

Meeting of:	<b>Homes and Safe Communities Scrutiny Committee</b>
Date of Meeting:	<b>Wednesday, 03 April 2019</b>
Relevant Scrutiny Committee:	Homes and Safe Communities
Report Title:	Reshaping Services: Social Enterprises - An Alternative Delivery Model
Purpose of Report:	To bring to the attention of the Committee the benefits of Social Enterprises as an alternative service delivery model and to consider whether the model is appropriate and supports our Community Development activity.
Report Owner:	Mike Ingram - Head of Housing and Building Services
Responsible Officer:	Miles Punter - Director of Environment and Housing Services
Elected Member and Officer Consultation:	No elected members have been consulted. Director of Environment and Housing, Head of Housing and Building Services, Operational Manager - Building Services, Operational Manager - Neighbourhood Services: Operations, Neighbourhood Manager.
Policy Framework:	This is a matter for executive decision by Cabinet
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• This report draws the attention of the Scrutiny Committee to the concept of Social Enterprises as an alternative delivery model and a potential option for sustainable service provision in light of further reducing council resources and to contribute to the Council's Corporate Wellbeing Objectives and Reshaping Services Programme.</li> <li>• The report covers examples of best practice within Wales and the benefits for the Council and the local communities</li> <li>• The report draws Scrutiny's attention to the work undertaken so far within Housing and Building Services to explore potential Social Enterprise options</li> <li>• The report lists several ideas for Social Enterprises that staff in Environment and Housing are interested in developing into potential business cases.</li> <li>• The report proposes that Scrutiny supports the exploration of Social Enterprises as alternative service delivery model to support our wider Community Development activity for Council and to support our aims of creating more sustainable communities.</li> </ul>	

## **Recommendations**

1. That Committee notes and considers the concept of Social Enterprises as a potential alternative delivery model for services where appropriate and initial feasibility work being undertaken.

## **Reasons for Recommendations**

1. To introduce social enterprises as a potential alternative delivery model for future service provision within the Vale of Glamorgan

### **1. Background**

- 1.1 Like traditional businesses, Social Enterprises aim to make a profit but it's what they do with their profits that sets them apart. Social Enterprises reinvest their profits in the business or donating them to a social cause to create positive social change.
- 1.2 Social enterprises are in our communities and on our high streets – from coffee shops and cinemas, to pubs and leisure centres, banks and bus companies.
- 1.3 By selling goods and services in the open market, social enterprises create employment. Reinvesting their profits back into their business or the local community allows them to tackle social problems, improve people's life chances, provide training and employment opportunities for those furthest from the market, support communities and helps the local environment.
- 1.4 Social enterprises and other models of co-production can have multiple benefits for the communities they serve. Volunteering can help to increase people's wellbeing and enhance a sense of community within an area. Social enterprises can help groups and organisations reach out to communities, improving the quality of life for residents.
- 1.5 Social enterprises can help people towards living independent lives by providing opportunities for employment and training for those furthest from the job market and help instil participants with a sense of purpose and self-worth, strengthening connections between communities and helping to break the cycle of deprivation and foster pride, community engagement and greater community cohesion.
- 1.6 The above are all core to the strategic aims of Housing Services as set out within their Service Plan and Community Strategy.

- 1.7** Neighbourhood Services are following a more income generation focussed route, however some of the ideas and concepts detailed in this report could still be relevant to the Neighbourhood Services team.
- 1.8** There is an opportunity to think differently about how we deliver services to residents. As a Council, we continue to feel the pressures of increased demands on services and decreasing budgets.
- 1.9** The Council's transformational change programme, Reshaping Services, seeks to maintain priority services at a time of unprecedented budget restraint. Exploring different ways of working, including transfer of responsibilities, in appropriate circumstances, to external delivery models is a key element of this strategy.
- 1.10** The Reshaping Services Strategy sets out how Social Enterprises (employee owned or community owned) or co-production can play an important role in the delivery of the Strategy's aim.

