

our social impact.

By investing in third sector organisations that have the capability to make sustainable social impacts, our loan funds continue to support charities, community organisations and social enterprises across Scotland.

74%
of customers said SIS's investment made a significant difference to what they do



Chair's statement

I am delighted to present this report which highlights the significant achievements made by Social Investment Scotland (SIS) and its customers over the past decade. When SIS was first established, there was real enthusiasm for this new organisation to make a significant difference to social enterprises and community organisations in Scotland. The SIS team has worked hard to realise this ambition. It is testament to the commitment and hard work of a few individuals that so much has been achieved in such a short space of time.

SIS has had the vision and courage to back a number of risky projects, where no other lenders would. These projects have gone on to help communities across the country, in addition to working with more established community-based organisations. Before SIS was set up, it was extremely difficult for these organisations or social enterprises to raise vital funding other than through grants. Despite the fact that social investment is now more common, funding is still a real challenge for social enterprises as there is reduced grant funding to tap into and increased focus on sustainability.

It is now time to build on the expertise and knowledge SIS has developed, as well as the excellent reputation the team has in the third sector. It is also time to grow the funds available and impact on even more organisations which can help to make a difference to the lives of many more people across Scotland. I hope this report gives you a flavour of the diversity of the SIS portfolio and the remarkable organisations which have benefited from SIS funding.

“Whatever the type of Social Finance, the concept to recycle money and put it to use again and again in support of those organisations which in turn support the most disadvantaged and needy in society is a powerful one. It leads to sustainability of financial support, spreads that money widely and ultimately leads, alongside good advice, to stronger social organisations. It's surely a win-win if investment and funding achieve positive social and financial return both for investors and for the wider world.”

Lady Susan Rice, Lloyds Banking Group Scotland; key player in the development of SIS



“ Social Investment Scotland is a pioneer of social finance - investing in charitable organisations which in turn support the most vulnerable in society. ”



This report

SIS recently celebrated its 10th anniversary. This seemed the ideal moment to not only celebrate the social impact of SIS's activities and those of the organisations it has supported in that time, but also gain a better understanding of them.

SIS commissioned FMR Research, an independent social research consultancy, to measure SIS's social impact over the last ten years. FMR wrote this report and are helping to design indicators to monitor this impact in future.

The research process

The process began with a workshop held by FMR with SIS staff, board members, customers and bank representatives. Together they considered suitable indicators for SIS to measure the impact of both its past and future activities.

Ten in-depth interviews with a mix of SIS customers (based on their length of relationship with SIS, their focus and geographic location) helped form the case studies found in the full report. In addition, from an online survey of 92 SIS customers (all from the last 10 years with viable contact details), 58 responses came back - a **63% response rate**. Finally, FMR analysed secondary SIS data to give further insight into activity before presenting their findings.

2001

- Initial investments provided and SIS incorporated to provide loan finance

2003

- First five loans approved - a total of **£200k**

2004

- Loan balances reach **£500k**

2005

- SIS granted charitable status
- £3m** from the Scottish Executive capitalises SIS (Future Builders) Ltd

2006

- Loan ambassadors network established
- 'Investment Capital for Social Ventures' published
- Loan balances exceed **£1m**

2007

- SIS appointed to manage the **£30m** Scottish Investment Fund

2008

- First SIF investment drawn down - **£500k** Momentum Scotland

2010

- £2m** of new Community Investment Tax Relief capital raised from Co-operative Bank

2011

- Loan balances reach **£5m**
- £3m** more for the Scottish Investment Fund

2012

- New website launched and social media presence established

The SIS story so far

Social Investment Scotland (SIS) was established in 2001 by the Scottish Executive, Scottish Enterprise, Highlands and Islands Enterprise, Communities Scotland and four banks – Bank of Scotland, Clydesdale, Lloyds TSB and Royal Bank of Scotland – which provided the initial capital base. The Co-operative Bank supplied further capital in 2010. Since 2008, SIS has also managed, on behalf of the Scottish Government, the Scottish Investment Fund (SIF), the largest fund of its kind in Scotland with over £30 million available for investment (2008-12).

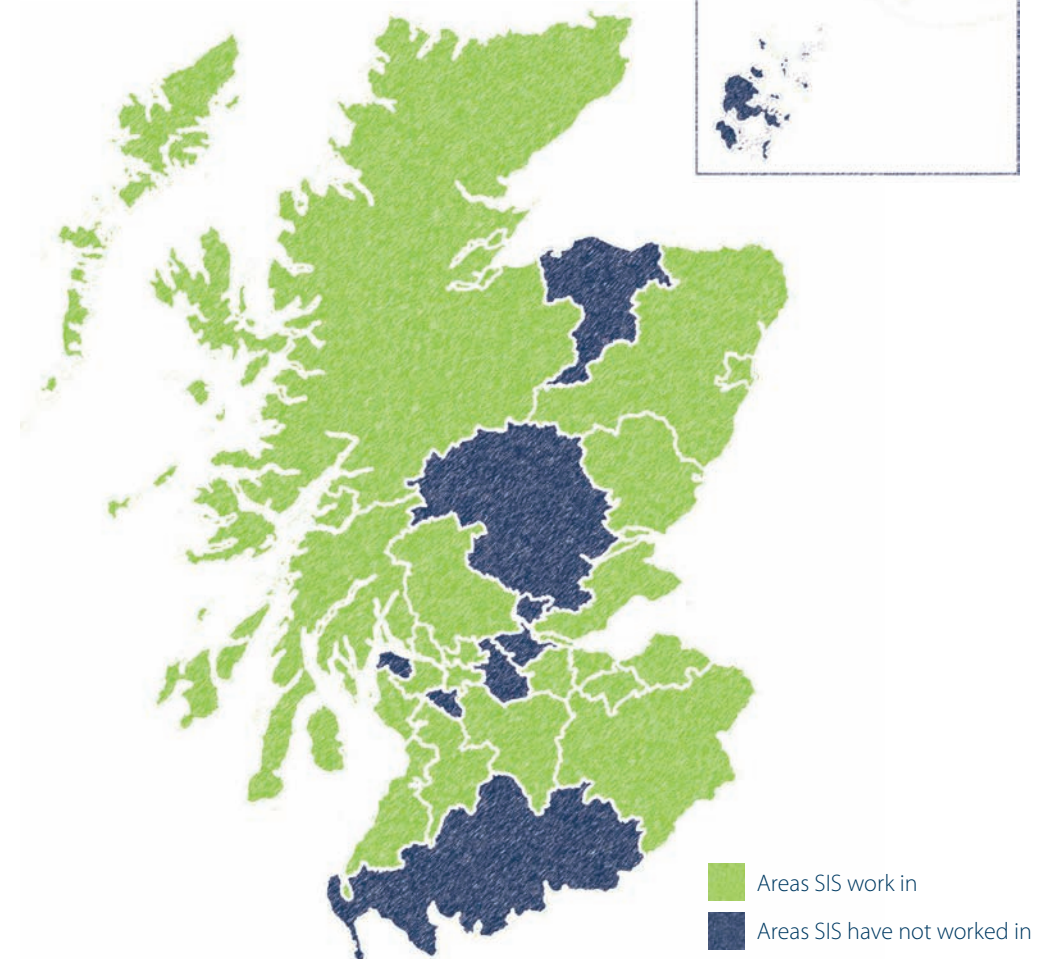
SIS is Scotland's principal not-for-profit provider of loans to the third sector and its largest Community Development Finance Institution (CDFI), as well as one of the biggest in the UK. CDFIs make loans to charities, community organisations and social enterprises, which might find it difficult to access finance from another source. Some community organisations can be perceived to be too risky by lenders. SIS is seen to understand the sector and what it is trying to achieve.

Community organisations need investment to grow what they do and increase the positive social impact on their beneficiaries. SIS loans are tailored to each organisation and enable the creation of jobs, the provision of services, and the development of geographical or interest-based communities to move them to a more sustainable footing.

