

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Social Enterprise Grant Applications 2015/16
Responsible Officer(s)	Russell O'Keefe
Contact officer, job title and phone number	Strategic Director Corporate and Community Services
Member reporting	Cllr. Christine Bateson
For Consideration By	Big Society Panel
Date to be Considered	24 March 2016
Implementation Date if Not Called In	NA
Affected Wards	All

REPORT SUMMARY

1. The objective of the report is to update the Big Society Panel in respect of six applications for social enterprise funding received in January/ February 2016.
2. The report presents the six applications and applicants' responses to questions raised by the Social Enterprise Working Party at its meeting on 15 February 2016.
3. The applications were further considered again by the Social Enterprise Working Party on 22 March 2016 and the following recommendations have been put forward for consideration by the Big Society Panel:
 - That Family Friends Parenting Café should be awarded £11,351
 - That People to Places should be awarded £18,200
 - That Stand Out for Autism should be awarded £15,000
 - That What Works Wellbeing should be awarded £15,500
 - That a decision in relation to 4Motion Dance Theatre should be held over pending more information.
 - That no award should be made to Adult Dyslexia in the current round but they could re submit at a later date.
4. The recommendations support the Council's manifesto commitment to continue to

fund social enterprises.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Social Enterprises are businesses that reinvest their profits in good causes to the benefit of residents and the local community.	Will vary in relation to each application and the Panel's decisions.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATIONS

- **That no award should be made to Adult Dyslexia in the current round but they could re submit at a later date.**
- **That Family Friends Parenting Café should be awarded £11,351**
- **That People to Places should be awarded £18,200**
- **That Stand Out for Autism should be awarded £15,000**
- **That What Works Wellbeing should be awarded £15,500**
- **That a decision in relation to 4Motion Dance Theatre should be held over pending more information.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The six applications under consideration were received in late January and considered by the Social Enterprise Working Party at its meeting on 15 February 2016. The Working Party raised a number of questions in relation to each application at its February meeting and met again to consider the responses on 22 March.
- 2.2 Five of the applications were prepared with support from Our Community Enterprise, a social enterprise contracted by the Council to support local organisations with external funding bids. The 15th February Working Party requested comments from Our Community Enterprise on each of the applications.
- 2.3 Details of the applications and issues considered are addressed in Appendix A (attached).

Option	Comments
Agree the recommendations put forward by the Social Enterprise Working Party.	The Working Party will only make recommendations in respect of the applications if they are satisfied that the applications meet all the relevant criteria. This is the recommended option.
Note the report and refer some or all of the applications back to the Social Enterprise Working Party for further consideration.	Any money not committed by the end of the financial year will be lost and could not be carried forward. This is not the recommended option.

3 KEY IMPLICATIONS

- 3.1 The success of social enterprise grant funding will be measured by the number of viable new social enterprises that are created. To meet this criteria the organisations funded must be sustainable business propositions and deliver clear social benefits that will benefit local residents.
- 3.2 To meet this objective it is necessary to ensure applications are thoroughly evaluated and funding is only awarded to organisations expected to meet these criteria.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
The % of new social enterprises in receipt of funding that are still trading in two years time	Less than 80%	80%	90%	100%	31 March 2018

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There is £100,000 in the Community Partnerships budget for social enterprise grants in 2015/16 of which only £10,000 has so far been committed.
- 4.2 Six bids were received totalling £113,471.

4.3 The total of the recommended bids is £60,501. Subject to further investigation the remaining budget will potentially be allocated to 4Motion Dance Theatre

4.4 A further £100,000 will be available in 2016/17.

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

5.1 The Council has powers to carry out this function under Section 1 of the Localism Act 2011, General Power of Competence.

6. VALUE FOR MONEY

6.1 Developing new and existing social enterprises in the Royal Borough has the potential to enhance existing services and opportunities for residents' whilst at the same time tackling specific local issues.

6.2 Applications are assessed by the Working Party to ensure that they are viable business propositions and likely to deliver measureable social benefits to the local community.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None identified

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Applications will not be thoroughly evaluated (owing to the number received within a short time).	High	Credit checks will be undertaken and Finance asked to evaluate and comment on applications before funding is	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
		released.	
Organisations may fail to achieve financial projections or deliver planned benefits.	High	Organisations will be required to produce regular monitoring reports detailing their performance against targets.	Medium

9. LINKS TO STRATEGIC OBJECTIVES

9.1 Funding social enterprises is a manifesto commitment and links to the Residents First Strategic Objective.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 There are no equalities or human rights implications arising from the report.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

12. PROPERTY AND ASSETS

12.1 None

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 Recommendations from the Social Enterprise Working Party will be presented at the meeting.

14.2 Our Community Enterprise have also been asked to comment on the applications.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
22 March 2016	Social Enterprise Working Party Meeting to reconsider applications.
24 March 2016	Recommendations to Big Society Panel
15 April 2016	Prepare agreements with successful organisations
30 April 2016	Release of funding

16. APPENDICES

APPENDIX A – Guidance and Checklist for Applicants

APPENDIX B – Summary and Evaluation of Social Enterprise Applications

17. BACKGROUND INFORMATION

None

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	23/03/16	23/03/16	
Cllr Bateson	Chair of Big Society Panel and Social Enterprise Working Party	23/03/16	23/03/16	
Russell O’Keefe	Strategic Director Corporate and Community Services	22/03/16	22/03/16	
Kevin Mist	Head of Community and economic Development	22/03/16	22/03/16	
Andrew Brooker	Head of Finance	22/03/16		
External				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
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Andrew Green	Community Partnership Officer	
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APPENDIX A

Royal Borough of Windsor & Maidenhead Social Enterprise Fund 2015/16

GUIDANCE AND CHECKLIST FOR APPLICANTS

INTRODUCTION

The Royal Borough of Windsor and Maidenhead is committed to supporting the development of social enterprise sector across the borough. Social enterprises are businesses driven by social and/or environmental purpose. Like most businesses they sell goods and/or services, and should generate profits. Unlike most businesses, part or all of their profits will be reinvested towards their social mission. Further information about social enterprise is available at www.socialenterprise.org.uk.

