APPENDIX 8

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 Enterprise Fund.

Progress status		Progress RAG	G	Outcome RAG	G

What we did in 2014/15:-

We have provided support to local social entrepreneurs to establish a social enterprise and will have a gymnasium, training, social media and mental health support businesses operating in Flintshire as social enterprises. We have met the target agreed for this outcome for the financial year 2014 – 2015, seven social enterprises were successful in securing funding from the Flintshire Enterprise Fund.

We have more than 130 Twitter followers and have agreed a social media strategy and plan for social enterprise support.

A further conference was held during 2014/15 which was well attended by existing social enterprises and organisations interested in becoming social enterprises.

What went well:-

We supported seven business in Flintshire to either set up, diversify of expand.

Regular Tweets have been made via social media to promote support and external funding opportunities to social enterprises

What did not go so well:-

The Flintshire Social Enterprise Network started well, with good attendance from a range of local social enterprises. Although it did stutter due to key individuals leaving their post.

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	2014/15 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	7 social enterprises	G	G

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 – ended in April 2015. This work will now be integrated into the work of the alternative delivery model work of Flintshire County Council.	M	M	A	Increase the use of social media to promote external funding and support opportunities. Deliver a workshop with key stakeholders to review progress to date and identify options for the future. To continue working regionally to secure external funding to support Social Enterprises in Flintshire. Social Firms Wales and CAPITA have been appointed to support the Council's Alternative Delivery Model work. Additional funding is available to support large internal projects.	Chief Officer – Social Services	↑	L	L	G	Aug 2015

Risk Progress Summary for 2014/15

The Social Enterprise Project Manager post no longer exists; this post provided additional capacity to support external existing and emerging social enterprises. The Flintshire Social Enterprise Fund is now closed and seven social enterprises have accessed this fund, however opportunities to access external funding and support are being promoted and will continue to be promoted through the Social Enterprise Twitter site. Therefore the net score remains Amber.

2. Develop effective support for social enterprises

Progress status		Progress RAG	G	Outcome RAG	G

What we did in 2014/15:-

The project manager has developed 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 is now considering support that can be provided at a local authority level and are in the process of developing and securing support for social enterprise throughout North Wales.

Social Enterprise workshops are now a permanent fixture in Flintshire Business Week.

What went well:-

More than 40 entrepreneurs, enterprises or potential enterprises have received support from the network of support agencies that provide enterprise support.

What did not go so well:-

The measure for this has not been developed to the point that it can be used in a format that can be verified and published.

As key people have changed posts, the Flintshire Social Enterprise Network has not met for some time. Meetings have only been attended by a small number of social enterprises, despite initial interest in developing the Network.

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	2014/15 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	N/A	N/A	N/A

**Improvement Plan Progress
Year End 2014/15**

CYNGOR
**Sir y Fflint
Flintshire**
COUNTY COUNCIL

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	Over the year, the project manager is working with a client book of more than 30 potential social enterprise in order to provide skills and support 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.	M	M	A	The Board is developing a set of workshops to progress this work further. Further actions planned include mainstreaming this work into the alternative delivery models for Supported Employment and the Flintshire crèche. There will be an increased use of social media to promote external support and funding. Social Firms Wales is working with local social enterprises to identify the need for the Social Enterprise Network and options for continuing.	Chief Officer – Social Services	↔	L	L	G	Aug 2015

Risk Progress Summary for 2014/15

The funding for the Project Manager post has now ended. This post created additional capacity to support local existing and emerging social enterprises. The loss of this resource may result in a dip in support to Social Enterprises whilst additional arrangements are promoted, the net score remains Amber.

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

Progress status		Progress RAG	A	Outcome RAG	A

What we did in 2014/15:-

Development work continued to support the transition of public services into social enterprise (Flintshire Crèche and Supported Employment to meet the Council's priorities. The former two progressed into the business feasibility phase of the alternative delivery model work of Flintshire County Council.

Each of the projects has been through the idea phase within the Flintshire County Council alternative Model framework and is being prepared to be tested through a feasibility phase with a view to delivering.

Social Firms Wales and CAPITA have been appointed to support the Alternative Delivery Model programme and have provided feedback on initial business cases and key lines of enquiry.

Consultation events with service users and their families have been planned for May/June 2015.

What went well:-

Double Click is now registered with Companies House

Flintshire Crèche and the Supported Employment projects are now part of the corporate alternative delivery model programme for Flintshire County Council.

The internal working group has gone from strength-to- strength in providing support and advice to services that are thinking of "spinning out" and expanding the organisation.

What did not go so well:-

Broadly everything has gone very well despite this being a new area for the organisation, however, the targets are challenging due to the complexity and sensitive nature of this work.

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	2014/15 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	1	G	G

**Improvement Plan Progress
Year End 2014/15**

CYNGOR
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Flintshire**
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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	There is 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	Workshop to be held in June of 2015 with key stakeholders to identify actions to take this work forward. Courses to provide Social Enterprises with the skills to compete effectively with other business are promoted through Flintshire County Council's Twitter page. Expertise and capacity are being bought from CAPITA and Social Firms Wales. A small project team is being established to take progress the development of internal projects into social enterprises.	Chief Officer – Social Services	↑	L	L	G	May 2016

Risk Progress Summary for 2014/15

Potential Social Enterprises from within the Council will come under the auspices of the Council's Alternative Delivery Model Programme as this gains momentum. The net score remains at Amber as there is an emerging risk that the targets will not be met. Robust and sensitive consultation is required with service users with multiple and profound disabilities and their families which will take time. Market testing still needs to take place.