



Experience has taught us that we cannot rely on the sale of services alone when national press, radio and television are struggling to make money from advertising. Therefore, we use a 'cocktail' funding approach, with some short term stable funding from the Fairer North Ayrshire Fund, Moffat Trust, Ofcom Community Radio Fund and some marketing and consultancy activities. We continue to build upon our sustainability by engaging more widely with partners.

3TFM are now a very vibrant part of the local community – we are committed to promoting health and a healthy lifestyle and have established a wide range of contacts within the health service to assist in the delivery of a health

improvement message.

2009 will be the biggest year ever, with the 5 Year Community Radio Licence in its second year and the station seizing the opportunity to contribute through partnership, to the economic, social and health agenda of the three towns.

For further information, contact 3TFM Community Radio for Health c/o Focus Community Learning Centre, Primrose Place, Saltcoats or telephone 01294 604612 and ask for Louis Ferguson (Station Manager) or Ian Young (Local Authority Advisor).

## CHEX Update

### CHEX Annual Conference - change of date and venue!

Further to mention in the previous issue, please note that the date and venue have been changed for our first National Conference. The event will now take place on Monday 2 November 2009 in The Lighthouse, 11 Mitchell Lane, Glasgow. The Keynote Speaker will be Shona Robison MSP, Minister for Public Health and Sport. For more information, visit [www.chex.org.uk](http://www.chex.org.uk) or contact Tom at [tom@scdc.org.uk](mailto:tom@scdc.org.uk) or telephone 0141 248 1990.

### New CHEX publication - HLCS in Scotland

'Breaking Through – Healthy Living Centres: Removing the Barriers to Wellbeing' is now available from [www.chex.org.uk](http://www.chex.org.uk) and contains a series of excellent and engaging articles which highlight the work of Healthy Living Centres in Scotland. Hard copies are available on request. If you have any questions about this publication, please contact the CHEX Team by telephoning 0141 248 1990 or e-mailing [tom@scdc.org.uk](mailto:tom@scdc.org.uk).

### Are you involved in Keep Well or Equally Well?

CHEX is interested in how many of the organisations in our network are helping to deliver programmes through the national initiatives 'Keep Well' and 'Equally Well'. It is important to know how community and voluntary sector organisations contribute to national initiatives such as these. Please e-mail us to let us know that you are involved and what it is you do that supports these national programmes. Just a brief description will do. Please entitle the email 'MAKING A CONTRIBUTION' and add either 'Keep Well' or 'Equally Well' as appropriate and send it to [elspeth@scdc.org.uk](mailto:elspeth@scdc.org.uk). If you would prefer to talk to us about it, Elspeth Gracey, CHEX Development Manager, will be happy to hear from you on 0141 248 1990.



Views expressed in CHEX-POINT are not necessarily those of CHEX, unless specifically stated.

CHEX, Suite 305, Baltic Chambers  
50 Wellington Street, Glasgow G2 6HJ  
Telephone: 0141 248 1990  
Fax: 0141 248 4938  
Email: [chexadmin@scdc.org.uk](mailto:chexadmin@scdc.org.uk)  
Website: [www.chex.org.uk](http://www.chex.org.uk)

CHEX, part of the Community Development Foundation, operates within the Scottish Community Development Centre and is funded by NHS Health Scotland to network information, ideas and good practice on community development and health.



## Healthy and Enterprising - a social enterprise approach to community-led health

Social enterprise is now well established within the Scottish Government's agenda as a means by which community and voluntary organisations may become more sustainable while, at the same, continue to develop and meet their social purpose. The model has gradually been adopted across different Sectors. Over the last few years, as grant aided funding to the community-led health sector has diminished, organisations are testing out the feasibility of trading services, whilst retaining their commitment to community development and needs-led services.



Roots & Shoots volunteers in action  
(see article, page 6)

In this edition of CHEX-POINT, we explore the policy and practice environment of social enterprise and consider the experiences of some organisations as they have developed social enterprise approaches within their business model. We highlight an article from the Scottish Government, which outlines implementation of current national priorities and, in particular, the use of Social Return on Investment to assess outcomes and impact.