THE SOCIAL ENTERPRISE FUND 2015-2016

The Social Enterprise Fund is offering the opportunity for a range of organisations and people to ask for funding support to help start up a new social enterprise or develop and grow an existing social enterprise. The funding is not intended to support one-off project work or ongoing charitable activities. Whilst the funding could support a wide range of proposals, our key requirement is that funding applications must be for proposals relating to the establishment, development or growth of a business with clear social objectives, including the reinvestment of part or all of the business' profits towards the social objectives.

WHO CAN APPLY

We will accept applications from existing social enterprise companies, including Limited Companies (with social objectives), Community Interest Companies and Industrial & Provident Societies. We will also accept applications from charities, other community & voluntary sector organisations, private sector organisations and individuals, but only if the proposal relates to the establishment or development of a social enterprise company. Only one proposal will be accepted from each applicant/organisation.

HOW MUCH CAN YOU APPLY FOR

Grant requests should be for between £500 and £20,000 of funding. In exceptional circumstances we will consider requests for funding of more than £20,000 and the maximum amount of funding which could be allocated to a single proposal is £50,000. If you are considering applying for funding of more than £20,000 you must contact Harjit Hunjan, Business and Community Partnerships Manager at harjit.hunjan@rbwm.gov.uk to discuss your proposal before submitting an application.

We will not accept applications for more than £20,000 if you have not discussed your proposal with the council before submission. All funding of £20,000 or under will usually be offered in the form of a grant. The type of funding offered for requests of more than £20,000 will be considered on a case by case basis and could be in the form of:

- A grant to encourage innovation in service delivery;
- An unsecured loan, at zero or low interest rates and flexible repayment terms; or
- An equity stake in the business; or
- A combination of the above.

If you are offered funding other than through a grant this will be made clear in the offer letter, and will be subject to discussion with the council.

FUNDING REQUIREMENTS

Eligibility criteria

To be eligible your application must be for a proposal which will:

- Help grow or develop an existing social enterprise or start up a new social enterprise.
- Delivers clear benefits to the community and/or the environment in the Royal Borough of Windsor and Maidenhead.
- provide services or social/environmental benefits which support the Council's priorities around:
 - a. Supporting Children and Young People
 - b. Encourage Healthy People and Lifestyles
 - c. Improve the Environment, Economy and Transport
 - d. Work for Safer and Stronger Communities

Funding criteria

Applicants will be required to demonstrate that their proposal:

- Is for a realistic social business model that will generate an income from selling a product or a service.
- Has the potential to be financially sustainable as a social enterprise
- Is supported by relevant market research and consultation.
- Will make a sustainable social impact within the Royal Borough of Windsor and Maidenhead
- Has a budget that is realistic and provides value for money.
- That funding will not be used to support a political cause or promote activities associated with political, religious, trade union or pressure groups.

What we will not fund

- Ongoing revenue for current activity or projects
- Retrospective funding
- Proposals that do not have clear links to the social objectives of the social enterprise
- Activities associated with political, religious, trade union or pressure groups
- Projects or activities that the State has a legal obligation to provide
- VAT that you can recover
- Any costs you incur when putting together your application
- Feasibility studies

APPLICATION PROCESS/TIMETABLE

The Social Enterprise Fund is administered by the Royal Borough of Windsor and Maidenhead's Community and Business Partnerships Team.

There is no specific timetable for submission. Applications will be considered on an as and when basis subject to the availability of funds.

Applications should be submitted by email to social.enterprise@rbwm.gov.uk.

All applications will be assessed against the eligibility and funding criteria for the programme. Decisions on funding will be made by a subcommittee of the Council's Big Society Panel. Applicants will be informed in writing of the Council's decision on funding.

The Council's decision of funding will be final and we have no obligation to fund any proposal. It will not be possible to provide any feedback on proposals submitted.

CHECKLIST FOR SOCIAL ENTERPRISE FUNDING APPLICATIONS

CRITERIA	IS CRITERIA MET?	EVIDENCE
1. Is the funding to help start up a new social enterprise or to develop and grow a new social enterprise?	Yes/ No	
2. Does the business have clear social objectives including the reinvestment of part or all of the businesses profits towards social objectives?	Yes/ No	
3. Only one proposal will be accepted from each applicant/ organisation. Is this criteria met?	Yes/No	
<p>4. The Council will not accept bids for one off projects or ongoing charitable work.</p> <p>So applications must demonstrate a sustainable business proposition evidenced by a clear business plan that shows how the organisation will generate profits and be sustainable going forward ?</p> <p>The acid test is that this is 'one off' seedcorn funding and the organisation should not expect further funding from the Council in the future.</p>	Yes/ No	
<p>5. Applications should be:</p> <p>i) From existing social enterprise companies, including Limited Companies (with social objectives), Community Interest Companies and Industrial & Provident Societies or</p> <p>ii) From charities, other community & voluntary sector organisations, private sector organisations or individuals, on the understanding that they intend to establish or develop a social enterprise company.</p>	Yes/No	
<p>6. Is there an expectation that the Council will procure a service from the organisation?</p> <p>If there is an expectation that the Council will procure a service from the organisation there must be clear evidence (supplied by the applicant) that the relevant Council service would be interested in purchasing</p>	Yes/ No	

