

**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 Social Enterprise Fund.**

<b>Progress status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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The Flintshire Social Enterprise grant programme (Flintshire Social Enterprise Fund) was launched in March 2014. Applications started to be received in April; three applications for grants have so far received approval. There is communications plan for social enterprise, of which the grants programme is a theme.

**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	3 social enterprises	<b>G</b>	<b>G</b>

**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)
M	M	A	Fixed term post - ends January 2015.  Grant pot of £50K in place.	M	M	G	The project manager is working with partners internally and externally to ensure that officers of the Council and other organisations are prepared to deliver on the social enterprise agenda.  A new Chief Officer has been appointed with the necessary expertise to develop social enterprises.	Chief Officer – Social Services	↓	L	L	G

2. Develop effective support for social enterprises								
Progress status			Progress RAG		A	Outcome RAG		A
<p>A wide range of community benefit clauses to be used when procuring services is in place for works and services above £2m. The Social Enterprise Network has been strengthened through workshop events with Flintshire Council, the network and sector and the community.</p> <p><b>Achievements will be measured through</b></p> <ul style="list-style-type: none"> <li>Establishing a wider range of community benefit clauses to be used when procuring services</li> <li>The number of Social Enterprises which survive and prosper</li> <li>Strengthening and consolidating the Social Enterprise Network</li> </ul> <p><b>Achievement Milestones for strategy and action plans:</b></p> <ul style="list-style-type: none"> <li>Establishing a wide range of community benefit clauses to be used when procuring services by October 2014. – Achieved.</li> </ul>								
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 The principles may be available at the end of Q2)	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)	
M	M	A	<p>A workshop event was held in March to continue to build and develop skills with Flintshire Council, the network and sector and the community.</p> <p>Existing social enterprises have expertise to support business through its independent network.</p>	M	M	A	<p>A further workshop will be taking place in October and this will be led by Social Firms Wales, Welsh government's contractor for advice, improving capacity and development of social enterprise.</p>	Chief Officer – Social Services	↓	L	L	G

### 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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Intense activity has taken place to assess the social enterprise potential of a number of internal services. These services range from engineering facilities to public facing cafes. This activity is ongoing.

**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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	No specific business support programme for social enterprise in place however there is a good provision of general business support in Flintshire.	M	M	A	<p>Assessment of social enterprises continues.</p> <p>New Chief Officer starts in post from August 2014 and will promote experience with social enterprise to a new level.</p> <p>Specific conference for the social enterprise economy in Flintshire arranged for October, integral to Flintshire Business Week</p>	Chief Officer – Social Services	→	L	L	G