We feature STEP-WELL in Inverclyde, originally a Lottery-funded Healthy Living Centre which has evolved into a mature and thriving social enterprise. We learn of the roller coaster experiences of fledging social enterprises – Castlemilk Stress Centre, Glasgow and Roots & Shoots, Clackmannanshire. We provide information on the social enterprise infrastructure structures and, in particular, from the experience of the Centre for Health and Wellbeing in

Edinburgh which accessed the help and support of organisations such as the Coalition for Social Enterprise.

Since an initial input on social enterprise at the HLC Conference in 2007, CHEX has taken an active interest in implementation of the model and recently commissioned research into the question: "How does the social enterprise model fit with community development approaches to health?"

The research draws on the experience and learning from a number of mature social enterprises across Scotland and, in particular, from within the Aberdeen area. These organisations emphasise that needs-led and market-led approaches do involve different motivators and drivers, and robust business plans must be produced to balance these tensions. Key findings from the research have been brought together in the report which accompanies this latest CHEX-POINT. If you wish additional information on the research, please contact Janet Muir by e-mailing [Janet@scdc.org.uk](mailto:Janet@scdc.org.uk).

### CONTENTS

PG1 Healthy and Enterprising  
PG2 Developing an enterprising third sector  
PG3 Making the transition from community-led to social enterprise

PG4 Stepwell - an enterprising 'step' forward!  
PG5 Social enterprise - a rollercoaster journey  
PG6 Enterprising communities in Clackmannanshire  
PG7-8 3TFM - Health on the 'Ayrwaves'  
PG8 CHEX Update

# Developing an enterprising third sector

Tracey Houston, Third Sector Division - Scottish Government, details current government objectives and encourages community-led health organisations to explore the potential of the social enterprise model.

The Scottish Government Economic Strategy identifies the importance of the third sector in contributing to the Government's purpose of sustainable economic growth. Our five Strategic Objectives – to make Scotland wealthier and fairer; smarter; healthier, safer and stronger; and greener – are all predicated on our efforts to achieve sustainable economic success. Partnership across government and across the public, private and third sectors is vital in achieving this. Our three golden rules for ensuring shared and sustainable growth are solidarity, cohesion and sustainability, and an enterprising third sector – of which social enterprise is an important part – has a key role to play in helping us to achieve each of these.

The Enterprising Third Sector Action Plan 2008-2011 details the actions required to create an environment in which an enterprising third sector can thrive, maximising its contribution to our Purpose and Strategic Objectives. Considerable investment has been made in developing an enterprising third sector in Scotland, including direct funding for business support (e.g. through the Aspire to Enterprise programme) and funding through the Scottish Investment Fund (£30m), Third Sector Enterprise Fund (£12m) and the Social Entrepreneurs Fund (£1m).

In order for the third sector to reach its full potential as a service deliverer, an evidence base is needed to demonstrate how it adds value and provides better quality services. We recognise that this evidence base is currently incomplete and are working with the UK Government, the other devolved administrations and our third sector partners, including SCVO and Evaluation Support Scotland, to improve this situation.

We are funding a project to develop, promote and support the use of a standard form for measuring Social Return on Investment (SROI) ([www.sroiproject.org.uk](http://www.sroiproject.org.uk)) whereby an organisation can look at what it does, measure the difference that activity makes to people's lives, and tell a robust story about that difference or impact. SROI will provide independently audited output data on the social and environmental benefits of an organisation for the information of purchasers, funders and beneficiaries.

Our recently commissioned research, 'The Evidence Base for Third Sector Policy in Scotland: A Review of Selected Recent Literature', highlighted that the health objective in particular has had much policy attention. The strongest themes of material identified relate to health policy, healthcare provision, health promotion, children and parental wellbeing, substance misuse, and sport, health and wellbeing. However, to date, there has been little work on multi-agency partnerships; health promotion is recognised as an underdeveloped area of research; and, overall, there is currently little systematic evidence on the contribution of social enterprises to health improvement in Scotland. Greater discrete focus on the third sector is, therefore, needed.