<p>the service.</p> <p>The Council will favour applications where the organisation is not wholly dependent on the Council and/or there are other suppliers in the market that the Council can turn to.</p>		
<p>If it is proposed that the Council should purchase a service from the organisation; is there evidence that this will lead to a better service for residents (e.g. improved outcomes, more efficient, effective or economic service) and a sustainable business model.</p>	Yes/ No	
<p>Has the proposal been put forward by a Directorate or Group of staff?</p> <p>The Council will favour proposals that have been generated from outside the Council from the voluntary, community sector or from local communities over proposals put forward by Directorates or groups of staff.</p> <p>Proposals that have been generated from within the Council will be considered, subject to the availability of funds, providing they are consistent with the objectives of the Council's social enterprise initiative.</p>	Yes/No	
<p>Has the organisation secured the necessary premises (where relevant) or other resources it needs to deliver its Business Plan.</p> <p>The Council/ Our Community Enterprise can offer support / advice but the onus on ensuring all the necessary components are in place rests with the applicant.</p>	Yes/ No	

APPENDIX B

SUMMARY AND EVALUATION OF SOCIAL ENTERPRISE APPLICATIONS RECEIVED JANUARY 2016

a. Adult Dyslexia Centre - £16,500

Summary

The Adult Dyslexia Centre is a small charity based in Maidenhead that provides services to adults affected by Dyslexia in Berkshire and surrounding counties. They currently offer a mix of free and charged for activities providing adults with: information about dyslexia, understanding of their dyslexia, improved confidence, improved literacy, numeracy and IT skills - a core part of their ethos is financial disadvantage should not be a barrier to accessing support so core services are provided free or at highly subsidised rates. The Adult Dyslexia Centre runs workshops and short courses for adults with dyslexia as well as courses for teachers, trainers and parents.

They are looking to separate out the commercial elements from the core service and are planning to bring in new paid management to manage, develop and provide improved service through new business financial planning, stakeholder analysis, improved marketing and higher quality, better pitched services. There would be a range of seven business services offered at commercial rates including: assessments; parents' course; teachers' courses; dyslexia awareness in schools, colleges and business.

Money generated through the social enterprise element would be reinvested in the core service to help service users who are disadvantaged and could not pay commercial rates. They are seeking £16,500 funding and have attached a business model that shows break even and a small profit in year two and an income of £8,390 in year three.

Are criteria for award of social enterprise funding met?

The business has clear social objectives including the reinvestment of part or all of the businesses profits towards social objectives.

Funding should be to help start up a new social enterprise or to develop and grow a new social enterprise. It is unclear from the application what form the proposed business would take (i.e. whether it will be a separate company). Further clarification will be needed re how separation would be achieved confirming that the charity intends to establish a distinct social enterprise.

The Council will not accept bids for one off projects or ongoing charitable work so applications must demonstrate a sustainable business proposition evidenced by a clear business plan that shows how the organisation will generate profits and be sustainable going forward. Three years cost and income is detailed in the application and a surplus of £18,994 is projected in year 3, based on a modest increase in numbers and fees.

Further information requested by the social enterprise working party.

The application indicates that other income – just over £25,000 is currently raised each

year through donations and project based funding plus commissioning. It states that through refreshed and dedicated committee management the aim to increase this to £41,000 annually. Members have requested further information re how the additional £41,000 will be raised and for clarity in relation to other sources of funding.

Our Community Enterprise who supported the organisation with preparation of their application have been asked for their view re whether this is a viable business.

The organisation were also asked to confirm that they will be establishing a distinct social enterprise.

Response from the organisation

Re Other potential sources of funding; No other funding is available to help us establish our business activities as a social enterprise.

We confirm that the project will enable our business activities to be set up as a social enterprise and all money raised will be fed back into our long established charitable activities.

We have extensive plans to increase our overall income through efficiencies, expanding our business activities and developing our professional ability and capacity. Details were attached in an Excel document the organisation has offered to talk the working party through if required.

Regarding the additional forecasted income of £41k from other sources the organisation is boosting its community fundraising experience by setting up a fundraising committee to increase their annual £25k achievement to £41k through the following methods:

- Community fundraising target of £6000 – regular annual sponsored events including dinners, music evenings, quiz nights, a new golf day and employer match giving
- Business partnerships target of £15,000 - partnerships and sponsorship methods are being explored primarily through our new membership with the Chamber of Commerce which will enable better business interaction
- Service commissioning target of £10,000 – striving to continue and develop successful bids to other statutory bodies and gain partnerships with non-government groups alongside existing partners and peers including Grow Our Own and Elevate
- Project based funding target of £10,000 – appealing to a range of local and national charitable trusts including Louis Baylis, Big Lottery Awards for All and Santander.

Financial Model

Adult Dyslexia Centre 3 Year Income & Expenditure Plan

Income	Year 1	Year 2	Year 3
Business income	£64,610	£85,500	£97,590
Core charity services	£6,200	£6,200	£6,200
RBWM	£16,500	£0	£0
General fundraising	£6,000	£6,600	£6,600
Sponsorship/ partnership with business	£5,000	£10,000	£15,000
Commissioning	£8,500	£10,000	£10,000
Project based funding	£10,000	£10,000	£10,000
Investment from ADC reserves	£5,835	£0	£0
	£122,645	£128,300	£145,390
Expenditure			
Tutor cost - business	£41,505	£49,700	£58,460
Tutor cost - core charity services	£19,410	£19,410	£19,410
Development of professional / management capability	£19,900	£19,900	£19,900
Marketing	£1,800	£1,100	£1,100
Development materials	£1,900	£0	£0
Premises	£17,130	£17,130	£17,130
Running costs	£21,000	£21,000	£21,000
	£122,645	£128,240	£137,000
Surplus / loss	£0	£60	£8,390

Our Community Enterprise Assessment of the Application

The Adult Dyslexia Centre is an established Maidenhead charity which wants to establish new income streams through selling some services more commercially. It does not want to set up a separate social enterprise, but recognises it needs to diversify its income streams.

