 DSL approved loans to 53 businesses with a total value of £878,218. The majority of these businesses are based in

disadvantaged communities and each loan has a multiplier effect in that the money re-circulates in local economies.

Credit Union development

CEiS has fifteen years experience of supporting credit union development including establishment, sustainability and growth. This close partnership has enabled us to create alliances with credit unions, the private sector and the public sector, to explore opportunities for expanding credit union services throughout Scotland.

Financial Inclusion Services

This year **CEiS** has also worked alongside key local authority and government partners to assist in the identification and delivery of new business models related to Post Office Services. We supported our client, Pollok Credit Union, to take over the running of the local post office, and we are working to ensure that the credit union/post office joint business model is given serious consideration as post offices in urban and rural areas face potential closure.

We are supporting the (DWP) Department of Work and Pensions Financial Inclusions Champions programme through staff secondment and participation on the programme advisory group in Scotland. In 2009 **CEiS** commenced working with Glasgow Caledonian University to support their initiative to introduce a Grameen Bank micro-credit initiative in Glasgow.



Twenty-five years ago...

...community was a key concept at the inception of Strathclyde Community Business. The idea had evolved as a community development strategy and, whilst originating in Strathclyde's social strategy, was a conscious attempt to acknowledge that social and economic issues needed to be tackled together. Community businesses were not just about creating employment through enterprise but were also about developing the capacities of communities to take responsibilities and actions on their own behalf. Although the driver was historically high unemployment in the most disadvantaged areas and most of the funding was directed to the "areas for priority treatment" SCB saw community business not just as something for the disadvantaged but as an idea relevant to all communities.

The well known slogan of the Coin Street Community Builders in London - "There is another way" neatly summed up that wider, political vision which lay behind community business - that there must be an alternative to capitalist models of private business and to bureaucratic, statist management. Community business was about achieving a social purpose through business activity and not about accumulating wealth for owners and shareholders. As such it was never just a "business model", more a movement towards empowering communities to tackle the issues facing them and to do that through a mix of business and other activities which, taken together, could be financially sustainable.



Community enterprise was not a new idea when Strathclyde, with the backing of the Scottish Office, launched its "one stop shop" Strathclyde Community Business. It built on pioneering and experimental work of the Local Enterprise Advisory Project based at Paisley College and of both the Glasgow Council of Voluntary Services and the Scottish Council of Social Services. Their work in turn drew inspiration from the Community Co-operative programme launched by the Highlands and Islands Development Board under the leadership of the late Sir Kenneth Alexander and from the community co-ops of the West of Ireland. Inspiration also came from the co-operative tradition initiated in the nineteenth century by the Fenwick Weavers and the Rochdale Pioneers developing structures co-operatively owned by working people and seeking to provide goods and services, education, housing and welfare as well as becoming a major agricultural force in the country.

John Pearce Founding CEO

From Community Business to Social Enterprise

IN THE EARLY 1990'S CHANGES WERE INTRODUCED INCLUDING A MOVE FROM GOVAN TO THE GORBALS, A CHANGE TO THE ORGANISATIONS NAME, NEW LEADERSHIP AND NEW PROGRAMMES.

In 1991 the organisation has a leadership change and a name change from Strathclyde Community Business to **CEIS**, Community Enterprise in Strathclyde. **CEIS** was to focus on business support, project development work and training, while a subsidiary company, Community Investment in Strathclyde was established to invest in community businesses.

New Government initiatives were established aimed at childcare and getting women back into work, also enabling people to be cared for in the community. These new initiatives presented opportunities for community organisations if they could develop and become more businesslike in the provision of their services. It was becoming more evident that the trend was moving towards encouraging community organisations to operate more like small businesses depending not just on grants but earning an income, in order to take advantage of the changes and new opportunities available.

The developments from 1984 to the early 1990s shaped the future and laid the foundations for the work that **CEIS** does today. By encouraging community businesses to be more businesslike and providing the services to allow them to do so, **CEIS** has become more flexible and responsive to the market which has enabled the

organisation to thrive and make it to our 25th Anniversary.

In 2009, as we witness the collapse of financial systems, the re-growth of unemployment, the further re-structuring of our economy maybe the ideas and ideals of community enterprise will gain even greater credibility. Twenty-five years on there is now a significant recognition of the scale of community enterprise - now better known as "social enterprise" - and an understanding of the substantial part it already plays in the economy. As opportunities were taken in the 1980s at a time of social and economic problems maybe now there are more opportunities to be grasped and the chance to really build that "other way".



Community Transport Glasgow

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THE CEIS ENTERPRISE SUPPORT SERVICE HAS A NUMBER OF CLIENTS WHICH CONTINUE TO RETURN TO US WHEN THEY HAVE FURTHER PROJECTS OR WISH TO BUILD ON EARLIER WORKS.

One such client is Community Transport Glasgow, with whom our business advisers have been providing ongoing support and development of projects.

Currently **CEiS** are working with the organisation on a range of projects which include a garage for vehicle repair - which will be established as a social enterprise. The garage will provide a range of services to clients including MOT's, bus and vehicle repair and servicing.