## **2. Key Issues for Consideration**

- 2.1** In recent years there has been a significant interest in Social Enterprise and Local Authorities have engaged with them as a means of delivering sustainable services which help to stimulate the local economy and the communities they serve.
- 2.2** The Social Enterprise: Market Trends 2017 report, commissioned jointly by the Department for Digital, Culture, Media and Sport and the Department for Business Energy and Industrial Strategy, found the number of social enterprises in the UK small business population is likely to number approximately 471,000.
- 2.3** The above report also revealed that roughly 1.44million people are employed by social enterprises in the UK.  
  
Site Visit
- 2.4** The Housing and Building Services, Business Development Officer was tasked with ensuring staff from across the Environment and Housing Directorate were familiar with the concept of social enterprises and had enough information to consider if social enterprises could be an appropriate delivery model for any service provision ideas in their areas.
- 2.5** A site visit was arranged on 12 October 2018 to Pembrokeshire FRAME, for members of Building Services, Housing, and Neighbourhood Services. Pembrokeshire FRAME is a social enterprise that sells pre-loved furniture and bric-a-brac to fund work practice and training for disadvantaged people in Pembrokeshire.
- 2.6** Established in 1994, FRAME provides meaningful occupation, work practice, training and employment opportunities to people with disabilities and/or people

that are socially excluded and disadvantaged. Opportunities are provided through the operation of community furniture re-use projects and a horticultural project.

- 2.7** Pembrokeshire FRAME collects bulky household collections on behalf of Pembrokeshire Council and collected 6570 bulky collection items in 2017/18. They also collected over 7000 Christmas trees for Pembrokeshire Council in 2018.

#### Workshops

- 2.8** A social enterprise workshop was held in the Civic Offices on 22 November 2018. The first session was an introduction to the concept of social enterprises and how they can potentially be a viable service delivery option for local authorities. The session was facilitated by the Council and representatives from Social Firms Wales. The session covered an introduction to social enterprises, best practice examples, initial ideas forming and evaluation.
- 2.9** Following this session, staff were tasked with processing their learning and returning for a second workshop the following week to work through some of the stronger ideas from the week before. Councillor Lis Burnett also assisted with advising the sessions due to her particular expertise in this area.
- 2.10** Several ideas were generated during the sessions including furniture reuse and recycling, gardening services for housing communal areas, gardening training and centre of excellence and a jobs agency for housing tenants.
- 2.11** Additional meetings have started to be held on the above ideas with help and guidance from Social Firms Wales examining if and how these ideas can be turned into actions.

#### Potential Ideas for Development

- 2.12** In terms of furniture recycling, the idea was to explore the potential for a FRAME type model within the Vale of Glamorgan. Housing Services are interested in this type of model in terms of the community benefit an enterprise of this type could generate including job opportunities and training for those furthest from the jobs market, work placements for people in the community with physical or mental health disabilities, providing a source of low cost or free furniture for families in need, generating paid job opportunities for the local community and also the wider benefits that can be achieved in the community when profits generated are reinvested into the community in which the enterprise operates.
- 2.13** Neighbourhood services business objectives are more income generation focussed and so this idea has less appeal for the Neighbourhood Services team.
- 2.14** The suggested proposal for a gardening service for communal areas is to upskill tenants with the skills and equipment to undertake gardening and potentially handyman services for other residents within the community. 'Gibby Greenfingers' was raised as a successful existing community volunteer group

which has the potential to be developed and grown into a social enterprise to benefit the local area.