The profit generated from the “enterprise” services will be used to support the charitable objectives of the organisation. This seems a sensible approach given grant and other fundraising income is increasingly difficult to access. The business model is based on their experience of the market place and the assumptions behind the income projections appear reasonable.

Recommendation from Social Enterprise Working Party – 22 March

That no award should be made to Adult Dyslexia in the current round but they could re submit at a later date.

The Working Party did not think the charity had given sufficient thought to how the separation between commercial and core work would be achieved. The application refers to part of the funding being used ‘for undertaking a stakeholder analysis which will inform creation of a solid marketing plan’ but award criteria state that the Council will not fund feasibility studies. The charity need to do more work and resubmit a bid that is clearer about what they intend to do.

b. Family Friends Parenting Café - £11,351

Summary

Family Friends in Windsor and Maidenhead is an established charity that provides practical and emotional support to families in need. They provide short term support to families who are facing difficult times and enable them to get back on their feet. Their help is free, confidential and open to any family living in the Royal Borough of Windsor and Maidenhead with a child aged 0 – 13 years and up to 18 years for Armed Service families.

They are looking to establish Parenting Café which provides high quality parenting courses and workshops across the key stages of a child's development to families across the Royal Borough of Windsor and Maidenhead. Parenting Café will charge for courses and the revenue will be used as income to support Family Friends core services of 1-1 targeted support in the hard to reach communities thus enabling all socio-economic groups to benefit. The courses will be hosted by Family Champions (trained and experienced volunteers) at a community café location.

Parenting Café will provide a range of courses and workshops hosted in a café location. Parenting Café services will include:

- Early Years Parenting (0-1yrs old)
- Early Years Parenting, (4-8 year olds)
- Tween Years Parenting, (9-12 year olds)
- and Parenting Teenagers, 13-18 year olds will be developed as shorter 4 week courses with a focus on topics such as keeping communication open, developing resilience, internet safety.

Income will be generated by individual participant payments for the courses and the workshops. They would negotiate minimal venue costs through the partnering with both community cafes or branded coffee shops through the agreement that the course cost for participants includes a drink from the café.

In order to develop a cost effective Parenting Café model Family Friends will recruit, develop and send on accredited training) 4 volunteers in Year 1, known as Family Champions who will then deliver the Parenting Café courses.

There would also be larger one off workshop sessions facilitated by external facilitators who are specialists in the subject matter and where they would seek to generate income through larger scale attendance which also provides an opportunity to advertise the Parenting Café courses. .

Are criteria for award of social enterprise funding met?

The business has clear social objectives including the reinvestment of part or all of the businesses profits towards social objectives. The revenue return would be used as income to fund Family Friends core services of 1-1 volunteer support. They would also use revenue to train further volunteers to deliver Parenting Café.

Applications can be accepted from charities, other community & voluntary sector organisations, private sector organisations or individuals, on the understanding that

they intend to establish or develop a social enterprise company. It isn't clear from the application what form the social enterprise would take.

The Council will not accept bids for one off projects or ongoing charitable work so applications must demonstrate a sustainable business proposition evidenced by a clear business plan that shows how the organisation will generate profits and be sustainable going forward. A three year business model has been provided which shows the organisation beginning to generate a profit from year two. There is a significant cost involved at year one for: recruitment, training, supervision and retention of volunteers leading to a year one deficit of £11,351 but the business model shows the organisation moving into a small profit (£2,140) from year one.

Financial Model

Parenting Café	Year 1	Year 2	Year 3
Expenditure			
Marketing/Brand for Parenting Café/Social Media Development	1,850	450	200
2 Initial Profile Workshops - advertising/raising awareness			
Speakers fee x2	800	600	600
Venue	250	150	150
Administration/Advertising	230	180	120
Volunteer Recruitment/Training/Supervision			
Volunteer Training in Triple P Parenting Programme x 4 Volunteers yr 1 (5.5 days accredited training). Yr 2 train additional 1 volunteer, Yr 3 train additional 2 volunteers	6,200	1,550	3,250
Volunteer expenses	620	180	320
Volunteer recruitment/induction/supervision sessions	3,351	2,300	2,500
Early Years Parenting 1-3 yr olds			
Advertising	150	50	50
Resources for sessions	680	350	250
Volunteer Expenses - Phone/travel	260	290	350
Early Years Parenting 4-8 yr olds			
Advertising	150	50	50
Resources for sessions .	680	350	250
Volunteer Expenses - Phone/travel	260	290	350
Administration Costs	960	960	820
Total Expenditure	16,441	7,750	9,260
Income			
2 Workshops, £15 per ticket x 35 attendees (£11 per ticket after booking fees/refreshment)	770	770	
3 Workshops, £15 per ticket x 35 attendees (£11 per ticket after booking fees/refreshment)			1,155
Early years 1-3yr old (4 groups x 6 attendees) @ £90 per course. £540 per course	2,160		

Early years 4-8 yr olds (4 groups x 6 attendees) @ £90 per course	2,160		
Early years (6 groups x 8 attendees) @ £95 per course. £760 per course		4,560	4,560
Early years (6 groups x 8 attendees) @ £95 per course		4,560	4,560
Total Income	5,090	9,890	10,275
	-11,351	2,140	1,015

Further information requested by the social enterprise working party.

The application was received late and members did not think that they had had sufficient time to consider it. They requested that it should be brought back to their meeting on 22 March. Family Friends were not asked to provide any further information.

Our Community Enterprise Assessment of the Application

An established RBWM charity, which is looking to diversify its income streams. This seems a sensible approach given the loss of annual funding from RBWM.

There is a clear rationale for the project. An income and expenditure forecast has been provided, set up costs and income projections are clear and reasonable.

Recommendation from Social Enterprise Working Party – 22 March

That Family Friends Parenting Café should be awarded £11,351.