In 2008 **CEiS** worked with the client to carry out a feasibility study for the project. In 2009 we are building on this work by carrying out a business plan and funding package exercise. This project has included a large volume of research including looking at various properties to find the right one, looking at similar services and a site visit to a social enterprise in Liverpool carrying out similar work.

Community Transport Glasgow has followed 3 broad stages of development, working with **CEiS** along the way.

Stage 1: Service Diversification

Once the need for community transport in the local community had been established and met,



the organisation made the decision to expand the service. This expansion was carried out by bidding for and winning contracts out with their traditional area of operation, such as the free NHS hospital visiting service.

Stage 2: Business Growth

Looking at the long-term sustainability of the organisation, planning for growth and securing development capital. →



Community Transport Glasgow

Stage 3: Development of a Community Transport Consortium/Coalition/Partnership

Community Transport Glasgow now wish to expand and increase contracts, not just in the wider geographical area, but also across more transport organisations. By utilising existing resources located within other community transport organisations, Community Transport Glasgow will be able to work in partnership with other providers in order to create a 'virtual' fleet. This partnership has the ability to create

scale and flexibility for community transport organisations, allowing smaller providers to get a piece of the big contracts.

CEiS continue to support the development of the organisation, allowing it to grow and develop, whilst delivering crucial services to the local community and beyond.

To date **CEiS** have supported the organisation through many stages of significant development.

"the support and assistance that the Enterprise Support service have given the organisation over the last couple of years has been invaluable to our on-going development"

Graham Dunn, Community Transport Glasgow

Looking Ahead...

Community benefit clauses are increasingly being used in public contracts to encourage contracting with social enterprises. **CEiS** is working with Senscot and Social Firms Scotland on a Ready for Business project that supports procurement agencies, contractors and social enterprise. This activity will expand throughout UK procurement in 2010.

CEiS Financials

COMMUNITY ENTERPRISE IN STRATHCLYDE (A COMPANY LIMITED BY GUARANTEE)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2008

| Notes | | | 2008 | 2007 |
|-------------------------------------------------|-------------------|------------------|------------------|------------------|
| | Unrestricted £ | Restricted £ | Total £ | Total £ |
| Incoming Resources | | | | |
| Incoming resources from voluntary funds | | | | |
| Activities for generating funds 3 | 86,341 | - | 86,341 | 91,590 |
| Investment income 4 | 41,159 | - | 41,159 | 30,481 |
| Incoming resources from charitable activities 5 | 806,415 | 2,641,017 | 3,447,432 | 5,040,867 |
| Total Incoming Resources | 993,915 | 2,641,017 | 3,574,932 | 5,162,938 |
| Resources expended | | | | |
| Costs of generating funds | | | | |
| Costs of generating voluntary income 6 | 109,400 | - | 109,400 | 119,646 |
| Charitable activities 7 | 1,201,506 | 2,661,420 | 3,862,926 | 4,414,794 |
| Governance costs 8 | 52,084 | 14,862 | 66,946 | 31,477 |
| Total Resources Expended | 1,362,990 | 2,676,282 | 4,039,272 | 4,561,056 |
| Net (expenditure)/income for the year | (429,075) | (35,265) | 1(464,340) | 601,882 |
| Total funds brought forward 20 a & b | 1,422,553 | 35,265 | 1,457,818 | 855,936 |
| Total funds carried forward 20 a & b | 993,478 | - | 993,478 | 1,457,818 |

Consolidation Includes:

Childcare Works - **CEiS** Ayrshire - **CEiS** Ltd - CIIS

Excludes:

DSL

(Endnotes)

1. **CEiS** activities (excluding CCW and CIIS) resulted in an annual surplus of £15,181 in 2008. The group closed its subsidiary company, Childcare Works and used designated Childcare Works reserves to ensure that all participants were given the opportunity to complete their childcare training.

1984

Strathclyde Community Business Ltd. (SCB, now **CEIS**) established
Beginning of the miners' strike and the UK economy enters a recession

1985

SCB creates a loan fund specifically for investing in community businesses
Live Aid concerts raise £50 million for Ethiopian famine relief

1991

SCB becomes Community Investment in Strathclyde and Community Enterprise in Strathclyde
Liz McColgan wins the World Athletics Championship 10,000m in Tokyo

1994

CEIS celebrates 10th anniversary by hosting Community Enterprise Competition
First universal election in South Africa, a multi-racial government is formed

1997

A Bond in Common is published by **CEIS** - comprehensive study of community credit unions
Labour Party wins general election and Tony Blair becomes Prime Minister

2000

Joint initiative by **CEIS**, The Big Issue Scotland, Scottish Enterprise and SCVO to boost the role of non-profit organisations
Scotland's first First Minister Donald Dewar dies suddenly in Edinburgh

2002

DSL delivers the West of Scotland Women's Microcredit Project
The Queen Formally opens the new Scottish Parliament

2003

DSL Business Finance becomes a subsidiary of **CEIS**
Supersonic aircraft Concorde makes its final commercial flights after 27 years

2008

CEIS awarded Social Enterprise of the Year by Enterprising Solutions Awards
Barack Obama is elected the 44th President of the United States

2009

CEIS celebrate 25th Anniversary
UK economy is officially in recession for the first time since 1991