Whilst the development of social enterprise activities may not necessarily be appropriate for every organisation, it is clear that the voluntary and community sector has the potential to greatly contribute towards achieving a long-term sustainable approach in delivering national and local outcomes.

Social enterprises are in a key position to engage with, and recognise, the needs of local communities. They have the opportunity to meet wider local needs, develop good business skills and offer employment and volunteering opportunities. Understanding and promoting the enterprise approach - and the ways in which social enterprises can complement and support the work of key partners – could enable a more successful delivery of activities to improve health and reduce health inequalities in Scotland.

## Further reading

The Scottish Government Economic Strategy

(<http://www.scotland.gov.uk/Topics/Economy/Key-Publications/ges07>)

The Enterprising Third Sector Action Plan 2008-2011

(<http://www.scotland.gov.uk/Publications/2008/06/19085003/0>)

## 3TFM – Health on the 'Ayrwaves'

We last heard from Ayrshire Community Radio Station 3TFM in the winter 2006 edition of CHEX-Point (#23). Originally broadcasting on a short-term basis under a Restricted Service Licence, they recently completed their first full year on air! They are now a Company limited by guarantee and a Social Economy Organisation. Here, Jim McHarg, Learning Manager (Capacity Building), Educational Services, North Ayrshire Council, details the journey of the only Community Radio Station in Ayrshire and the only dedicated Health Promoting Community Radio Station in the U.K.



Louis Ferguson, 3TFM Station Manager

3TFM has grown from a coalition of Local Government health and education professionals to a community-managed organisation, with a vision for change and action, in relation to community health across the three towns of Ardrossan, Saltcoats and Stevenston on the West Coast of Scotland.

3TFM were supported in their development by Cunninghame Housing Association, a traditional housing association with a very untraditional approach. Director Frank Sweeney's futuristic and holistic approach was as much about the needs of the people living in the houses as the bricks and mortar itself and, thanks to staff from his Op2mise programme (a social economy sector support organisation), 3TFM was able to develop and write a very realistic business plan. Our trading to date has been limited to contracting to promote healthy lifestyle through health promotion, but now we're gearing up to attract sponsorship and advertising.

Having established 3TFM within the 3 Towns area, we can begin to concentrate on developing the wider social regeneration partnership with the Local Registered Social Landlords, Irvine Bay Regeneration Company, the Council and its Community Planning Partners.

3TFM set out to use an asset-based community development approach – to engage with the local community rather than the alternate deficit model.

The value of the partnership was most clearly measured by the way we worked together with the local community to produce programmes and local ownership is a vital component of our successful format.

Were we to abandon the Community Economic development model in favour of a more traditional business approach, we would lose what the Office of Communications call "the bond of localness"...the natural affiliation that comes from being part of a strong community with its own sense of identity, family and friendship networks, sense of fairness and values of inclusion.

3TFM are an expanding part of the wider Voluntary Sector with social objectives, whose surpluses are reinvested in the business and in the community. With the budget of Local Government in decline and the pace of change and renewal quickening, it is clear that well structured, performing and capable third sector organisations may be presented with opportunities for delivering services for local people using local people within smaller, flatter organisations which can offer value for money and a community planning approach.

Community organisations and their members must be viewed as resources for change and action, and a pro-active approach to the involvement of the wider community within the Social Enterprise is an essential part of our business plan – within our first year of broadcast, we were able to employ 2 local people and periodically engage a number of others on a sessional basis.

Community groups and individuals were encouraged to develop their skills and we offered training to 180 volunteers – some referred by health professionals, all of whom quoted increased confidence, a pleasurable experience of volunteering and of meeting new friends as positive impacts upon their lives.