SIS and the Scottish Investment Fund

SIS has managed the Scottish Investment Fund since 2008 and by April 2012 had invested a total of £31.8m in 54 third sector organisations across Scotland.

Each of these investments is actively managed by the SIS team. Although there is some commonality between the SIF and the SIS customer population, these investments were not included as part of the research process. Social impact monitoring was an integral part of the fund management and SIS will build on this, in partnership with the Scottish Government, to evaluate the impact of the Scottish Investment Fund.



Who has SIS supported?

Overview of activity

To date, SIS has supported 170 charities, community organisations and social enterprises across Scotland. Taking SIF monies out of the equation, SIS has supported 107 organisations with initial loan awards of £10.9 million. Some additional loans take the total advanced to £11.4 million, of which £8.6 million has been drawn down to date. SIS makes the loan fund work hard for the third sector in Scotland by 'recycling' its funding: loan repayments go back into the 'pot' to be distributed to other organisations seeking investment.

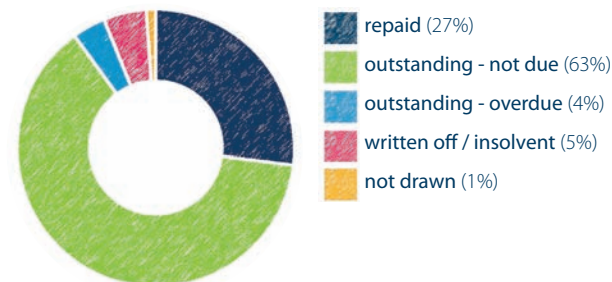
The organisations SIS has supported are based in 23 of Scotland's 32 local authorities. While Edinburgh and Glasgow are unsurprisingly both well represented, with 12 and 17 organisations respectively, 16 customers are based in the Highlands and Islands, while there is strong representation in other rural areas. One in seven customers is based in an area of deprivation, according to the Scottish Index of Multiple Deprivation (SIMD).

Total loans drawn per year

Each bar shows the amount invested each year. The figure above each bar indicates the number of loans made that year



Breakdown of loans made



Profile of lending

Nearly two-thirds of loans (64%) have been term loans, 21% bridging loans and 9% revolving credit facilities. The number of loans approved and drawn down has increased in recent years, with 44% of loans first drawn down in 2010 and 2011, compared with 56% in the preceding eight years.

The SIS loan fund is aimed at smaller organisations, generally with loans for up to ten years of £10,000 to £250,000. The average original loan amount was £102,000, with a minimum of £4,000, a maximum of £500,000 and a median (midpoint) of £65,000. The average loan term (from original draw-down date to initial repayment date) was five years and four months.

Loans have been provided to organisations for projects which vary significantly in scale. Whilst 36% of projects were valued at less than £100,000 in total, 46% were £100,000 to £1million, and 18% were more than £1million. The average total value of projects was £574,000, with a median of £190,000, but they ranged from £4,000 to £10million.

SIS has approved loans of £11.4million towards projects worth in excess of **£60 million**.

Beneficiaries

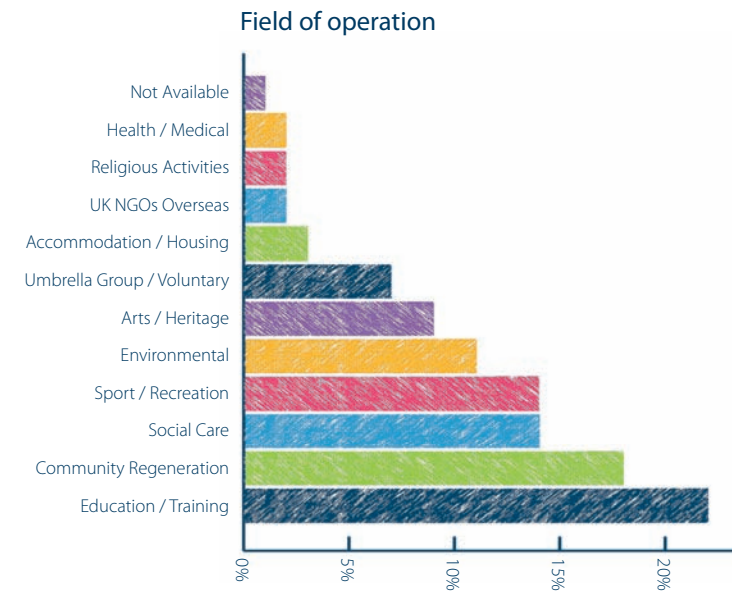
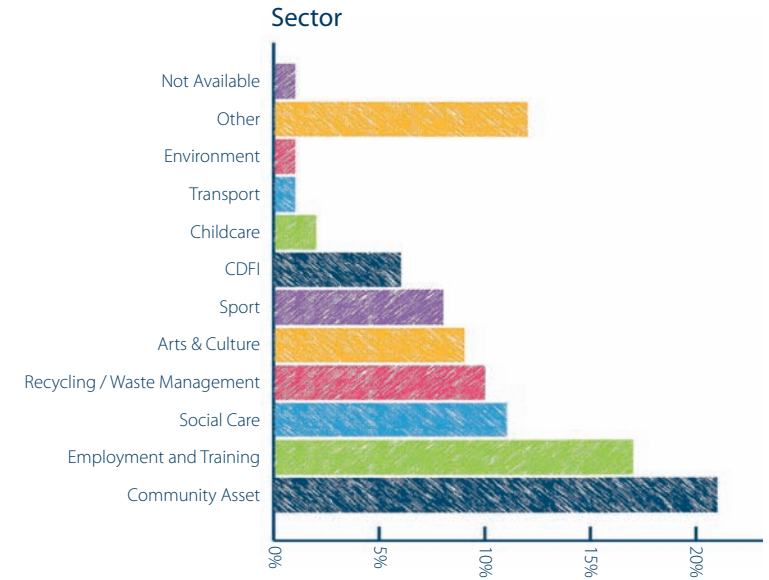


“SIS investment and shared vision have allowed a transformational step change in our development plan.”

Customer profile

SIS customers are involved in different types of activities, and for a wide variety of beneficiaries. For example, 21% of them manage a community asset, such as land or a building for the benefit of local people. Another 17% are involved in employment and training.

While organisations become involved in many different activities, there is a focus on education and training (22%), community regeneration (18%), social care (14%), and sport and recreation (14%). All sorts of people benefit from the activities of SIS customers: a quarter of organisations focus on everyone in the local community, 18% on young people, and 17% on those who are unemployed.



Making a difference to customers

It appears most customers like what SIS does and how they do it. The online survey asked customers to award SIS marks out of ten. The average score given was 8.2, with SIS receiving a top score of 10 from 31% of respondents. This was not the complete picture, however, as FMR did not have the opportunity to elicit views from those unsuccessful in receiving a loan from SIS.

More than 70% of customers indicated that a key strength of SIS is its staff, in terms of their friendly, helpful, responsive approach and the fact that they are seen to understand the third sector. Two-thirds also cited the ongoing dialogue as being helpful, with 63% agreeing that SIS appears professional and 54% that it is not a bureaucratic organisation.

Two main weaknesses were expressed: firstly that interest rates are too high or inflexible and secondly that not enough organisations in the sector know about SIS. However, 25% said that SIS had no weaknesses. Any perceived weaknesses haven't deterred customers from considering using SIS again: 77% said they would if they needed a loan, and 14% have already done so.

Customers were asked how likely they would be to recommend SIS to another organisation. This was carried out in a format which allowed FMR to calculate the Net Promoter Score (NPS), an internationally recognised measure of customer satisfaction. SIS's NPS is +58, an excellent rating. The fact that 63% of customers have already recommended SIS to another organisation supports this score.

