CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

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.

Progress status		Progress RAG	G	Outcome RAG	G

Progress has been excellent in this quarter with support being provided to a number of enterprises. We provided funds to enable four social enterprises to expand through business growth activity (Penny Smart, DangerPoint, Gladstone Library and KIM Inspire) and further advice and guidance is provided to potentially transformation public services into social enterprise (Flintshire Crèche, Supported Employment, Flintshire Counselling). We have provided support to local social entrepreneurs to establish a social enterprise and will have a gym in Shotton trading as a social enterprise. We have had discussions about Yorkshire-based Nature Spy locating into the area.

The Twitter account for social enterprise was finally activated following initial teething problems relating to compliance with the National Assembly for Wales (Official Languages) Act 2012 but this is now resolved. The account has attracted a large number of followers and was used in the build-up to the second social enterprise conference of 2014 to raise awareness not only of the conference but also of the Flintshire Social Enterprise Fund.

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	4 social enterprises	G	G

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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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Fixed term post – ends January 2015.

Grant pot of more than £30K remains in place and will be publicised to potential businesses. | M | M | A | The project manager will continue to work with partners both internally and externally to ensure that officers of the Council and partner organisations are prepared to deliver on the social enterprise agenda.

"Business cases" to assess viability of alternative forms of delivery will be assessed by COT. | Chief Officer – Social Services | ←→ | L | L | G | Jan 2015 |

2. Develop effective support for social enterprises

Progress status		Progress RAG	A	Outcome RAG	A

The social enterprise network in Flintshire has grown in both strength and stature. It is independent of Flintshire County Council and local social enterprises have stepped up to the plate to fulfil the various roles in the network. So, the network is chaired by Social Firms Wales and local businesses manage the marketing and promotions of the network, membership and the administration of the meetings.

The project manager has been busy forging a network of social enterprise support across North Wales teaming up with counterparts from the other five local authorities and potential support agencies. This network will jointly progress projects, lobby Welsh government for funds and collectively represent North Wales with all matters social enterprise.

Achievements will be measured through
- Establishing a wider range of community benefit clauses to be used when procuring services
- The number of Social Enterprises which survive and prosper
- Strengthening and consolidating the Social Enterprise Network

Achievement Milestones for strategy and action plans:
- Establishing a wide range of community benefit clauses to be used when procuring services by October 2014. – Achieved.

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	**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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	The project manager is working with a client book of 5 potential social enterprise in order to improve the capacity to operate and trade as a social enterprise. Awareness raising about the support available is being publicised through Twitter and existing social enterprise and community networks. A conference was held for October led by Social Firms Wales and Wales Co-operative. These are Welsh government's contractors for advice, improving capacity and development of social enterprise as well as providing their own private services.	L	L	G	The board and its working groups are planning workshops with internal services, particularly social care and inclusion services. The aim of the workshops is to accelerate skills in order to build the capacity (for the council and partners) within Flintshire to consider social enterprise as a model for delivery.	Chief Officer – Social Services	↓	L	L	G	Nov 2014

3. Develop new Social Enterprise projects to meet the Council's priorities

Progress status			Progress RAG	A	Outcome RAG	A

Development work is underway to support the transition of public services into social enterprise (Flintshire Crèche, Supported Employment, and Flintshire Counselling) to meet the Council's priorities.

Each of the projects has undertaken a number of preparatory measures (market research, cash flow, project planning and staff engagement) with Flintshire Crèche making considerable progress to becoming independent of Flintshire County Council.

The Chief Officer Team of Flintshire County Council will undertake an assessment of alternative models of delivery for FCC services and social enterprise, mutuals and co-operatives are potential models undertaking assessment.

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	Target Date
(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. New Chief Officer started in August 2014 with significant experience with delivering models of social enterprise. Conference for social enterprise in Flintshire held in October as part of Flintshire Business Week to promote good practice.	M	M	A	Negotiations to take place with Cadwyn Clwyd to ensure business support for social enterprise in Flintshire and North East Wales is in place.	Chief Officer – Social Services	↔	L	L	G	Jan 2015