

## APPENDIX 3

**Priority:** Economy and Enterprise  
**Sub-Priority:** Social Enterprise  
**Impact:** Supporting and creating new forms of local business

*What we said we would do in 2014/15:*

### 1. Raise awareness of the Flintshire Enterprise Fund.

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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We have provided support to local social entrepreneurs to establish a social enterprise and will have a gymnasium, training and dyslexia support organisation and a mental health support businesses operating in Flintshire as a social enterprises very soon. We have met the target agreed for this outcome for the financial year 2014 – 2015.

We have more than 100 Twitter followers and have agreed a social media strategy and plan for social enterprise support.

#### Achievements will be measured through

- Establish or assist 5 social enterprises

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Establish or assist 5 social enterprises	Chief Officer – Social Services	N/A New measure	5 social enterprises	5 social enterprises	5 Social Enterprises	G	G

**Risk to be managed** – How we maintain the necessary capacity and investment to support the development of Social Enterprises (links to activity 2).

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Fixed term post – ends in April 2015.  Grant pot of more than £30K remains in place and will be publicised to potential businesses.	M	M	A	The project manager will continue to work with partners both internally and externally to ensure that officers of the Council and partner organisations are prepared to deliver on the social enterprise agenda.  “Business cases” to assess viability of alternative forms of delivery will be assessed by COT.	Chief Officer – Social Services	↔	L	L	G	Mar 2015

## 2. Develop effective support for social enterprises

### Progress status

Progress RAG

A

Outcome RAG

A

The project manager has developed a network of social enterprise support across North Wales teaming up with counterparts from the other five local authorities and potential support agencies.

This network is now considering support that can be provided at a local authority level and are in the process of developing and securing support for social enterprise throughout north Wales.

So far more than 30 enterprises or potential enterprises have received support from the network of support agencies that provide enterprise support.

### Achievements will be measured through

- Establishing a wider range of community benefit clauses to be used when procuring services
- The number of Social Enterprises which survive and prosper
- Strengthening and consolidating the Social Enterprise Network

### ↔ Achievement Milestones for strategy and action plans:

- Establishing a wide range of community benefit clauses to be used when procuring services by October 2014. – Achieved.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The number of Social Enterprises which survive and prosper	Chief Officer – Social Services	New Measure – baseline data not available	N/A – Management Information	N/A – Management Information	Data available March 2015	N/A	N/A

**Risk to be managed – Building the skills in the community to develop a social enterprise**

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	<p>The project manager is working with a client book of 6 potential social enterprise in order to provide skills and support to operate and trade as a social enterprise.</p> <p>Awareness raising about the support available is being publicised through Twitter and existing social enterprise and community networks.</p> <p>A conference was held for October led by Social Firms Wales and Wales Co-operative. These are Welsh government's contractors for advice, improving capacity and development of social enterprise as well as providing their own private services.</p>	L	L	G	<p>As with the last quarter The board and its working groups are delivering workshops with the internal services, particularly social care and inclusion services.</p> <p>Further actions planned include alternative delivery models for supported employment and the Flintshire crèche</p> <p>A Further conference will be held in March 2015</p>	Chief Officer – Social Services	↔	L	L	G	Mar 2015

### 3. Develop new Social Enterprise projects to meet the Council's priorities

<b>Progress status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>A</b>
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Development work is continuing to support the transition of public services into social enterprise (Flintshire Crèche, Supported Employment, and Flintshire Counselling) to meet the Council's priorities.

Each of the projects has been through the idea phase within the FCC alternative Model framework and is being prepared to be tested through a feasibility phase with a view to delivering.

#### Achievements will be measured through

- Establishment of further social enterprises from within the Council

Achievement Measure	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Establishment of further social enterprises from within the Council	Chief Officer – Social Services	New Measure – baseline data not available	1 social enterprise	2 social enterprises	Data available March 2015	N/A	N/A

**Risk to be managed** – Local Social Enterprises need to compete effectively in the market

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	<p>No specific business support programme for social enterprise in place however there is a good provision of general business support in Flintshire.</p> <p>Cadwyn Clwyd is in place which will ensure business support for social enterprise in Flintshire and North East Wales is in place.</p> <p>Conference for social enterprise in Flintshire was held in October as part of Flintshire Business Week to promote good practice.</p>	M	M	A	Conference will be held in March of 2015, partly as a "Meet the Buyer" event.	Chief Officer – Social Services	↔	L	L	G	March 2015