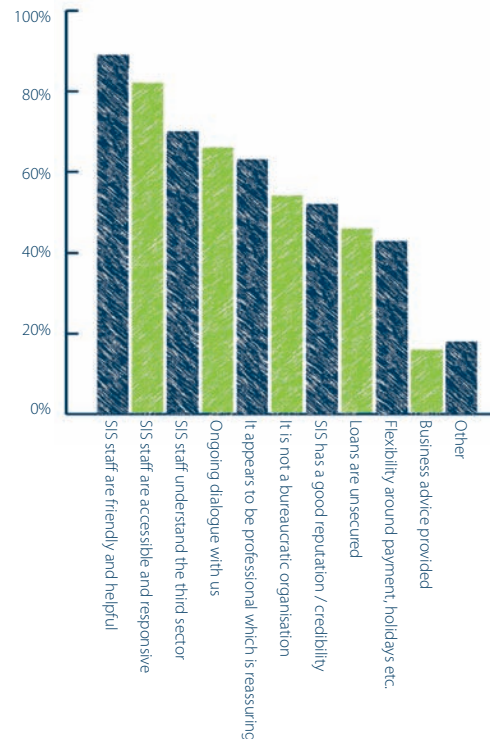
The survey went on to ask customers to what degree they would attribute any positive impact on their organisation to the investment of SIS. This could be either in terms of positive growth or helping to safeguard activities or jobs in a time of adversity. Three-quarters of customers (74%) stated either that they wouldn't be here at all if it wasn't for SIS, or that SIS's investment had made a significant difference to what they were able to do.

Attributing impact to SIS's investment

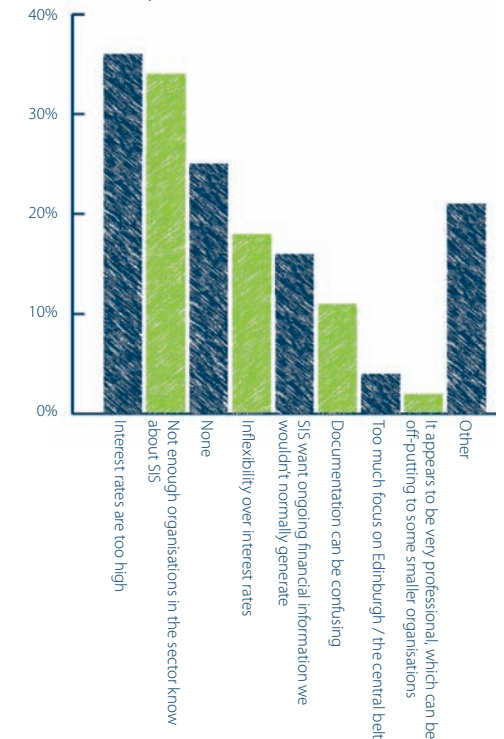
■ We would not be here at all if it wasn't for SIS
■ SIS's investment has made a significant difference to what we are able to do
■ SIS's investment has made some difference to what we are able to do
■ Other



SIS's Key Strengths



SIS's Key Weaknesses



*The Net Promoter Score is a management tool that can be used to gauge the loyalty of a firm's customer relationships. When asked 'How likely is it that you would recommend [company x] to a friend or colleague?', customers respond on a 0-10 point scale where 0 is not at all likely and 10 is extremely likely. Promoters (score 9 – 10) are loyal enthusiasts who will keep buying and refer others, fuelling growth. Passives (score 7 – 8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings. Detractors (score 0 – 6) are unhappy customers who can damage the brand and impede growth through negative word-of-mouth. NPS is calculated by taking the percentage of customers who are Promoters and subtracting the percentage who are Detractors. For UK comparative purposes, Apple Computer hardware score +67 and First Direct Banking +61. Source: <http://www.netpromoter.com/np/compare.jsp>, accessed 5 April 2012

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Three-quarters of customers (74%) stated either that they wouldn't be here at all if it wasn't for SIS, or that SIS's investment had made a significant difference to what they were able to do. //

Our social impact...

We have identified four areas where SIS is making a significant impact, each of which is highlighted in more detail in this report:

- 1** helping to create a larger and more robust third sector in Scotland, in terms of the number of organisations, jobs and volunteering opportunities they support;
- 2** moving towards a more financially sustainable model of working, with less reliance on grant funding and greater income generation;
- 3** encouraging more managerially sound and well-governed third sector organisations
- 4** making a real difference to local communities: improving the quality of people's lives, their environment and their life chances.



Number of loans made:
115

Value of loans approved:
£11.4m

Number of loans repaid in full since 2001:
28

Number of loans that have failed since 2001:
10

Number of current SIS loans:
77

Average loan amount approved:
£102,000

Value of projects supported:
£60m

Reach of SIS loans:
23 out of 32 local authorities

Loans reaching Scotland's most deprived communities:
36%

Average score for SIS customer service:
8.2 out of 10

Would use SIS again:
77%

“ SIS investment and shared vision has allowed a transformational step change in our development plan ”



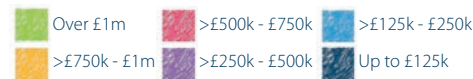
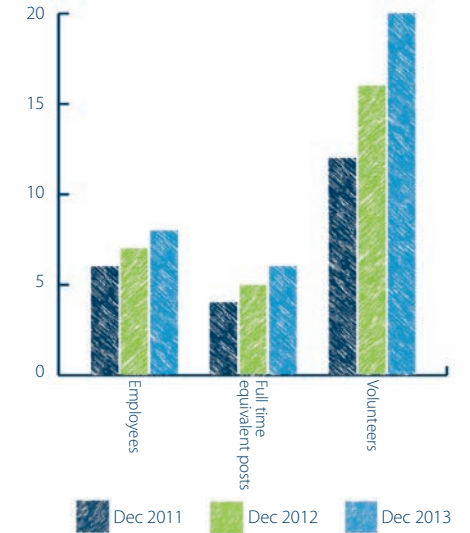
1.

Helping to create a larger and more robust third sector in Scotland

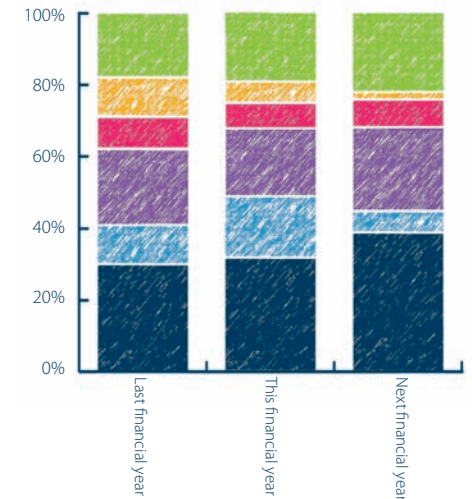
The turnover information provided by customers varied from a few thousand to more than £10million, with a total of £47.2million (for 61% of the contactable customer-base). Small enterprises made up the majority, with 83% having a turnover of less than £1 million. Half of the respondents estimated that this would increase in the current financial year, 8% that it would stay the same and 43% that it would decrease. Predictions were more positive in terms of the shift in income between this financial year and next: 82% felt it would increase, 8% decrease and 10% stay the same.

As might be expected from the wide turnover spread of the organisations, staffing levels also varied significantly: from 0 to 260 Full-time Equivalent (FTE) jobs and 0 to 2,800 volunteers. The average number of FTE posts was 17, with 108 volunteers. As the larger numbers skew the average, the median is more useful: 4 FTEs and 12 volunteers. As at December 2011, respondents supported a total of 909 jobs and 6,160 volunteers, and all were expected to increase these numbers in the next two years.