The Working Party agreed to fund Family Friends Parenting Café but asked for more clarity ahead of the Big Society Panel meeting re how the funds would be recycled.

c. People to Places - £18,200

Summary

People to Places operates as a social enterprise in the form of a Company Limited by Guarantee. They are a local charity, based in the Royal Borough of Windsor and Maidenhead providing specialist accessible transport for people with disabilities and mobility problems. Their main aim, set out in their memorandum of association is to provide a community transport service for the inhabitants of the Royal Borough of Windsor & Maidenhead who are in need of such a service because of age, sickness or disability.”

They operate a fleet of vehicles, many with tail lift facilities, driven by a team of drivers, volunteers and community group users coordinated by a small office team based in Maidenhead. People to Places annually carry out over 40,000 passenger journeys and over 7,000 Equipment Hires from Shopmobility.

They are proposing to develop a centre of training excellence to train drivers for other community based organisations. They would charge a fee to other organisations for this service. Any surplus generated from undertaking this activity will be re-invested into the development of more safe and accessible training for local community groups and

individuals.

The proposal is to recruit 10 new volunteers to train as MiDAS Trainers and to promote the take-up of such training opportunities to the local community through a Co-ordinator. The training will be applicable to people using minibuses and cars (both accessible and standard). They intend to appoint a part time person to co-ordinate the training and promotion; pro-actively working to build-up demand and capacity for minibus and voluntary car service training.

The proposal is to enable a sufficient level of training activity so once the Social Enterprise grant is expended, future training will be funded through the fees charged to groups. They currently charge £75 per person for training – Slough formerly charged £89 for training but are no longer providing the service so a charge of £90 is considered realistic.

The Social Enterprise Fund grant would enable the initial appointment of a Co-ordinator to develop the service. It is estimated an additional £4K of income will be necessary for this based on the surcharge of £15 on the current price. This requires 267 trainees to pay each year. Social Enterprise Grant is requested to grow the business to this stage. By having the new role in place, demand and supply would be balanced but increased until they provide sufficient income to fund the Co-ordinators position and the allied promotional activities on a sustainable basis.

Are criteria for award of social enterprise funding met?

People to Places is an existing social enterprise established as a Company Limited by Guarantee. The organisation has clear social objectives and will reinvest profits from this new venture into the development of more safe and accessible training for local community groups and individuals. The funding is to develop and grow an existing social enterprise and is a sustainable business proposition rather than a one off project or ongoing charitable work.

Further information requested by the social enterprise working party.

People to Places were asked to clarify how this is social enterprise and how they will invest the funding. They have also been asked how they will grow the business and create other jobs.

Response from the Organisation

The applicant suffered a family bereavement and has been unable to respond to the working party's questions. Officers have been requested to seek further information ahead of the Big Society Panel meeting.

Our Community Enterprise Assessment of the Application

People to Places is an established social enterprise. The rationale for the proposal and pricing structure appears reasonable but are no income and expenditure projections

provided so it is difficult to fully understand the financial model moving forward and the level of potential profitability of the proposition moving forward.

Recommendation from Social Enterprise Working Party – 22 March

That People to Places should be awarded £18,200.

d. Stand Out for Autism - £15,000

Summary

Stand Out For Autism is a recently set up, Maidenhead based, Community Interest Company, established specifically to provide activities and services for people with autism, their families and their friends. It was set up by a group of parents whose children have autism.

The basis of the the business proposal is that Stand Out For Autism will develop and run a range of autism-friendly activities, which will operate on a similar basis to regular mainstream sports and recreational activities with participants paying a fee for taking part. The initial range of activities offered will include: a saturday stay and play, crafts and cinema club for primary aged children and their families; a street dance club for children and young people; and a Sunday morning football school offering sessions for different age groups including 4-7 year olds, 8 -11 year olds, 12 -15 year olds and 16+.

They have received some funding from the Maidenhead United FC Community Trust towards this and are requesting £15,000 Social Enterprise funding to support with the initial business set up costs and to enable the activities to be established on a sustainable basis for the long term benefiting people living locally with autism.

The funding requested will support with the costs of establishing the organisation: promotion, marketing and business administration costs and the costs of setting up the programme of activities, including subsidising the early delivery of activities whilst the participant number establish and grow. Funding will also be used to support the design and production of a new range of branded range of merchandise, which will be sold online and at the range of events and activities they run.

Are criteria for award of social enterprise funding met?

The business has clear social objectives which are to establish a community that provides support to people and families living with autism. Their aim is to raise awareness, provide support, create a community and build an annual activities schedule. The funding is to develop and grow a new social enterprise which is in keeping with the relevant criteria. A five year financial forecast has been provided with the application that indicates that the business will turn a small profit from year one and is potentially a sustainable business rather than a one off project.

The criterion that bids can be accepted from charities, other community & voluntary sector organisations, private sector organisations or individuals, on the understanding that they intend to establish or develop a social enterprise company has been met.

Further information requested by the social enterprise working party.

The social enterprise working party requested further information relating to how this will be established as a social enterprise and whether it is a viable business proposal. Members asked if the organisation could charge more for its services as the proposed charges seemed low and requested financial details from previous years.

Response from the Organisation

Stand out for Autism is already established as a social enterprise. The organisation is a registered community interest company, what this means is that our term objective is to get to the position where over half of the organisation's income comes from trading activities. The grant request is to enable us to build and develop the trading activities we are delivering.

We believe the model is viable. We have provided income and expenditure profile for the business which shows that with the support of the start-up funding from RBWM the organisation make a small annual profit in year one, which will grow over time as the business grows. We have undertaken some pilot activities/taster sessions to help inform the business proposal, with for example over 30 young people taking part in taster football sessions.

The charges proposed are not low, they have been market tested and are in line with rates being charges for equivalent mainstream activities. Increasing the charges would probably have a negative effect on the business.

We cannot provide financial history, because the organisation was only set up last year and has not yet been trading for a year.