- 2.15** Housing services are interested in the above idea as in addition to providing job opportunities and work experience the model also has the potential to provide a befriending element for elderly residents and also instil a sense of pride in the community and the surrounding area.
- 2.16** Staff from Neighbourhood Services proposed and considered a programme using one of their parks as a teaching facility for people who wanted to learn gardening skills. Teaching hours could be paid for by those who were financially able to and this income could then be reinvested in the enterprise to fund others on low income who were interested in obtaining gardening skills / qualifications. Volunteering hours could also be exchanged for time banking credits. Additional work is now required on this idea.
- 2.17** The Community Investment Team, alongside the wider Housing Management Service has been working on incentivising volunteering for some time with the use of Timebanking Credits and there are significant links between Timebanking, volunteering, training and social enterprises in terms of tackling social exclusion, building economic, social and cultural capital for people and the communities in which they live.
- 2.18** The final idea to be investigated further was that of a social enterprise job agency for seasonal and low skilled council work. This would have the benefit of helping residents in the Vale into meaningful employment, whilst also reducing recruitment timescales for the Council for recruiting frontline staff and reducing agency recruitment costs. Housing's Community Investment and Involvement Team were interested in pursuing this idea as a vehicle to assist tenants into employment.
- 2.19** Further scoping and scaling work on these ideas is now required and additional meetings with Social Firms Wales will be arranged. Projects will be developed using the Council's Project Management Toolkit.
- 2.20** The Trade Unions have been involved in the initial workshops.
- 2.21** As set out above, given the continued financial pressures on the Council's budget, social enterprises need to be given due consideration as a viable service delivery model.
- 2.22** Scaling and scoping work will now be undertaken on the social enterprise ideas listed above and progress reports will be brought to future Scrutiny Committees.
- 2.23** Should any ideas be progressed past the scoping stage, full consultation will be undertaken with all stakeholder groups.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

Long Term:

**3.1** According to the 2017 PSB Wellbeing Assessment, in 2015-16, the monetary value of volunteering in the Vale was £36million. Volunteering benefits individuals, groups, organisations and communities within the Vale. Volunteering increases people's wellbeing and enhances their connection to the local community. It helps groups and organisations to reach out to communities and improves the quality of life for residents. It also has economic benefits. In the long term, with continuing and increasing financial pressures, the Vale of Glamorgan Council may not be able to continue to provide some of the current, non-statutory services it currently offers. Social enterprises are a form of alternative service delivery which support paid members of staff, participants and also volunteers and may ensure that non statutory services continue to be provided in the future.

**3.2** The Vale of Glamorgan has an ageing population which, in the long term, will cause significant increased demand on public services including Social Services. Within the Vale it is predicted the number of over 65s will increase by 46% by 2035. It is also predicted that the number of over 85s in the Vale of Glamorgan will increase by 130% in the same time period. This will clearly place an increased demand on social care services and other Council services and the funding available to deliver them.

Prevention:

**3.3** Social enterprises can help with prevention of problems or help prevent issues from escalating. Social enterprises can help people toward independent living through providing opportunities for employment and training for those most disadvantaged by the jobs market. This in turn can provide participants and volunteers with a sense of purpose and self-worth, increasing confidence and providing

Integration and collaboration

**3.4** Social enterprises can provide opportunities for intergenerational projects, enhancement of community environments and are a chance for local communities to come together for the betterment of their area and to meet and build better connections, enhancing community cohesion.

Involvement:

**3.5** Stakeholder engagement would be one of the next steps in progressing any social enterprise idea that has been tabled via the workshops in 2018 or any other ideas that are suggested.

## **4. Resources and Legal Considerations**

### **Financial**

- 4.1** This report is for information purposes only at present however, financial implications would have to be considered on a case by case basis and on the production of a fully scoped business case for any Social Enterprise concept that was agreed to progress.
- 4.2** In the case of the job agency idea, there is the potential to save on agency costs to the Council with the recruitment of low skilled and seasonal staff. Exact costs have not yet been quantified.
- 4.3** In the case of the furniture upcycling there is the potential for the Council to contract out its Bulky Collection service to a social enterprise at a cost that is cheaper than its in house provision. This model has not yet been fully costed.
- 4.4** With regard to the gardening services for communal areas, this would increase employment and training opportunities within less affluent communities and help tenants seeking full time employment.