Median staffing levels



Turnover



“ The SIS loan has enabled us to invest significant monies into business development, which in turn has significantly enhanced our prospects of creating a long-term sustainable business. ”

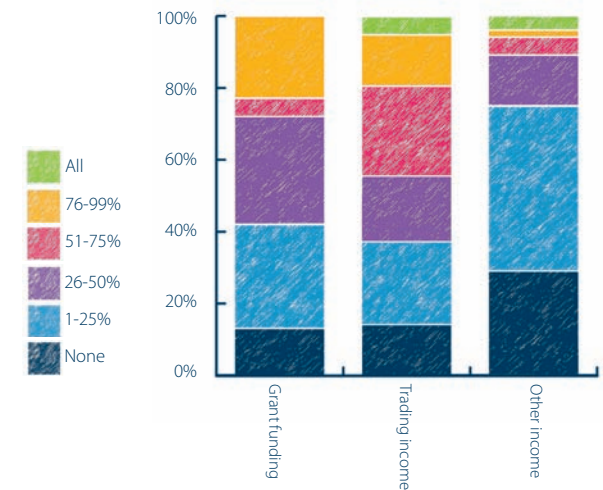
2.

Moving to more financially sustainable third sector organisations

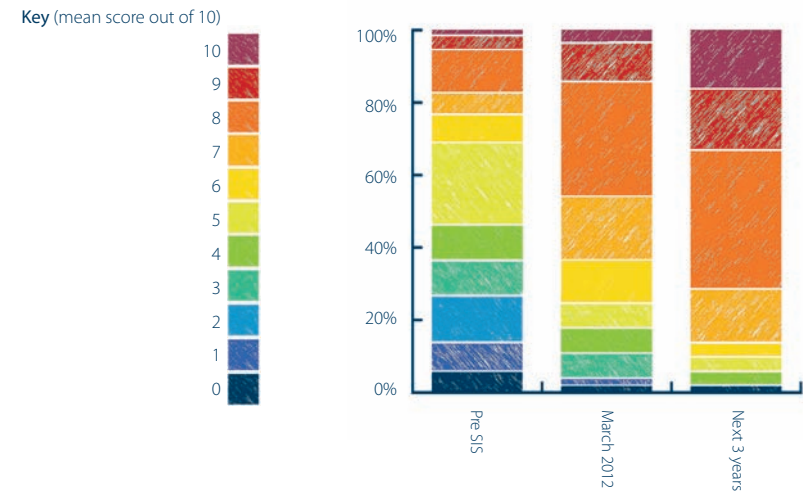
The split of income in the last year for those responding to the survey illustrates the complex mix of funding within the sector. Just 12% stated they received no grant funding, while only 14% had no trading income. It will be interesting to track this over time to see how the balance shifts, in particular between grant funding and trading income.

Customers felt their financial sustainability had improved since they had been awarded a SIS loan. They also expected it to improve even more, with more customers awarding higher scores. Average scores out of 10 (where 0 was precarious and 10 extremely strong) were 4.5 pre-SIS loan, 6.6 now (March 2012) and 7.9 in the next three years (March 2015). Customers clearly felt more comfortable that they would maintain their current scope and scale of activities in the next three years than grow them, but there is still a good level of optimism that they will grow.

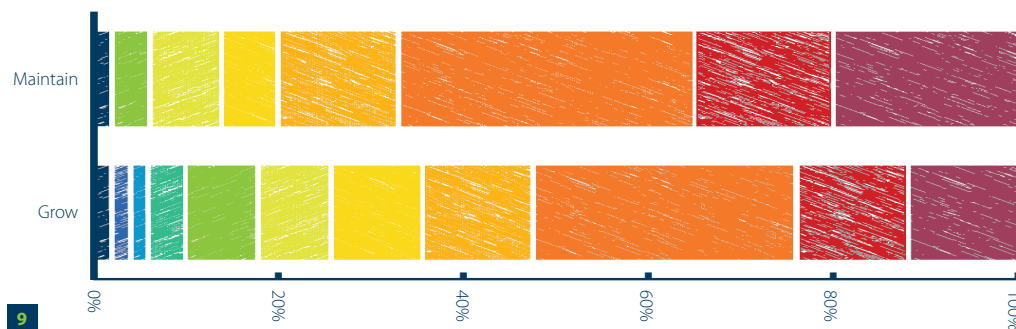
Income split in 2011



Financial sustainability



Confidence in maintaining and growing

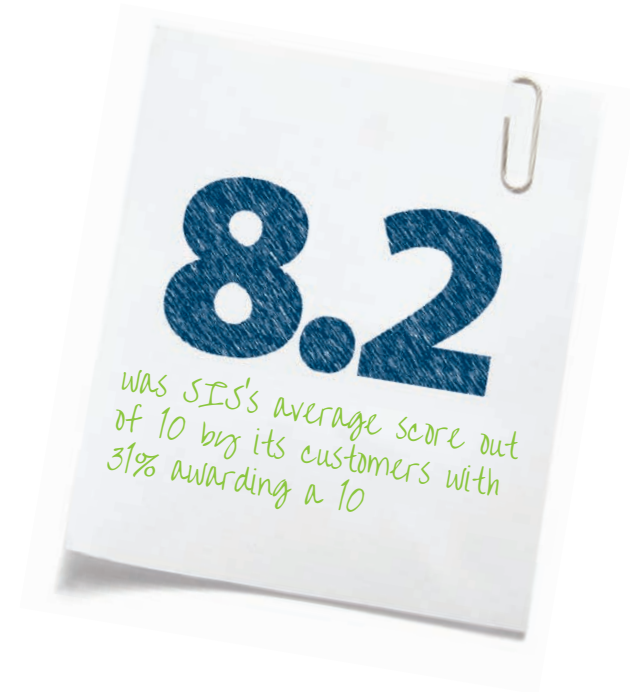


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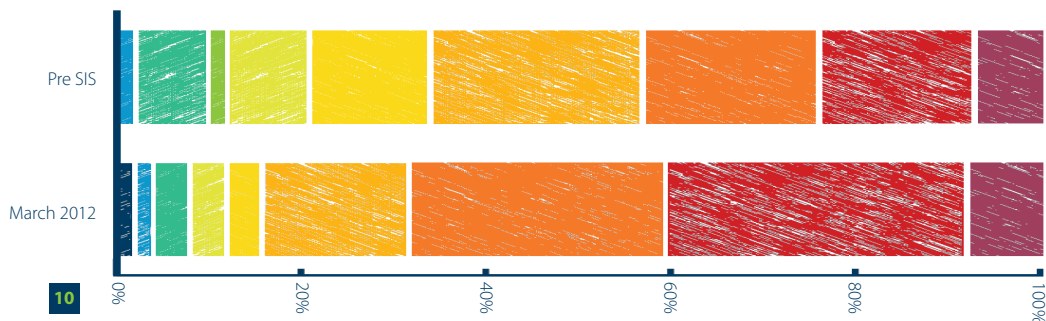
Managerially sound and well-governed third sector organisations

Although most organisations already considered themselves to have robust governance arrangements before their loan from SIS, it was felt to have strengthened since then. Comments from the interviews and online survey suggest that some organisations have improved this, partly because of the reporting requirements that came with the SIS loan. Others were already developing in this way and taking on board good practice as their organisation became more established. For some, there is still room for improvement in developing their board, though this can be limited by who is available locally and willing to be involved. The average governance score pre-SIS loan was 7.0 and it is now 7.75.