Financial Model

£	Year 1	Year 2	Year 3	Year 4	Year 5
Income	33,788	22,040	25,360	25,360	25,360
Social Enterprise Grant	15,000	0	0	0	0
Autisim Friendly Football	2,560	7,200	8,640	8,640	8,640
Autism Friendly Dance	1,008	3,240	4,320	4,320	4,320
Autism Friendly Saturday Club	1,200	3,600	4,500	4,500	4,500
Autism Merchandise	2,600	3,000	3,400	3,400	3,400
Fundraising Events	3,500	4,000	4,500	4,500	4,500
Other Grants	7,920	1,000	0	0	0
Expenditure	500	21,642	22,730	23,096	23,469
<i>Proposed staff:</i>					
Admin/Manageme	1,800	1,836	1,873	1,910	1,948

nt					
Football Coaches	6,480	6,610	6,742	6,877	7,014
Dance Instructor	1,120	1,142	1,165	1,189	1,212
Saturday Club					
Activities Host	3,520	3,590	3,662	3,735	3,810

Operating
Expenditure:

Insurance	324	330	337	344	351
Marketing & website costs	1,875	960	979	999	1,019
Stationery	300	306	312	318	325
Telephones	360	367	375	382	390
Training (National Autistic Society)	710	250	255	260	265
Facility Hire (Astroturf)	1,440	1,469	1,498	1,528	1,559
Facility Hire (Hall - Dance)	560	571	583	594	606
Facility Hire (Hall - Saturday)	480	490	499	509	520
Merchandise Design	700	300	400	400	400
Merchandise Equipment	5,400	1,200	1,300	1,300	1,300
(Activities & Administration)	4,560	1,100	1,500	1,500	1,500
Events Running Costs	550	600	700	700	700
Accountant	500	520	550	550	550
<i>Sub-total:</i>	<i>30,679</i>	<i>21,642</i>	<i>22,730</i>	<i>23,096</i>	<i>23,469</i>

Income less Expenditure	3,109	398	2,630	2,264	1,891
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Funds brought forward		3,109	3,507	6,137	8,401
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Funds carried forward	3,109	3,507	6,137	8,401	10,293
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Our Community Enterprise Assessment of the Application

Jonathan Adams of Our Community Enterprise has declared an interest in respect of this organisation as he became a director of the organisation earlier this year. He stresses that this is a personal commitment undertaken in a voluntary capacity and that he receives no financial benefits from this organisation.

The organisations is an established Community Interest Company. All of the profits generated will be reinvested in the organisation in line with its social objectives.

The only comment about the business model is that the organisation, with Jonathan's support have worked with specialists in each area of the business proposed to ensure that their proposals are realistic and achievable. For example they are currently running free taster sessions for the football soccer school which has already attracted over 30 participants.

**Recommendation from Social Enterprise Working Party – 22 March
That Stand Out for Autism should be awarded £15,000.**

e. What Works Wellbeing - £15,500

Summary

What Works Wellbeing is a Limited Company with 2 Directors. Its principal aim is to facilitate positive outcomes (improved wellbeing, happiness, productivity, resilience, life satisfaction) for individuals, including disadvantaged groups such as unemployed or people with a disability. They aim to generate a surplus from services delivered at commercial rates that will be reinvested in the business with a proportion of their income providing support to disadvantaged people living in the royal borough.

They essentially practice positive psychology (i.e. focusing on strengths rather than problems) and would generate income through courses, consultancy and coaching for individuals. They are looking for funding to support start up costs including: initial business development and marketing activities, costs of getting courses accredited, website development, purchase of equipment, insurances. The funding will also allow a dedicated staff resource to establish and manage the business. They have submitted a detailed cash flow forecast that shows the business has potential to be sustainable from year two and have conducted some pilot sessions which suggest that the proposed charges are realistic and sustainable. One of the Directors has experience of similar business operating on commercial basis but wants to establish a social enterprise.

Are criteria for award of social enterprise funding met?

The business has a clearly stated social objective and intend to reinvest profits in the business with a proportion of their income providing support to disadvantaged groups in the borough. The funding is intended to help set up a new social enterprise. They have submitted a detailed business plan showing that the business has the potential to be sustainable.

Further information requested by the social enterprise working party

The social enterprise working party asked for further information re what is actually going to be achieved and the level of profit likely to be generated. More detail relating to costings was requested. Members wished to know how profits would be made and

whether the organisation is a one man band. Members were happy with the concept but wanted more detail and to know what the catchment area for the project would be.

Response from the organisation

What Works Wellbeing will have a small team of psychologists who will be specialists in the field of positive psychology and will work with individuals to help them learn about their strengths and how these can be used to help bring about improved outcomes, such as:

- Increasing their happiness and wellbeing levels
- Developing ways to reduce stress and anxiety
- Improving health
- Setting and accomplishing goals and objectives
- Coping in a frequently changing environment and heavy workloads

We will provide a range of services which will either be delivered as training courses (working with groups) or coaching (working with individuals) and have provided specific examples of the different interventions we will offer within the detailed description section of the application form.

We will work with a range of client types. Our commercial income will be generated by working with both companies and individuals with a focus on organisational and personal development.

As a social enterprise we will also provide support for disadvantaged individuals living within RBWM including:

- Young individuals who are NEET (Not in Education, Employment or Training) or at risk of being NEET
- Unemployed, especially amongst those individuals who have a disability, illness or are disadvantaged
- Supporting individuals, organisations and educational establishments to flourish

We will offer these groups both subsidised individual coaching and free training courses.

Wider outcomes and benefits we expect to achieve therefore include:

- Increasing the number of people, especially NEETs, into employment
- Reducing the number of people claiming Job Seekers Allowance and the associated costs
- Helping organisations to improve productivity and profitability
- Enabling educational establishments to improve student engagement, productivity and resilience
- Increase the wellbeing of individuals, in educational establishments and in organisations
- Reduce stress and anxiety of individuals and the associated healthcare time and costs
- Assisting people to fulfil their potential.