The active and consistent promotion of a health message – with 9 minutes of health related content broadcast every hour – has necessitated that we train local health 'animateurs'. This training function also enables 3TFM to engage with Jobcentre Plus and other agencies to improve the employability of local people who may seek to return to the job market as they grow in confidence and skill.

As a result of our station being immersed in the moment of everyday life, our content delivers an accessible, local, valuable output which people want to hear. In fact, many have told us that they listen to us rather than commercial stations specifically because we are not a sterile money-making marketing platform.

# Enterprising communities in Clackmannanshire

Originally inspired by the needs and concerns of mental health service users, NHS Allied Health Professionals created two award-winning community health projects – ‘Be Active Stay Active’ (BASA) and its sister project, ‘Roots & Shoots’ (R&S) – in Clackmannanshire (known locally as ‘The Wee County’) in 2003. Though popular and successful within the local community, their development has not always been an easy process as Roots & Shoots secretary, George McMeechan, explains.

BASA members engage in a variety of sociable activities e.g. walking, whilst R&S is its horticultural initiative. Both programmes aim to utilise members’ strengths and skills towards improving mental wellbeing – with physical toning an added bonus for their efforts!

The projects have received academic interest from no less an institution than The Open University who filmed their activities in May 2006 and featured them a year later in the 2007 coursework ‘Promoting Public Health’, as an outstanding example of good practise in the community. Similarly, The Robert Gordon University in Aberdeen has written BASA/R&S material into its Occupational Therapy coursework, alongside a workshop presentation at their ‘Health through Occupation’ conference.

Despite these accolades, dealing with the day-to-day challenges of being a community-led health initiative – as well as the necessity of working around local politics – was a constant struggle. Fortunately, R&S was able to cultivate connections with Forth Valley Food Links, the key partnership which led us onto exploration of the social enterprise scene. Latterly, with help from its sister, BASA, the project has been able to prosper despite a parting of the ways from statutory services.

In September 2007, R&S was invited to present at the 2nd Social Enterprise and Health ‘Fit for Purpose’ Conference, providing the inspiration for a R&S pilot scheme ‘Maintenance of Gardens in the Community’ which ran throughout the 2008 season. Its success was overwhelming with the demand for our valued services far outstripping our limited capacity in terms of manpower and equipment.

The ultimate plan for R&S is to operate an 8-months growing season between March to October, and divide these into 4 x 2-month blocks. Each block, in turn, effectively splits into 8 x 5-day weeks, thereby providing a total of 40 working days per block – 160 days per season - with week-ends off for good endeavour! Allowing for a typical 2-week period between grass trimming and weed control visits to individual gardens, this conveniently accommodates a fortnightly schedule to support a client base of, say, between 5 to 10 customers per week, dependent upon the area and nature of each garden involved and, of course, the capacity of the workforce!

So, adopting this simple operating policy, in combination with a sensible pricing structure, would evidently satisfy all of R&S’ social enterprising opportunities throughout The Wee County – if not the whole country!

Having worked the Clackmannan County Hospital allotment with no beneficial long-term outcomes, we are currently on the look-out for a permanent home base in the community.

However, with the motto “Where there’s a will, there’s a way!” always in our minds, the belief that our fate is to make this community initiative succeed is all we need in establishing the way to our home base allotment somewhere in the (quite) wide expanse of The Wee County!

**George McMeechan – Secretary (gc\_mcmeechan@talktalk.net)**



*Roots & Shoots activity in the community*

# Making the transition from community-led to social enterprise

Whether your community health initiative is looking towards adoption of the social enterprise model or has already made the leap, there are a number of different options available to you if you need advice and support. Drawing on her own experiences, Dr Lubna Kerr, Centre for Health and Wellbeing, provides useful pointers for help and describes how a new social enterprise can access this support.

Community-led health in its simplest terms involves identifying the needs of the community and then delivering them. This has always ensured that service delivery is targeted at those who really need it. Over the years, this has worked very well with many different health services being provided and delivered via the grant giving environment.