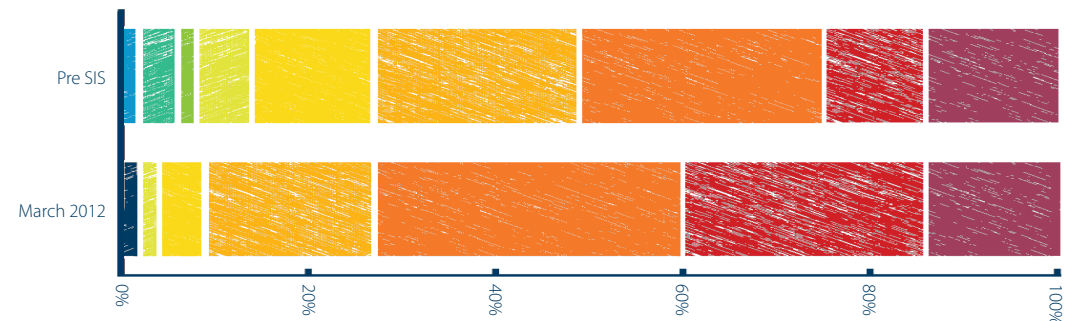
Similarly, the strength of the leadership of the organisation was considered to have improved, from a mean score of 7.4 pre-SIS loan to 8.1 now. However, it is acknowledged that this was perhaps difficult to score for some respondents who, as leaders of their organisation, were commenting on their own abilities.



Governance



Leadership



4.

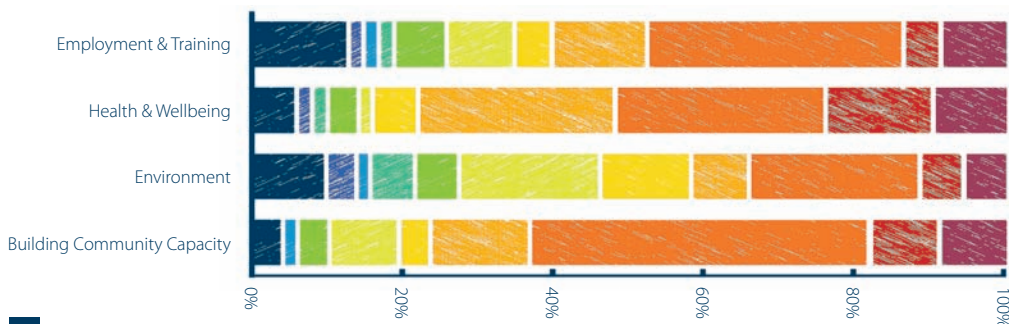
Making a difference to local communities

Customers also highly rated the positive social impact they had made. They considered their activities to have had most impact on building community capacity (average 7.2 out of 10) and health and well-being (average 7.0); hardly surprising as most activities would contribute to these in some way. Employment and training (average 6.1) and the environment (average 5.6) were also being addressed. However, responses were more polarised on these two elements, as some projects saw this as a main focus of their work and others as an additional benefit.

Employment and training: some organisations mentioned the creation of work placements, training opportunities and jobs, some temporary, primarily in Scotland but also in Africa. A number of customers also highlighted staff and volunteer training and development, either to improve their own organisation's skills or help move people into work elsewhere.



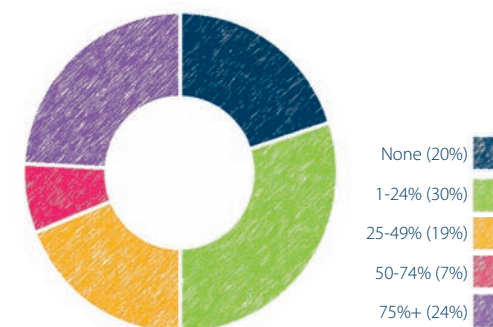
Positive Social Impact



Impact Profile



% clients living in Scotland's most deprived areas



Health and well-being: some projects focused on physical activity and some on confidence and positive mental health. Others concentrated on the move out of poverty, which affects health and well-being in so many ways. The broad diversity of the SIS customer base means that projects have provided very different services and activities for local people. However, most feel their work has had a positive effect on health and well-being.

Environmental issues: a few customers focus specifically on environmental issues, for example by recycling waste, which helps explain their high scores on this indicator. Others do not see environmental issues as a core purpose of their organisation. They do, however, take a socially responsible approach to their properties' energy efficiency, buying materials, ethical companies, recycling waste, and food purchase and sales.

Building community capacity: when scoring for building community capacity, customers took into consideration both the internal capacity of their organisations, their service users and that of partner organisations. Customer feedback shows plenty of partnership working and a real commitment to the ongoing development of staff, volunteers and service users.

Of those who benefit from the activities of SIS's customers, an average of 36% live in Scotland's most deprived areas (0-15% SIMD areas). For one in five organisations (19%, 11 respondents) none of their beneficiaries did, but a quarter (24%, 13 respondents) reported that at least three-quarters of their beneficiaries lived in the most deprived areas.



What's next for SIS?

We have achieved a lot since 2001. Whenever I, or any member of the SIS team, visit an organisation in which we have invested money, it is easy to see the impact that our investment has had: the buildings it has helped construct; the jobs it has created; the vehicles it has purchased; the contracts it has helped secure. But most importantly, you can see it in the faces of people with whom our customers work, and the stories they tell.

Research we have conducted has helped us uncover the quantitative and qualitative evidence of this impact. More often than not, the social impact of SIS is delivered through our customers, alongside a complicated mix of other funding and support, and not only as a result of a SIS investment. That said, the vast majority of our customers have told us that our support has made a significant difference to what it is they do; and in the key areas of governance, leadership and financial sustainability, positive impact can be attributed to the involvement of SIS. The best bit about it all, of course, is that as these investments are repaid, we can invest that money again, again and again for even greater effect.

It has been especially reassuring that the SIS team has been rated so highly in the independent research; but also useful to see honest feedback on the things that we are perhaps not doing as well. As a team and in the continuous pursuit of our vision, we will dedicate ourselves to ensuring that we do all we can to ensure SIS is an open and approachable funder, providing a route to simple, transparent investment products, partnered with appropriate support and advice.

The SIS vision:

To be the leading provider of investment finance and the gateway to business development support and information to social enterprise in Scotland.

I recently heard a warning about social impact measurement: "Be careful what you measure. Not everything that counts can be counted and not everything that can be counted counts." With that in mind, on the back of our research, we have developed a set of indicators, which we will use from now on with every customer, to monitor and record the impact of our investment. This methodology and these indicators have been developed in conjunction with our stakeholders to operate collaboratively with other measures; to ensure the impact drives the measurement rather than the other way around. We will support our customers in this process.

Our challenge is to build on this experience and proven track record to continue to invest for impact, in partnership with our valued customers. Everyone at SIS is excited about the future and this next stage in our development.

Alastair Davis

“

Social Investment Scotland is a pioneer of social finance - investing in charitable organisations which in turn support the most vulnerable in society. ”



Meet the customers

Social Investment Scotland supports a wide variety of organisations, large and small, urban and rural. They include those providing care or a resource for the community; those targeting specific groups; and those addressing employment and training, arts and culture, environmental issues or health. The following case studies show the broad scope of the SIS portfolio, the way in which SIS has helped them, and the real differences being made by SIS customers to the people with whom they work.

The impact profile chart next to each case study illustrates seven key aspects of impact: four external and three internal. The FMR online survey asked customers ‘how much of a positive social impact has your organisation generated in the last year?’ around each of the four external impacts (employment and training; health and well-being; environment; and building community capacity). This was measured on a scale of 0 to 10 where 0 was low and 10 was high. Tracking in future years will monitor progress.

The three internal impacts were gauged in a similar way (on a scale of 0 to 10), prior to the loan from SIS, now and (for the financially sustainable question only) in the next three years. The responses for ‘now’ are displayed alongside the four external impacts in the radar chart, while the responses to the different timeframes are illustrated in the bar chart below it.