Attached with this email is a detailed budget and cashflow projection for the first five years of the business, which shows a projected turnover in year one of trading of £31,320 rising to £56,400 in year five.

The level of profit is projected for the first five years of trading are:

- Year 1 = £1,335
- Year 2 = £1,063
- Year 3 = £1,499
- Year 4 = £3,019
- Year 5 = £4,035

The budget document provides detailed income and expenditure breakdown for the first five years of operation. If you require clarification on specific elements of the budget please let me know.

Income will be generated from the provision of services, which have been calculated on the basis of undertaking:

32 hours a month coaching of young people in year one rising to 48 a month in year 5.

- 6 hours a month coaching of adults in year one rising to 32 a month in year 5.
- 2 hours a month corporate coaching in year one rising to 12 a month in year 5.
- 8 training courses in year 1 rising to 30 in year 5

The main business costs are staff costs. The profit we are projecting is calculated on the basis of our income projections less staff costs and less the costs of providing the free training courses and individual support for disadvantaged people in RBWM

The staff resource will be provided by a small team of psychologists, initially this will not be more than two staff working on a part time basis for the business.

What Works Wellbeing will be based in Maidenhead. Our services will be available to organisations and individuals living and working in RBWM, but we will also work outside the borough for our commercial services. We will also initially be working with a number of educational establishments in the Royal Borough of Windsor & Maidenhead, with which we are discussing being commissioned to deliver individual coaching support for a number of pupils.

The important point however is that the social benefit which What Works Wellbeing will deliver, will be limited to the Royal Borough of Windsor and Maidenhead. As the business grows this will enable us to increase the amount of targeted free or heavily subsidised work we undertake with people living in the RBWM who experience disadvantage.

Financial Model

Five Year Profit & Loss Forecast						
£	Year 1	Year 2	Year 3	Year 4	Year 5	
Income	31,320	26,880	38,640	50,400	56,400	
Social Enterprise Grant	15,500	-	-	-		
Coaching - Young People	8,400	8,400	10,320	12,240	12,240	£20 per hour
Coaching - Individuals	720	7,680	11,520	15,360	15,360	£40 per hour
Coaching - Corporate	300	1,200	2,400	3,600	4,800	£50 per hour
Training courses - Individuals	3,200	4,800	7,200	9,600	12,000	£800 per event
Training courses - Corporate	3,200	4,800	7,200	9,600	12,000	£800 per event
Expenditure	29,985	25,817	37,141	47,381	52,365	

Summary of a more detailed break down submitted with the application.

Our Community Enterprise Comments

The intention is to setup as a social enterprise. The business model is based on the principle of psychologists being paid to provide either one to one support or group support/ courses, with a focus on using positive psychology to support personal development and improved wellbeing.

The directors are qualified psychologists with experience of selling their services, which they have used to inform their income model. The start up costs appear reasonable

The social objectives are clear in that as the business builds the social enterprise will invest resources/profits in supporting disadvantaged people in RBWM.

Recommendation from the Social Enterprise Working Party – 22 March

That What Works Wellbeing should be awarded £15,500.

f. 4Motion Dance Theatre - £36,920

Summary

4Motion is an established dance/ theatre company. They have been working in the creative industry since 2005 and have worked in numerous schools and organisations as well as leading residencies in Lebanon, Cambodia and Bali. The company is run and managed by artistic directors Elaine Macey and Dean Soden. They came together and formed 4Motion after running a successful community project in Datchet where Elaine's Skills of dance were combined with Dean's drama and film specialism. 4Motion quickly gathered momentum and began to run projects all over Windsor, Slough and the surrounding areas. They have also produced several small touring projects.

They currently visit schools, organisations or businesses to deliver classes, courses or training but are seeking to establish a permanent studio. They have obtained an industrial unit on the Vansittart Estate and will take up tenancy from 1st March. They have been granted two months free rent by the landlord and intend to setup the studio in April 2016.

They are currently a limited company but aim to register as a charity. They were requested and have submitted their last three years accounts. They had a £66,480 turnover in 2014/15 generating £31,544 profit.

They will share start up costs with a company called WindsorTech. It is not clear from the application but this is a production (lights, staging etc.) and events company. The services they plan to offer are: Inclusive dance classes and workshops; dance fitness, performance projects, monthly courses for children and young people in arts award, dance, leadership (nationally accredited courses), film making courses, script and creative writing courses, artist in residencies programme - working with local, national and international artists and companies, hire of space for creative industries & businesses, INSET Training for teachers and graduates, cultural events - cinema, art exhibitions, talks & presentations, wellbeing classes and courses - yoga for children and adults, restorative, yoga, pre and antenatal yoga, mindfulness and meditation classes, mentoring programme for students, apprentice Scheme for graduates, voluntary programme – offering training and work experience for young people and the local community, pop-up shops –innovative small scale enterprises, for example 'Global Café', the Windsor Community Market – monthly market displaying arts, craft, healthy food and lifestyle services, Twilight GCSE Dance.

The application refers to a four stage business growth model but there is no financial model and no indication of how income would be generated at each stage other than that they will 'use the experience they have gained over the years to generate profit'.

They are applying for £36,920. There is a breakdown of how this money would be spent e.g. : 10 months subsidised rent, staff costs, training costs, utilities, business rates etc. but no indication of the income that will be generated or how quickly the business would begin to make a profit.

Are criteria for award of social enterprise funding met?

Its not clear what the business' social objectives are. It seems generally beneficial to the community but the objectives are unclear. The business is not currently a social enterprise. The organisation is currently a private limited company but intends to seek charitable status. The organisation were asked to submit a financial model tha would demonstrate that the business is sustainable.

