

**APPENDIX 3**

**Priority 1: 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**

**What we did in 2013/14 –**

We introduced the Flintshire Social Enterprise Fund, hosted the first social enterprise conference in North Wales and introduced a network for Social Enterprise in Flintshire.

The workstreams for Social Enterprise Board are:

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

The developed work programme for the workstreams is being implemented.

£50,000 Flintshire Social Enterprise Fund was established to assist new and emerging local social enterprise to grow and develop. The Fund is attracting interest and applications from the social enterprise sector. We have a robust application process in place and this is based upon how well the applicant meets the priorities of the Council and how viable the proposal is.

A part time project manager is in place to develop Board activity, raise the profile of social enterprise (and specifically Flintshire Council's impact with social enterprise), deliver the above mentioned grants programme and seek and secure further resources for the delivery of social enterprise support and development.

**What went well** – The Social Enterprise Conference was well received and noted in the media.

**What didn't go so well** – Delivery was under-resourced until January 2014.

**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 was completed in June 2013.
- Project Manager was in post from January 2014.
- £50,000 Flintshire Social Enterprise Fund in place as of January 2014 and was publicly launched at a social enterprise conference on 7<sup>th</sup> March 2014. Applications have started to be received for the fund and processes are in place for grant consideration and award.

**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 into 2 work streams</li> <li>Action Plans have been agreed and are being implemented.</li> <li>£50,000 annual seed corn funding agreed for 2013/1.</li> </ul>	L	M	G	<ul style="list-style-type: none"> <li>Delivery the Flintshire Social Enterprise Fund seed corn funding programme to potential and existing social enterprises in Flintshire.</li> <li>Sourcing extra external funding to fund business support.</li> <li>Working with regional partners to develop a programme of investment support, particularly for Flintshire.</li> <li>Building links with Welsh Government specifically for investing in the Social Enterprise infrastructure in Flintshire.</li> </ul>	Director of Community Services	↔	L	L	G

## 2. Develop effective support for Social Enterprises.

### Progress status

Progress RAG

G

Outcome RAG

G

**What we did in 2013/14** – Support Networks are in place.

A webpage dedicated to social enterprises is on the Council's website, forming part of the business support section. This page sign posts existing social enterprises to support and funding opportunities and has an in-built feasibility tool for use by potential social enterprise. Physical signposting of business and budding social entrepreneurs is now taking place and individuals are being sign-posted to the business support team and Welsh Government, as appropriate.

A Social Enterprise Conference was held in March 2014 to provide potential and existing social enterprises with information and sources of support. The conference explained the support available from Flintshire Council to social enterprise and showcased examples of successful local social enterprises. The conference was very well received and attended by more than 20 social enterprises and nearly 50 partners and support agencies.

The Flintshire Social Enterprise Network is established and is chaired by Social Firms Wales. The Network has held three meetings, developed terms of reference and clearly allocated partnership members as appropriate to the task. Social Firms Wales chairs the group and membership is mainly social enterprises with support from various agencies.

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 have taken place but the policy has yet to be actively promoted and is being reviewed to streamline and simplify the process.

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 work streams not having been undertaken yet. These are programmed to take place during the next 12 months

**What went well** – Businesses are referred immediately to appropriate support.

**What didn't go so well** - Delivery was under resourced until January 2014.

**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 – Director of Community Services)

- Community benefit clauses to be used when procuring services are established and integral to the financial and procurement procedures of Flintshire County Council. All commissioning above the value of £10,000 is advertised on “sell to Wales”.
- We used Value Wales guidance for buying organisation and apply their Community Benefits / Social Clauses when undertaking procurement.
- The Flintshire Social Enterprise Network is established and is chaired by Social Firms Wales.
- Developing a dialogue with social enterprise in Flintshire with feedback so far being very positive and encouraging about the Council’s approach to social enterprise.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year-End Outturn	Performance RAG	Trend
Relevant contracts that community benefit clauses that have been applied to.	Head of ICT and Customer Services	N/A	100%	100%	100%	G	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 to social enterprises is available 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>Use information from attendees of the social enterprise conference and local feedback to ascertain skill needs and requirements and commission appropriate skills development.</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				
Progress status	Progress RAG	A	Outcome RAG	A
<b>What we did in 2013/14</b> – Raised the profile of alternative ways of working across the council.				
<b>What went well</b> – Took Double Click to the point of being a social enterprise				
<b>What didn't go so well</b> – More pace and simplification of process in establishing social enterprises is needed.				
<p><b>Achievement will be measured through:-</b> Establishing a social enterprise from within the Council</p> <p><b>Achievement Milestones for strategy and action plans:</b> (Lead Officer – Director of Community Services)</p> <p>Double Click is at the point of becoming an operating social enterprise independent from Flintshire Council. The social enterprise is supported by the Council through with one major contract award and the presence of two Members on the Board. The RAG of amber and out-turn at 75% merely reflects the fact that Double Click is operating but not yet its own independent legal entity.</p> <p>An action plan is being implemented with a view to having the social enterprise established by early Autumn 2014. 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. We have established appropriate legal &amp; contractual model which will be supported by internal legal support and support from Social Firms Wales who have an established record of supporting other similar projects.</p> <p>Project Manager now in place to develop the support mechanisms needed to ensure that there is support for elements of the Council that wish to “spin out” as a social enterprise.</p>				

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year-End Outturn	Performance RAG	Trend
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	0.75	A	N/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"> <li>A webpage dedicated 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 took place in the first week of March and provided an 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>Continue to work with internal colleagues in regeneration &amp; economic development and external partner agencies to design and develop a skills programme to build capacity among existing social-entrepreneurs.</li> <li>Secure external funding to fund social enterprise support activity.</li> <li>Attempt to establish social enterprise as a permanent fixture in Flintshire Business Week.</li> </ul>	Director of Community Services	↓	M	M	A