### **Employment**

- 4.5** Social Enterprises can support those furthest from the employment market into meaningful training and opportunities for employment.
- 4.6** There are no direct TUPE implications associated with this report. However, following the development of the ideas mentioned, it is possible that there could be TUPE implications if staff were to be transferred over to a social enterprise model. There would likely be employment opportunities also.

### **Legal (Including Equalities)**

- 4.7** There are no current legal implications of this report as it is for information purposes only.

## **5. Background Papers**

Pembrokeshire Frame

<http://www.pembrokeshire-frame.org.uk/about-frame/>

Social Firms Wales

<http://www.socialfirmswales.co.uk/about-us>

Social Enterprise UK

<https://www.socialenterprise.org.uk/michael-sheen>

Social Enterprise Workshop Session Notes



Social Enterprise  
WorkshopWeds 21

Social Enterprise Workshop Presentation



Social Enterprise  
Workshop Presenta



**Social Enterprise Workshop**  
**Weds 21 November**  
**Session Notes**

**Attendees**

Cllr Lis Burnett  
 Shelley Bellamy – Business Support Officer  
 Mike Ingram – Head of Housing and Building Services  
 Dave Knevett – OM, Neighbourhood Services, Healthy Living and Performance  
 Mike Delvin – Maintenance Officer – Voids and Adaptations  
 Joanne Lewis – Business Manager  
 Heather Powney – Senior Tennant Liaison Officer  
 Nick Jones – Housing and Strategic Projects Team Lead  
 Ian Jones – Housing Solutions Manager  
 Adam Sargent – Parks and Open Spaces Officer

Sharon Hawkins – Neighbourhood Manager  
 James Webber – Team Leader, Performance and Commercial Opportunities

Tori Brown – Senior Neighbourhood Manager  
 Kate Hollinshead – Supporting People Coordinator  
 Glen Pappas – Branch Secretary Unison  
 John Greatrex – Parks and Open Spaces Officer  
 Tony Spear – Cleansing Superintendent  
 Jo Rowe –  
 Paul Harding – Maintenance Officer  
 John Butler – Maintenance Officer  
 Alison Wood – Housing Income Manager  
 Caroline Bird – Administrative Support Officer

**Task 1:****What do you think a social enterprise is?**

- Ethical businesses – reinvest % of profits
- Minimise negative effects on society and environment
- Social Mission
- Provide opportunities for disadvantaged people ie training and development
- Create and generate social value
- Commercial but with social aims – helping the disadvantaged
- A business in which the profits are reinvested to provide opportunities and services for more people
- Non commercial
- A business for the community
- Business reinvests profits back into the organisation / community / charity
- For the people
- Provide job opportunities for those who may not normally access employment
- Self-sustainable
- Provide training opportunities
- Cost savings
- Resilient community
- Better community focus
- Creating jobs for disadvantaged people
- Better links with education – Amelia Trust Farm
- Empowering
- Not for shareholders or commercial gain
- Profits invested in the community
- Help underprivileged people
- “business for the betterment of society”
- Offer training and skills to obtain jobs

### **Key principles?**

- Generate a profit
- Reinvestment of % of profits into the community
- Donate to charity
- Environmental purpose
- Help to set up – need funding
- Local community emphasis – invest in local community and people
- Empower people
- Develop peoples potential – skills and confidence
- Help individuals who are disadvantaged
- Sustainable – need to stand on their own two feet
- Provides training / employment / services for people who have less opportunities to obtain the skills elsewhere
- Financially viable
- Fulfilling a need
- Safeguarding
- No shareholders in the traditional sense

### **Benefits to the community?**

- Can address social problems / issues
- Support / empower vulnerable people eg adults with learning disabilities into work experience, volunteering and employment
- Employment / job creation
- Increases self-respect of participants
- Benefits local economy
- Creates wellbeing
- Reduces crime /ASB
- Creates sustainable communities and tenancies
- Valued
- Rewarded
- Creating independence
- Giving purpose
- Reduction in costs of procuring a service
- Up-skilling
- Involving the community

