

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 2013/14: -

1. Agree an investment plan for growing and supporting Social Enterprise.

Progress status	Progress RAG	G	Outcome RAG	G
<p>A Social Enterprise Board has been established with 4 workstreams:</p> <ul style="list-style-type: none"> ▪ External advice to Social Enterprises ▪ Support to existing Social Enterprises ▪ New Projects ▪ Tendering and legal issues. <p>A work programme has been developed for each of the 4 workstreams and these are currently being implemented.</p> <p>Commitment to provide £50,000 seed corn funding to assist new and emerging local social enterprise to grow and development.</p> <p>Agreement for funding for a part time project manager post is in place.</p>				
<p>Achievement will be measured through:-</p> <ul style="list-style-type: none"> • agreeing an investment plan and capital seed corn funding <p>Achievement Milestones for strategy and action plans: (Lead Officer – Director of Community Services) Agreement of an investment plan – June 2013 Commitment to the provision of £50,000 capital seed corn funding – July 2013</p>				

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 Arrangements 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
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Commitment from all FCC Directorates to support this leadership priority. Social Enterprise Board established with 4 workstreams for which plans have been agreed and are being implemented. £50,000 annual seed corn funding agreed for 2013/14 and beyond. 	L	L	G	<ul style="list-style-type: none"> Appointment of a part time project manager. Safeguarding the future seed corn funding. 	Director of Community Services		L	L	G

2. Develop effective support for Social Enterprises.

Progress status

Progress RAG

A

Outcome RAG

G

A Social Enterprise Board has been established and 3 of the workstreams which are currently being implemented contribute to developing effective support for Social Enterprises:

- External advice to Social Enterprises
- Support to existing Social Enterprises
- Tendering and legal issues.

Commitment to provide £50,000 seed corn funding to assist new and emerging local social enterprise to grow and development. A draft criteria has also been developed for the completion of applications for funding.

A new webpage is being developed to signpost Social Enterprises to support and funding, this expected to 'go live' autumn 2013.

A Social Enterprise workshop is being held during Flintshire Business Week October 2013

A Social Enterprise conference is currently being planned to take place in early 2014. This will provide potential and existing Social Enterprises with information and sources of support. The conference will showcase examples of Social Enterprises.

The scope for a Flintshire Social Enterprise network is currently being developed. This work is supported by Wales Co-operative Centre and Social Firms Wales. It is anticipated that the network will be in place from October 2013 but initially this may only have a small number of Social Enterprises represented.

A Community Asset Transfer Policy has been developed and agreed by Cabinet. This enables Council owned buildings which are under-utilised to be transferred to Social Enterprises if certain criteria are met. Some transfers are taking place.

Some community benefit clauses are being used in contracts, for example, Assisted Garden Maintenance services

The risk relating to the need to build skills in the community to support Social Enterprise is assessed as amber due to the actions within the supporting 3 workstreams not having been undertaken yet. These are programmed to take place during the next 12 months

Achievement will be measured through:-

- establishing a range of community benefit clauses to be used when procuring services
- feedback from social enterprises
- establishing a Social Enterprises network

Achievement Milestones for strategy and action plans: (Lead Officer – Neil Director of Community Services)

Establish Social Enterprises network – October 2013

Next steps:

Feedback from Social Enterprises (once the network has been established)

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Relevant contracts that community benefit clauses that have been applied to.	Head of ICT and Customer Services	N/A	100%	100%	To be reported at year end	N/A	G

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Flintshire Business Week includes specific Social Enterprise workshops to identify support required by Social Enterprises Actions to support the building of skills in the community are programmed under 3 of the workstreams. 	M	M	A	Development of the Social Enterprise webpage to signpost to business support and Social Enterprise support.	Director of Community Services		M	M	A

3. Develop new social enterprise projects to meet the Council's priorities							
Progress status			Progress RAG	A	Outcome RAG	A	
<p>One service "Double Click" is developing a business plan to become a Social Enterprise and research has been undertaken on the most suitable organisational form for the service if it becomes a Social Enterprise. A number of Externalisation meetings have been held and a paper has been presented to Scrutiny committee. Double Click is a Social Services run work-scheme, providing a printing business printing specific publicity material, printing individualised invites and other personalised printing runs.</p> <p>A presentation by Double Click to Scrutiny will be held later in the year to increase elected member awareness and understanding</p> <p>Research is being undertaken to review the experiences of other local authorities:</p> <ul style="list-style-type: none"> • Knowsley Council will be delivering a presentation to the Social Enterprise Project Board in September 2013 to share their experiences of "spinning out" services into Social Enterprises. • Officers will be visiting another local authority who have successfully transformed services to become Social Enterprises • A case study is being developed to illustrate how a Council service can become a Social Enterprise <p>A draft "feasibility test" has been developed to support services who are thinking of becoming a Social Enterprise.</p>							
<p>Achievement will be measured through:-</p> <ul style="list-style-type: none"> • Establishing a Social Enterprise from within the Council 							
Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Establishing a social enterprise from within the Council	Head of Adult Social Services	N/A	1 within the Council	2 further schemes supported by the Council	Initial plans in place	A	A

Risk to be managed – Local Social Enterprises need to compete effectively in the market (Links to activities 1, 2 and 3).

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Workshop with elected members planned Dedicated resource to project manage agreed Business plan being developed for one service, Double Click” 	M	M	A	Actions to support services to become Social Enterprises are programmed under all of the workstreams.	Head of Adult Social Services		M	M	A