Key facts

14% of income from trading in last full financial year, expected to double this financial year

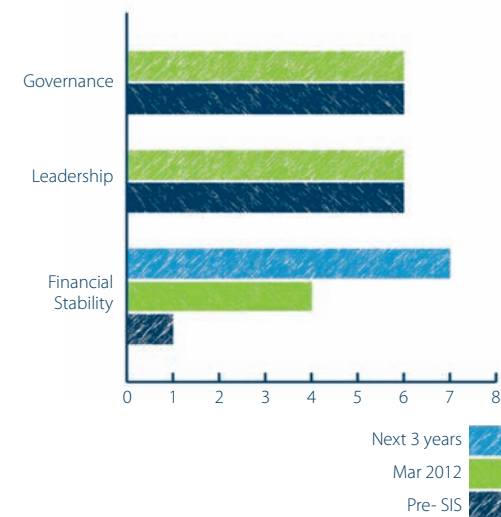
3 employees,
4 sessional workers and
10 volunteers

Assynt Foundation

- Who?** Local people and visitors to the area
- Where?** Assynt, North West Highlands
- What?** The 44,400 acre estate, including Glencanisp Lodge and various other buildings.
- When?** The Foundation was formed in 2005 to enable the landmark community land buy-out of the Glencanisp and Drumrunie Estates.
- Why?** To manage the land and buildings of the estate for the benefit of the community rather than rely on a private land-owner; to put the community and the land at the heart of decision-making; and to create a more diverse economy which will encourage more young people to stay, thus reversing the ageing demographic trend.
- How?** The Lodge now provides an income, some employment and a resource for local people. Future plans include renovating more out-buildings for tourist accommodation, affordable housing, community activity or work spaces, as well as hydro power as a further income stream.
- SIS input** £100,000 to make up the shortfall in grant funding to redevelop Glencanisp Lodge, plus another £100,000 for other development projects. The Lodge is used as a community venue for education, arts and other activities but finds its main source of income as a commercial let, with 12 bedrooms accommodating more than 28 people. It is now Disability Discrimination Act (DDA) compliant on the ground floor and has a smaller carbon footprint, with woodchip heating, solar panels and double-glazing.

Positive impacts

- Generating local employment in a remote and rural area
- Providing a good quality community facility and focal point for local people
- Bringing new income to the area
- Creating knock-on benefits to other local businesses, e.g. B&Bs, butchers who sell venison
- Developing and empowering the community
- Managing the land for ongoing environmental benefit and habitat improvement
- Working to make Assynt a more sustainable community in every way





Key facts

- 50% of income from trading
- 9 employees, 2 sessional workers and 3 volunteers
- 5% of beneficiaries live in SIMD areas

Callander Youth Project (CYP)

Who? Young people aged 11 to 25, wider community

Where? Callander and surrounding area

What? CYP delivers a wide range of support to and activities for young people. It works in partnership with other organisations locally to give young people a voice, opportunities for involvement and improve community cohesion.

When? Established in 1997

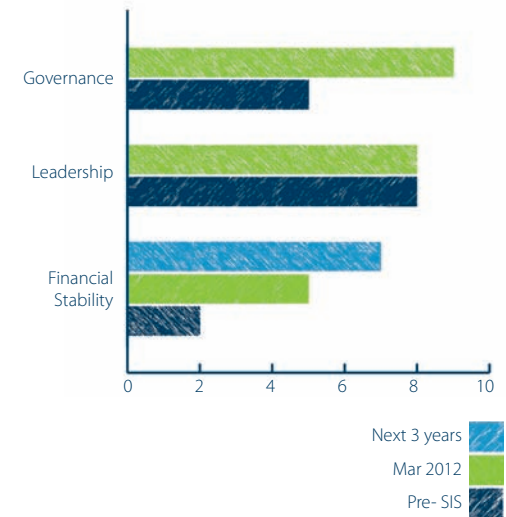
Why? To improve young people's quality of life, confidence, self-esteem and life skills, as well as addressing negative behaviour.

How? CYP has regular youth clubs, environmental- and arts-based activities and one-off events. It also offers employability support for young school-leavers looking for work and dedicated assistance to young people attending McLaren High School. The new base (purchased early 2012) is a former hotel which will be developed as a Youth Hub. This will have a youth work space, a café, events space, bunk-house accommodation for visitors to experience outdoor activities, and more garden and environmental projects.

SIS input £90,000 in 2002 to purchase premises. These were later sold, so the loan was repaid in 2009. Further SIS funding is being sought for development of the new premises, which should lead to a wider range of outdoor activities and skills with links to Curriculum for Excellence.

Positive impacts

- Engaging young people in positive activities, developing new skills and building confidence (youth club has approximately 80 registered members)
- Getting young people to college and into work (working with around 50 at any one time)
- Providing young people with access to more services (e.g. community nurse has a drop-in clinic)
- Helping young people to fulfil their potential
- Working with other local partners
- Improving community cohesion
- Developing a disused building



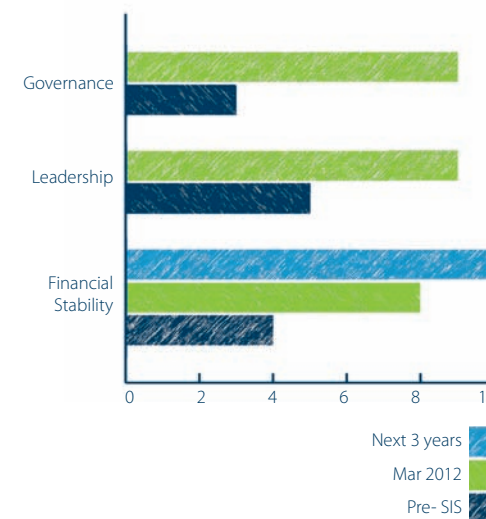


Factory Skate Park

- Who?** Young people, older people, families
- Where?** Dundee
- What?** Factory Skate Park is the first purpose-built indoor facility for skateboarders, inline skaters, BMXers and scooter-riders.
- When?** Opened in 2004
- Why?** The skateboarding scene had various 'unofficial' facilities in disused factories (hence the name) before this dedicated facility was built to provide a permanent home for those and other relevant youth and community activities.
- How?** As well as open and private sessions, the Factory runs a variety of programmes with its youth club; a homework club for primary children; school holiday clubs; an IT project for older people; and regular family fun days. The Factory also offers community outreach events, blue light band nights, and volunteering opportunities. It also benefits the wider community by providing diversionary activities, such as free access for DD4 8 postcodes every Friday night.
- SIS input** An initial £53,000 to kit out the kitchen and office space, to make up a shortfall in grant funding for the new premises (a £1.4m project with 18 funders). Factory is now on its fourth loan and its next project is to open a neighbouring £700,000 indoor play centre by December 2012. This will create 22 new jobs and new volunteering and training opportunities.

Positive impacts

- Providing a facility for more than 15,000 registered users; more than 5,000 people participated in 2010/11
- Increasing physical activity, but also creativity, confidence and self-esteem
- Benefitting the wider community with diversionary activities
- Including older people in the digital world
- Creating volunteer and work placement opportunities on a wide range of activities
- Improving community cohesion and capacity
- Forging excellent links to other social enterprises and local organisations



Key facts

58% of income from trading in the last full financial year

21 employees (13 FTE) and 12 volunteers (aged 13 – 72)

25% of beneficiaries live in SIMD areas



Key facts

0% of current income from trading

55 employees (16FTE),
 19 sessional workers and
 20 volunteers

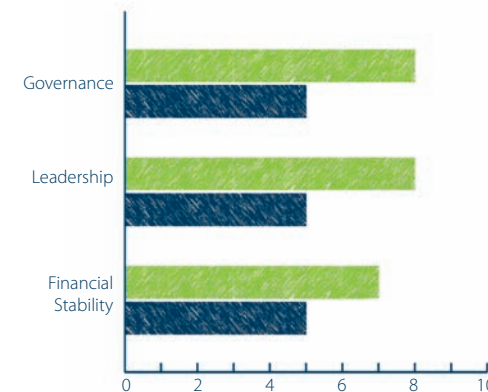
90% of beneficiaries live in
 SIMD areas

FARE (Family Action in Rogerfield and Easterhouse)

- Who?** Children and young people, older people, all local people
- Where?** Easterhouse, Glasgow
- What?** FARE provides family support and activities for young people. This includes those involved in gangs, as this affected the quality of life of the whole community. FARE now responds as required to the needs of the community from a purpose-built flagship facility.
- When?** Established in 1989
- Why?** Easterhouse was built with no community facilities. FARE was set up originally by volunteers to 'enhance people's lives', and has encouraged local people to think and work together as a community to improve their quality of life.
- How?** The new building has become a real hub of community activity. FARE continues to work with young people (in schools, youth clubs, continuing integration and street work) and provides family support via parent and toddler groups. FARE also offers group activities for the over 50s, such as walking, knitting, keep fit, massage and has a community café.
- SIS input** FARE had outgrown its old premises, which were no longer fit for purpose and restricted what could be achieved. SIS provided a £165,000 bridging loan in 2010 for the new facility, to plug a delay in grant funding. The financial strategy is to become less grant-dependent and increase income generation streams.