However, the environment and the culture is changing and the words ‘sustainability’ and ‘social enterprise’ have crept into the community-led health agenda and are here to stay. So, how do we embrace them and what services and support are there to help and guide us to the social enterprise and sustainable model?

The Scottish Government is very keen on social enterprise. A social enterprise is a business with social aims. A fantastic structure of support and funding has been set up and is available to those who are keen to embrace and develop social enterprise and be sustainable. The views of the social enterprise community are lobbied and delivered by the Scottish Social Enterprise Coalition (<http://www.ssec.org.uk/>) who is led superbly by CEO Antonia Swinson. Her organisation listens to the views of the social enterprise world and gets them to the ears of those who need to hear it i.e. Scottish Ministers and civil servants. To have an organisation that has direct access to those who develop and design the policies is quite unique and shows the commitment from the Scottish Government to the social enterprise movement.

There are a range of other organisations that support social enterprise such as First Port, the first port of call for social enterprise and community enterprise, which helps organisations move to a more secure footing. The Social Enterprise Academy has access to some of the best tutors around and is great way to learn from experienced entrepreneurs.

These organisations and others can help you with the whole process of design and developing your social enterprise, from simple companies to large organisations that employ 200 people.

We are one such simple company who have had superb support from the organisations above. We were a group of people who had identified a health needs gap and wanted to provide holistic health which we knew had to be sustainable. We had no previous knowledge about social enterprise and, in just under 2 years, we are trading! We provide health and wellbeing to any organisation that will pay us for our services and then re-invest the surplus into the health and wellbeing of the local communities who need it the most. There is great support from Sencot who keep all the social enterprises in touch with each other and provide forums to meet.

If you are an existing voluntary group, the transition couldn’t be easier - you have the governance structures and you have the people who deliver the services. You have the clients to deliver to; it’s just the thinking around it that needs to change. Accepting the word ‘sustainable’, answering the question of sustainability and coming up with your answer to it are three simple steps to make that transition from community led to social enterprise. It couldn’t be easier and, with the plethora of support and funding around, it could just be the right time to be making that move. There are 3 levels of funding available for social enterprises. The first is the Social Entrepreneurs Fund available from UnLtd and First Port and is for individuals, the second is called the Enterprise Fund and is for existing organisations to grow their organisations and is up to £100,000. The third is a mixture of loans and grant and is for established social enterprises.

There are many social enterprises all over Scotland. Contact your local one in any area and ask them for a chat to discuss how they run their social enterprise. The economic climate is one of openness, acceptance, change, sustainability and social enterprise. Isn’t it time your organisation embraced it?

For more information on the Centre for Health & Well-being, contact Dr Lubna Kerr, Trustee, on 07769683779 or [lubnakerr@talk21.com](mailto:lubnakerr@talk21.com).

# Stepwell - an enterprising 'step' forward!

Based in Inverclyde, Stepwell is an innovative social enterprise company delivering a range of high quality health and wellbeing services to individuals, organisations and businesses. In this article, Steven Watson, Managing Director of Stepwell, explains the company's pro-active approach and looks back over the achievements of the past year.

Focused on impact, our person-centred approach enables us to journey with clients as they embrace 'a change in the right direction' increasing confidence, enhancing skills and maximising impact. We are committed to impacting health inequalities, reducing absenteeism in the workplace and creating employment opportunities for people furthest from the labour market.



Managing Director Steven Watson (right) receiving the Bees Knees award.

Photo: courtesy of the Greenock Telegraph

Having made the bold, unique and exciting move to take a project entirely embedded within the NHS (and fully grant funded) and establish it as an independent social enterprise company, we can look back over this last year with a sense of achievement, recognising the significant changes that have been made within the staffing culture, financial systems, internal processes and service delivery. The enterprising ethos is embedded within our decision-making at every level and is at the heart of directing all future developments without compromising our community-led health approach. We have successfully won public and private sector contracts, accessed further funding streams for specific projects and recently received the Bees Knees Business Award for Community Spirit 2009 from the Greenock Chamber of Commerce.

