

**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.**

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>A</b>
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A Social Enterprise Board has been established.

The work streams for social enterprise board have been consolidated from the previous 4 into an easily understandable, and manageable two, which are now:

1. Advice and support to new and existing social enterprises (Chaired by Head of Regeneration)
2. Developing new projects and legal issues. This could sometimes be internal but when appropriate we can co-opt external support from external organisations currently operating in the area and introduce new organisations.

This will provide a sharper focus to the development of social enterprise in Flintshire.

A work programme has been developed for the workstreams and these are currently being implemented.

Commitment to provide £50,000 seed corn funding to assist new and emerging local social enterprise to grow and development.

Agreement for funding for a part time project manager post is in place.

**Achievement will be measured through:-**

- agreeing an investment plan and capital seed corn funding

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

- Agreement of an investment plan – June 2013
- Project Manager in place January 2014
- Commitment to the provision of £50,000 capital seed corn funding which is in place as of January 2014 and is due to be publicly launched at a social enterprise conference on 7<sup>th</sup> March 2014

**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
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> <li>Commitment from all FCC Directorates to support this leadership priority.</li> <li>Appointment of a part time project manager.</li> <li>Social Enterprise Board sharpened its focus with 2 work streams</li> <li>Action Plans have been agreed and are being implemented.</li> <li>Survey of skill needs planned for the social enterprise conference in March 2014.</li> <li>£50,000 annual seed corn funding agreed for 2013/14 and beyond.</li> </ul>	L	M	G	<ul style="list-style-type: none"> <li>Delivering the seed corn funding programme to potential and existing social enterprises in Flintshire.</li> </ul>	Director of Community Services	↑	L	L	G

2. Develop effective support for Social Enterprises.			
Progress status	Progress RAG	A	Outcome RAG
<p>A webpage dedicated to social enterprises is on the Council's website, forming part of the business section. This page sign posts existing social enterprises to support and funding opportunities and has an in-built feasibility study for use by potential social enterprise.</p> <p>A Social Enterprise Conference will be held in March 2014. This will provide potential and existing Social Enterprises with information and sources of support. The conference will explain the momentum and support available from Flintshire Council to social enterprise and will provide showcase examples of local social enterprises.</p> <p>The Flintshire Social Enterprise Network has been established and is chaired by Social Firms Wales. The Network has held two meetings and the terms of reference is yet to be developed.</p> <p>A Community Asset Transfer Policy has been 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 but the policy has yet to be actively promoted.</p> <p>Some community benefit clauses are being used in contracts, for example, Assisted Garden Maintenance services</p> <p>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 work streams not having been undertaken yet. These are programmed to take place during the next 12 months</p>			
<p><b>Achievement will be measured through:-</b></p> <ul style="list-style-type: none"> <li>• establishing a range of community benefit clauses to be used when procuring services</li> <li>• feedback from social enterprises</li> <li>• establishing a Social Enterprises network</li> </ul> <p>Social Enterprises conference– March 2014</p> <p><b>Next steps:</b> Feedback from Social Enterprises via the social enterprise conference and other intelligence gathering</p>			

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%	Reported Annually	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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> <li>A webpage dedicated webpage to social enterprises is on the Council's website, forming part of the business section of the website. This page sign posts existing social enterprises to support and funding opportunities</li> <li>Flintshire Social Enterprise conference to take place in the first week of March, providing the opportunity to gather information about existing support needs in Flintshire.</li> <li>Development of the Social Enterprise webpage to signpost to business support and Social Enterprise support.</li> </ul>	M	M	A	<ul style="list-style-type: none"> <li>Attendees to be surveyed at the social enterprise conference in March 2014 to ascertain the skill requirements of attendees, be they existing or potential social enterprises.</li> <li>Work with internal colleagues in Regeneration and external partner agencies to design and develop a skills programme to build capacity among existing social-entrepreneurs.</li> </ul>	Director of Community Services	↑	M	M	A

**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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**Achievement will be measured through:-**

The Development of Double Click into a Social Enterprise has recently been approved by the Council. An action plan will now be developed and implemented with a view to having the Social Enterprise established by early Autumn 2014. The Action Plan will include the proposed members of the Social Enterprises Board.

Health and Social Care Scrutiny and Cabinet Members will be kept updated with regards to progress and details of proposed councillor and officer involvement in the board of the new enterprise.

The establishment of the appropriate legal & contractual model will be supported by internal legal support and support from Social Firms Wales who have an established record of supporting other similar projects.

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	Agreement to proceed agreed	<b>A</b>	<b>G</b>

**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"> <li>Conference in place for March 2014</li> <li>Dedicated resource to project manage agreed and member of staff appointed.</li> <li>Double Click agreed by the Council.</li> </ul>	M	M	A	<p>Actions to support services to become Social Enterprises are programmed under both of the work streams.</p> <p>Project Manager to meet with individual services in order to assess feasibility of the public service operating as an independent social enterprise</p>	Head of Adult Social Services	↑	M	M	A