Positive impacts

- Reducing gang activity significantly, from a daily occurrence to a rarity
- Improving integration and understanding across the community
- Creating a focal point for local people
- Providing peer support and skills for local parents
- Improving physical and mental health for local people of all ages
- Focusing strongly on NEET young people and improving their employability
- Finding most employees and volunteers among local people
- Increasing energy efficiency with a new, purpose-built building
- Working with partners to improve the capacity and scope of service delivery



Next 3 years
 Mar 2012
 Pre-SIS



Key facts

0% of income from trading,
 74% from donations/legacies

18 full-time (16FTE),
 8 sessional staff and
 130 volunteers

100% of beneficiaries live in
 SIMD areas

Glasgow City Mission

Who? Children and families; adults suffering from homelessness, addiction, mental health issues and other support needs

Where? Glasgow

What? Glasgow City Mission is a Christian organisation which provides support to all who need it. This can be short- or long-term support for people with challenging lives through homelessness, poverty and disadvantage, addiction issues, prostitution, mental health issues, family breakdown, and often a combination of several of these.

When? Established in 1826 – the very first City Mission. Child and family centre established in 1986.

Why? A Christian response to those in need, supported by a donor base of individuals, a charitable trust, businesses and local churches.

How? People can drop into the base in central Glasgow for a meal, one-to-one support, or to take part in activities, such as numeracy and literacy, IT training, gardening, arts programmes, fitness, woodwork, cookery and music. The child and family centre in Govan provides a pre-school nursery, a parent and toddler group, family support classes and advice for parents.

SIS input A £110,000 loan in 2004 provided a cash flow 'buffer' for running costs, as the organisation relies on donations, legacies and grant funding, which can be difficult to predict. The loan was paid off in 2007 with a legacy. Glasgow City Mission continually updates what it offers: a women's project is the major new project for 2012.

Positive impacts

- Helping people overcome their personal challenges and achieve their goals
- Offering a range of free activities for people to learn new skills, socialise, and engage with support workers
- Providing meals free of charge
- Enabling parents to work through nursery provision (36 child places provided)
- Supporting families through training and networks (capacity of 25 for parent and toddler group)
- Creating a tangible focal point for donations





Key facts

93% of income from trading

38 employees (20FTE),
 2 sessional workers and
 12 volunteers

20% of beneficiaries live in
 SIMD areas

Out of the Blue (OOTB)

- Who?** Artists, local people of all ages, visitors
- Where?** Edinburgh (the Drill Hall in Leith, Powerhouse and Arts Factory in Portobello and The Bongo Club)
- What?** Affordable studios, rehearsal rooms, exhibition and performance space for artists, training café, food markets and arts-based community development work
- When?** 1994
- Why?** To provide affordable access for people of all ages to learn, enjoy and work in arts-based activities. By increasing their exposure to and understanding of the arts, this will help build educational and social capital within the local community.
- How?** In 2011/2012, OOTB provided affordable space for 178 artists to create, exhibit and sell their work. During that time, 4320 people viewed 18 exhibitions, and 6 arts markets attracted 4,000 more. There were also 500 classes and 200 workshops with 20,000 participants. Training placements in the café supported local people into catering employment (16 trainees and volunteers per annum with 28,000 customers). Some 40 food markets drew attendance of 6,000, while OOTB also played host to 146 performances for 'Leith on the Fringe'. OOTB also led local community development projects, such as the Dalmeny Street Park regeneration.
- SIS input** £200,000 in 2002 to help fund the purchase of the Drill Hall, as well as introducing OOTB to Triodos, which funded the remainder. The relationship with SIS has continued for building work following the purchase. Future plans include a purpose-built arts centre in Portobello.

Positive impacts

- Increasing fitness through dance and drama workshops
- Improving mental health through participation in arts activities
- Sourcing affordable and nutritious food locally
- Creating income streams for artists, stall-holders and exhibitors (more than 100 artists and creative industries earn their living at the Drill Hall)
- Providing significant employment, training and volunteering opportunities
- 92% of staff and 68% of tenants live locally and walk or cycle to work
- Re-using the derelict Drill Hall, with several energy-efficiency measures
- Generating social capital through participatory community projects
- Attracting more than 6,000 subscribers to What's On, Facebook and Twitter





Key facts

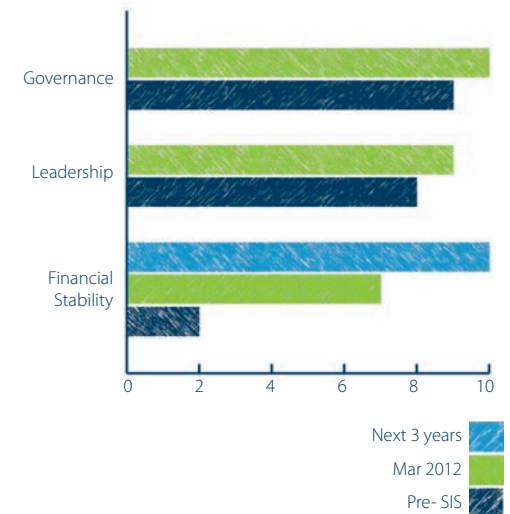
- 94% of income from trading
- 26 employees and 3 volunteers
- 80% of beneficiaries live in SIMD areas

Recycle Fife

- Who?** Businesses and local people, particularly those furthest from the labour market
- Where?** Fife and surrounding areas, Perth and Kinross
- What?** Recycling services, skip hire and waste audits
- When?** 2004
- Why?** To help improve recycling rates for local people and businesses by making it easier to recycle and by raising awareness of the issues to reduce waste going to landfill.
- How?** Collecting and recycling thousands of tonnes of waste; working in partnership with others to raise awareness of environmental issues
- SIS input** An investment package of £80,000 for a new baler to increase throughput and enable growth of the organisation. Continued links with SIS have resulted in building a new extension to increase storage space for collected refuse. This once more allows growth in terms of customer base, employment and volunteering opportunities.

