

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE**

DATE: **THURSDAY, 20 JUNE 2013**

REPORT BY: **DIRECTOR OF COMMUNITY SERVICES**

SUBJECT: **SOCIAL ENTERPRISE (DOUBLE CLICK) BUSINESS PLAN REPORT**

1.00 PURPOSE OF REPORT

- 1.01 This report is designed to provide members with an opportunity to consider the Business Plan for Double Click. It is proposed that Double Click transforms from a Social Services run work–scheme to a Social Enterprise.
- 1.02 Scrutiny members requested an opportunity to consider the proposed Business Plan for Double Click at its May meeting when this was discussed and to support making a fully informed decision on this development.

2.00 BACKGROUND

- 2.01 This Business Plan has been produced with support from Social Firms Wales.
- 2.02 Plans to develop Double Click into a Social Enterprise have been considered since 2010 and ongoing advice has been sought from Social Firms Wales.
- 2.03 Appropriate legal and personnel advice has supported its proposed transition from a social services run business to a Social Enterprise and this will continue to be the case.

3.00 CONSIDERATIONS

- 3.01 Members are asked to consider the Business Plan (attached as Appendix A).
- 3.02 Double Click would have two main sources of income as a social enterprise. These are bespoke, high quality digital Photographic and digital printed materials and training placements for people from disadvantaged groups.
- 3.03 The Business Model proposed for Double Click is that of a Company

Limited by Guarantee, with the associated legal model being a Community Interest Company. This is described in further detail in Appendix B.

- 3.04 From a market perspective it is considered that Double Click's ability to produce bespoke and hand finished material differentiates it from its competitors.
- 3.05 With respect to its Training Placements at present there is no direct competition due to the specialist nature of the activity undertaken.
- 3.06 Following approval to progress, Double Click would appoint a voluntary Board of Directors with representation from the workforce, the public sector and local business'. Board members would have a range of skills intended to support the company's development.
- 3.07 The Financial Analysis shown as Section 7 of the Business Plan (Appendix A) shows a gradual change in the profile of the business between 2013 and 2018. This shows a growing level of sales which in turn will support the enterprise to reinvest in the business, employing staff from the service user group affected and in offering further training placements.
- 3.08 The broader context for the proposed move of Double Click to a Social Enterprise, and the reasons for the recommended model of a Company Limited by Guarantee are fully covered in the 9th May scrutiny report appended to this report. (Appendix 2)

4.00 RECOMMENDATIONS

- 4.01 On the basis of information included within this Scrutiny Report and associated appendices scrutiny is asked to support progressing Double Click from a Social Services run work scheme, to a Social Enterprise company in the form of a Company Limited by Guarantee.

5.00 FINANCIAL IMPLICATIONS

- 5.01 See Appendix A.

6.00 ANTI POVERTY IMPACT

- 6.01 Is expected to support some current service users to gain paid employment.

7.00 ENVIRONMENTAL IMPACT

- 7.01 None.

8.00 EQUALITIES IMPACT

8.01 Covered in Equalities Impact Assessment.

9.00 PERSONNEL IMPLICATIONS

9.01 Staff seconded from Flintshire County Council to the new business for 3 years.

10.00 CONSULTATION REQUIRED

10.01 If the authority agrees to proceed with the externalisation process, formal consultations with staff and service users will need to take place.

11.00 CONSULTATION UNDERTAKEN

11.01 Two informal consultations with service users have taken place at various stages since 2011 and 3 with staff and trade union/HR representatives. Both groups are regularly updated as to the progress of the project.

12.00 APPENDICES

Appendix A – Double Click – Business Plan
Appendix B- Scrutiny Report of the 9th of May, 2013

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

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