As community-led health organisations that bridge the gap between the strategic national policy context and the vulnerable individual in a disadvantaged community, we are no different from other organisations or indeed local businesses that have to constantly adapt in order to be

financial viable. We cannot afford to reactively wait for the next funding stream to guide us; we must effectively respond to our clients needs today whilst futuring ourselves to meet the growing social drivers that will be faced in the years ahead.

However, it should be noted that social enterprise, as an organisational model, is not the way forward for every community-led health project! It is a way of working which cannot be imposed or added on as an appendage; it is not a quick fix solution to financial sustainability; it is more than just a branding exercise; it is a core reality which embraces a new way of thinking and operating, and which must permeate every part of the company with every person fully committed from the board of directors, to the manager, staff and volunteers.

For those projects considering a move to social enterprise as well as those already on the journey, I am convinced that the 15 recommendations contained in the CHEX report on social enterprise and community-led health must become critical questions that are asked on a daily basis if we are to forge a new way forward which embraces a business approach to financial viability fully integrated with our vision and passion for the reduction of health inequalities within our community-led health ethos.

To find out more about Stepwell and the services we provide, including tailored consultancy support to community-led health organisations ready to explore the potential step change to social enterprise, please see our website [www.stepwell.org.uk](http://www.stepwell.org.uk)



Cook School at Stepwell

# Social enterprise - a rollercoaster journey

Castlemilk Stress Centre was established in 1994 as a community-based organisation delivering a flexible range of stress management services. The service was established in response to the poor health record within the Castlemilk area of Glasgow. Karen Guthrie, Assistant Manager, tells us of the challenges the organisation has faced as it attempts to embrace a Social Enterprise model.

The purpose of the organisation is to contribute towards improving health and wellbeing and to encourage people to reach their potential. Original funding was secured through Urban Regeneration and has since been funded through a cocktail of funders. Current funding includes CHCP, Fairer Scotland Fund, NHS and the Big Lottery.



Tackling stress in Castlemilk

Over the years, project funding has reduced and, as a result of current climate, voluntary organisations are now being encouraged to embrace the social enterprise model to ensure sustainability. In response, Castlemilk Stress Centre sourced funding through Communities Scotland to bring into post a Sustainability Coordinator. The Sustainability Coordinator came into post in April 2006. This role was originally funded for one year to identify and develop income generation opportunities. This was a challenging role and it became obvious that this role would need to be long term if developments were to flourish and strengthen the long term sustainability of the project. Further funding was secured for an additional 15 months. In this time, we established a workplace Sickness Absence Programme. This programme was showing signs of becoming a successful model and brought the centre income in the region of £40,000.

After 15 months of development, funding ended and, as a result, we lost this valuable post. It has been impossible to develop the Social Enterprise model without a dedicated worker to take developments forward. We are currently exploring options to fund a Business Development Manager who would be responsible for building on our previous achievements.

Developing this model does put a strain on our current resources, however, and we agree that there is a risk of affecting a needs-led approach to care in the community. To overcome this obstacle, it is necessary to develop the Social Enterprise as a separate wing with its own resources of delivery. Castlemilk Stress Centre remains committed to the community and will continue to deliver on our original objectives.

The journey into Social Enterprising remains a challenge. We continue to pursue the model and plan to move forward with it. We continue to research the potential market and the fit with our services and current policy. Our current Business Plan will be developed to reflect our findings in line with our vision and we admit this is proving very difficult to achieve given current resources. Together with board members who are a valuable support, we have approached CEiS (Community Enterprise in Strathclyde) and Aspire for support and are currently considering pilotlight Scotland as an option to help us make progress.

It is too early to predict if this model will be the answer to funding and long term sustainability. We do, however, realise that there does not seem to be a current alternative way to move forward.

For more information, contact Karen Guthrie, Assistant Manager, Castlemilk Stress Centre [karenguthrie@castlemilkstresscentre.co.uk](mailto:karenguthrie@castlemilkstresscentre.co.uk)