Positive impacts

- Diverting thousands of tonnes of waste from landfill, lengthening the life of landfill sites and reducing the need for new ones
- Contributing to improved recycling rates locally through the service and educational workshops to schools and businesses
- Employing local people in a disadvantaged area: 133 jobs created so far, of which 70% were previous work placements for those furthest from the labour market
- Creating volunteer opportunities
- Working well with partners



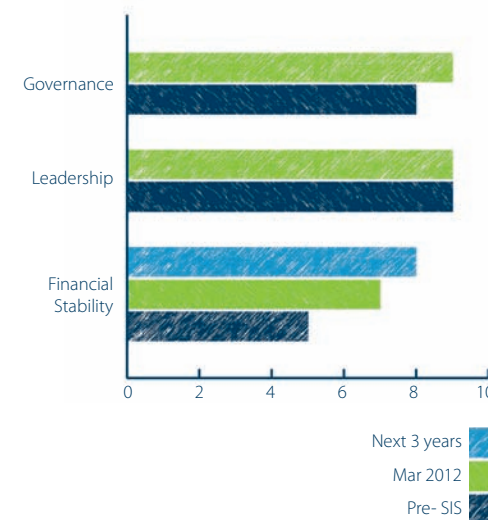


The Spartans Community Football Academy

- Who?** The local community, especially children and young people in deprived areas
- Where?** North Edinburgh
- What?** Using football and other activities to improve fitness, confidence and self-esteem; inspiring local people to achieve their full potential.
- When?** The community programme has really developed since the brand-new £4m+ facility was built in 2008.
- Why?** Sport and volunteering opportunities encourage healthier lifestyles; address anti-social issues; improve mental health and well-being; and help to prepare people for employment.
- How?** Various football programmes, such as the Friday FootTEA youth club with a hot nutritious meal, homework clubs, and outreach work in hot-spots in the community using a portable pitch. There are football coaching sessions in schools, the Spartans Smilers, an oral health programme, and work experience placements for pupils and students. There are also residential trips for local children as well as an Ambassadors Mentoring Programme for volunteers.
- SIS input** £300,000 in 2011 for an extension to Ainslie Park. This will increase changing room and café capacity, and create an external store and catering area. This will allow more in-house catering for matches, rather than out-sourcing or using burger vans, while the café can be actively marketed as a function space to generate new income streams.

Positive impacts

- Increasing the fitness of local children (more than 1,300 children took part in school football coaching in 2011), improving oral hygiene and encouraging healthier lifestyles
- Reducing youth-related nuisance calls by providing diversionary activities
- Providing a treat for local children who may not otherwise have the opportunity
- Offering regular support for children from staff, volunteers and peers
- Creating mentoring and volunteering opportunities every year (for 15 to 25 people)
- Helping people to be more employable and to manage their transition to work
- Building facility on disused land; trade waste and lost property and furniture are actively recycled
- Forging strong working partnerships with local agencies, organisations and companies



Key facts

69% of income from trading

10 employees,
8 sessional workers and
150 volunteers

40% of beneficiaries live in
SIMD areas



Key facts

15% of income from trading
 Just 2% grant income and
 remainder from loans

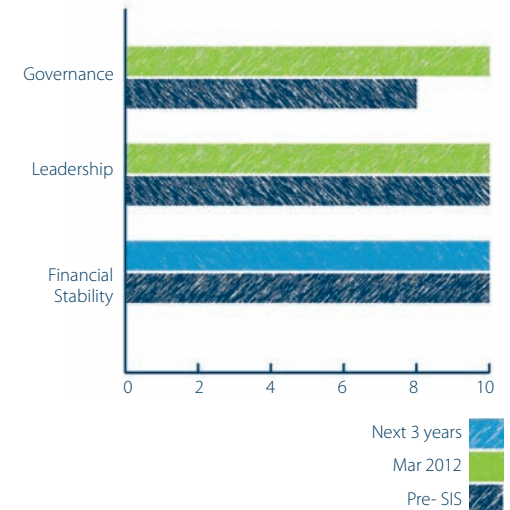
0 employees and
 5 Directors (all volunteers)

Udny Community Wind Turbine Company

- Who?** Local community (approx 850 residents)
- Where?** Udny, Aberdeenshire
- What?** The first entirely community-owned and operated wind turbine in Britain, selling electricity to the National Grid.
- When?** Set up in 2006, the wind turbine was commissioned and became fully operational in July 2011
- Why?** To provide the means to help the local community become more self-sufficient and improve their quality of life in different ways.
- How?** The initial primary focus was to get the 800kW wind turbine operational, but this has now moved to community development work to identify ideas and develop a programme of activity. This could involve building paths to improve access to the countryside; reducing the carbon footprint through energy audits for each household; or supporting local organisations and developing new facilities within the area. The turbine should yield an income of £12,000 to £15,000 per month for investment in the community.
- SIS input** £54,000 in 2009 to enable the company to meet its first major payment for their connection to the National Grid. This was time-critical as payment was required immediately after signing a legally binding agreement with the network operator. The project would otherwise have faced a significant delay in access to the grid and in developing the project. The swift decision by SIS to support the first critical stage in the project was key to allowing it to progress.

Positive impacts

- Establishing strong local support, with extensive community consultation prior to and during development of the project; and continuing involvement via Community Trust Company
- Improving self-sufficiency and empowerment for the local community
- Providing scope to improve quality of life in whatever ways local people want
- Enabling the community to attract other funding, such as the Big Lottery Fund
- Increasing profile through awards, such as Best Community Initiative at the 2011 Scottish Green Energy Awards



Organisations supported by SIS

From September 2001 to March 2012

Abbeyview Bowling Club
Almond Valley Heritage Trust
Answer Project
Arran Textiles Ltd
Arrochar and Tarbet Community Development Trust
Assynt Foundation
Balornock Bowling Club
Bethany Christian Trust Ltd
Blythswood Trading Limited
Broxburn Utd
Callander Trust Youth Project
Camphill Blair Drummond
Catrine Community Trust
Central Action Ltd
Change Works III
Children 1st
Cluarankwai Judo Club
Co Chomunn na Hearadh Ltd (CCNH)
Common Knowledge CKUK
Community Food Initiative North East (CFINE)
Community Retailing Network
Craigmillar Development and Enterprise Ltd
Crisis
Critical Skills Group Ltd
Cue and Review (Deanwood Ltd)
Cullisvale Services t/a The Scottish Training Foundation
CVO (East Ayrshire) Ltd
Development Ltd
Dunbar Community Bakery
Dunblane Development Trust
Dunblane Kids Club Ltd
Eassie Nevay and Kirkinch Community Association
Edinburgh Sculpture Workshop
Eid Developments Ltd
Elm Court Education CIC

Eskvalley Model Engineering Society
Factory II Ltd
Family Action in Rogerfield and Easterhouse (FARE)
Fisherrow Trust
Fly Right Dance Company
GalGael Trust
Gigha Renewable Energy Ltd
Girvan Youth Trust
Glasgow City Mission
Glasgow Media Access
Glasgow Repertory Company (GRC)
Glencraft (Aberdeen) Ltd
Glenfinnan Station Museum Trust
Gocountry Leisure Ltd
Greenlaw Football Club
HICEC Ltd
Home Basics (Tweeddale) Ltd
Homeaid Caithness & Sutherland
Inch Park Community Sports Club Limited
Intlife Pain Management
Inver Hall Committee
Inverness Bible Fellowship
Isle of Mull Rugby Club
Just Trading Scotland
Kilmuir Action and Development Group
Kindom Ltd
LEEP Recycling
Lomond Training and Environmental Services Ltd
Lothian Broadband
MARC Contracts Ltd
Maritime Rescue Institute
Mid-Deeside Ltd
MyBUS Community Transport Ltd
Newlands CDT
Newstart Highland

Oban Phoenix Cinema Ltd
One Plus
Out of the Blue Arts & Education Trust
Pultneytown Peoples Project
Rainbow Crafts
Realwork Skills
Recycle Fife Ltd
Renaissance People CIC
Renew Services Ltd
Requip It Ltd
Riding for the Disabled
Rosehall Community Hall
Scottish Sculpture Workshop
Seaton Community Enterprise Ltd
Senscot Legal Ltd
Senscot Ltd
Shetland Spring Water Co. Ltd
Social Enterprise Clydebank Ltd
SoLVE
Soroba Training CIC
South Uist Estates Ltd
Spartans Community Football Academy
Speyside Trust
Spruce Carpets
Strathmore Christian Fellowship
Tabula Rasa Dance Company
The Coachhouse Trust
The PARS Trust
The Travel Division t/a Travel2Give
UDNY Community Wind Turbine Co. Ltd
Unity Enterprise
Walls Public Hall
West Kilbride Community Initiative Ltd
Wiston Lodge

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