### **Benefits to the Council?**

- Services can continue to be provided in an era of austerity eg libraries run by community groups
- Reduction in agency costs
- Reduction in costs of service provision
- Creating skilled workers
- Increasing wellness of communities
- Links to supporting people services
- Cuts in services, more to come, cannot continue to provide all of the services we do currently

### **What is needed for success?**

- A clear vision
- Identify potential employees
- Start-up funding
- Creativity
- Ambition
- Drive
- Willingness
- Support
- Enthusiasm
- 'go-to' people
- Objectives
- Working together
- Communication
- Robust training
- Knowledge of the industry
- Business plan
- Buy in – political / community / officer
- Ensuring pathways for progression
- Good management
- Real buy in from all parties
- Person centred
- Business approach
- Needs to be undertaken over a period of time. not overnight

### **Task 2:**

#### **Feelings and reactions to the concept of social enterprise / social business**

- Worth exploring
- Excited
- Nervous / concerned – open to people to taking advantage of profits
- Where does the money come from?
- Is there an appetite for this?
- Understanding what is already out there
- Unknown of governance
- Good vehicle for change
- Are the communities going to buy in?
- Like the idea
- Exploitation of volunteers
- Positive
- Safeguarding concerns
- Doesn't fit for everything
- Aren't the Council, by default, a social enterprise already?
- Could work, but where?
- Public perception could be negative

### Task 3: New Ideas

- **Furniture Up-cycling / refurb**
  - community reuse projects
  - bulky collections
  - house clearance service
  - recycle rubbish into art
- **Handyperson scheme**
  - White goods PAT testing
  - Gas servicing
  - Cleaning / decorating business for council properties / private landlords
  - Maintenance / facilities management
- **Estates board services**
  - Fencing
- **Void clearance**
  - 90% sent to landfill
  - Furniture reuse
- **Gardening services for community areas**
  - Grass cutting for a small fee
  - Shrubs
  - Making and selling planters
  - Befriending
  - Wellness
  - Old tyres repurposed and made into climbing frames, play equipment, swings, planters etc
- **Cleaning Service**
  - Communal areas
  - After upgrades
  - Voids cleaning
- **Allotments**
  - Fresh food c-op / food share
  - allotments veg packs with recipe cards
  - links to healthy eating
  - wellbeing
- **Parks education and work experience**
  - Training in exchange for working on the parks
  - Charge for those who can afford it
  - Supplement those who cant afford to pay for training
  - Up-skilling
  - Time banking
  - Link to exercise referral scheme
  - Wellness
- **Hire out parks grass cutting equipment (to those fully trained)**
  - On evenings and weekends
  - Reinvest profits into local community
- **Catering in Parks as a Social Enterprise**

- Catering at Barry splash park
- **Community Café**
  - Civic
  - Free meals for those in need
  - Alps canteen – make use of the kitchen
- **Sports Pitches**
  - Community asset transfer as a social enterprise
- **Community hubs**
  - exercise classes
  - hair and beauty
  - barbers
  - low cost funerals
- **School uniform / sports kit / musical instruments**
  - Donate
  - Wash
  - Sell low cost
  - Reinvest in education
- **Rubbish art work – recycle plastic etc into artwork, rugs, bags etc to sell**
- **Parks waste materials**
- **Bicycle repairs**
- **Rubbish clearance**
  - Community rubbish collection in Gibbonsdown
  - Time banking
  - Paid for recycling and refuse collected
  - Community credits
- **Food delivery – like Deliveroo**
- **Pet care services**
  - Dog walking
  - Dog grooming
  - Links to wellness / exercise and befriending of elderly residents
- **Training programmes for local people**
- **Letting agency**
- **Parks / leisure weight loss and healthy eating**
- **Making use of the Alps Kitchen**
- **Lease part of the civic foyer**
- **Community transport co-op**
- **Sports club facilities**

### **Pros**

- Added value

### **Concerns**

- Funding
- Volunteers to run scheme?
- Risk assessments
- Safeguarding

- Council brand may not be seen as positive
- TUPE / Workforce code considerations