Further information requested by the social enterprise working party

The Working Party asked for more information re how the organisation will generate income and how they will reinvest profits back into the community. Confirmation as requested that the business will be established as a social enterprise. The organisation have been asked what would happen to the business model if less than £36,920 was awarded. A profit and loss account for 2014/15 was requested.

Response from the organisation

4Motion will run classes (to children, adults, people with special needs, families, businesses), workshops, residencies, teacher training, Master Classes and courses 7-days a week, throughout the year. This is how we currently generate profit and how our company has become a successful and thriving business over the past 10 years. We aim to build on this timetable to increase our turnover therefore profit to reinvest back into our social mission. For a detailed list of services we will offer at The Studio please refer to page 5 & 6 of our application. We have designed a 16 class/workshop timetable per week that has been informed by our community via a survey, with additional events such as Arts & Culture Presentations, POP-up Cafe, cultural cinema and hiring of the Studio for community members to showcase work or host training events. The profit made from these timetabled events will allow us to make a return on the £36,920 grant we have applied for in the first year.

We are determined to make The Studio a place where people want to visit, learn and develop skills. People are at the core of 4Motion's work so our focus has been and will continue to be about investing in the children, students and community we engage with. Below are examples of how we will reinvest into our community:

- Student mentoring
- Work experience placements
- Graduate Schemes
- Creative Market - a weekend market for all the community, to support local creative trades to sell their goods, whilst reinvesting profits to build on future markets and events.
- - One free Community Creative Dance or Yoga class a month for all the family. 4Motion is passionate about their 'Giving It Back' working philosophy, by volunteering their time profits will cover utility/space expenses.

- Pop-Up Cafe - employing and training members of our youth groups and volunteers; investing in their personal developments and training.

"4Motion is committed to producing a space that inspires and unites a community, and will endeavour to achieve this by addressing the council's strategic priorities."

"4Motion fundamentally believes in leading a company that is ethical, inclusive and has people at its core.... People inspire us, creativity drives us and by combining these we strive to help others to lead healthy, fulfilling and positive lives. This is why 4Motion adopts a social enterprise model, and this is why we are passionate about this proposal." [Page 4 of our application].

Our proposal emphasizes the importance of The Studio being a place for our immediate, national and international community; The Studio has been informed by and for our community to establish a vibrant, truly accessible and creative space for ALL members of the community of all ages, experiences and abilities. Events will run throughout the year that focus on bring the community together - for example the *Community Market*; a weekend event where creative, craft and wellbeing stalls and events take place. Sales from this event will be reinvested into the next Community Market and similar events. This formula of running events and the profits being reinvested is at the heart of The Studio operation - events designed for the community, profits made to support and nurture the wellbeing and experiences of our community.

We aim to design and set up The Studio to be truly accessible for everyone, this requires greater planning, materials and labour costs to ensure this happens. For example, we want to invest in a lift for people who use wheelchair or have access needs; we want to ensure office equipment and software is accessible for our community, volunteers and future employees, we want to make the space a vibrant and positive environment to work and create. To make all this happen our budget exceeds the amount we have asked for in this grant. Therefore 4Motion is investing it's own savings and sourcing a business loan to to make this happen. Quite simply, without this grant The Studio will not open as we believe in making the space accessible from the onset. This grant will allow us to inject cash flow into the start up costs to create The Studio, supporting 4Motion in their mission to make a return in the first year and spring boarding the company into a sustainable and profit making future.

A profit and loss account 2014/15 (year ending 30 November 2015) was attached and indicates a £31,544 profit for the year derived from a turnover of £68,481.

They have confirmed that they have security of tenure and have a contract signed up between the Landlady and 4Motion. They have been given a 5 year lease, fixed rent of £900.00 plus VAT per month. This monthly lease has been discounted based on our social enterprise business model.

The monthly rent is £900.00 plus VAT, total £1080.00 per month. Windsor Tech, the business they are working in partnership with, are paying £325.00 per month. The grant will cover the remaining £755.00 per month for the first 10 months between 1st June-31st March 2017. The landlady has offered us 2 months free rent to support our start up

period between April and May 2016. From the 1st April 2017 4Motion will pay £755.00 per month in rent.

Financial Model

Two Year Cash Flow Projection

	Pre Start	Year One	Year Two
Revenue			
Hourly classes	0	39680	63360
Monthly workshops	0	6300	6300
Equity Introduced – 4Motion Dance Theatre	1000	1000	
Windsor Tech		3250	5664
Windsor Tech Bills		1746	1704
RBWM Grant	36920	36920	
Total Income	37920	88896	77028
Expenditure			
Business Rent	0	10800	12960
Business Rates	0	2724	3192
Programme Web site – design and printing	2000	2000	3000
Advertising and Signage	500	600	400
Class staff wages	0	15500	19800
Core staff wages	0	12000	16800
Telephone/ Internet/ Mobile	94	730	636
Utility Bills	0	1680	3180
Building Maintenance	0	1044	783
Postage, Printing, Stationary	50	410	360
Training, first aid, child protection , software	487.50	1950	1200
Insurance	0	720	720
Software booking system	0	780	780
Banking fees and online payments	0	220	120
Studio maintenance	4950	4950	600
Legal Fees	1750	1750	
Solicitor and Accountant Fees	400	1900	1800
Audio & Visual Equipment	1000	1000	
Furniture	1000	1000	500
Studio Equipment	400	400	
Workshop Staff Costs	0	1920	1920
Catering	0	1200	1200
Miscellaneous	0	600	600
Total Expenses	12,232	61758	66831
Net Cash Flow	25,689	27,138	10,197
Opening Bank		27,138	37,335
Cash Position	25,689	27,138	37,335

Our Community Enterprise Comments

4Motion have requested £36,920 but it is not clear that they have explained the exceptional circumstances for requesting more than £20K. The initial investment is significant.

4motion is an established business which currently operates commercially, including delivering activities at the Firestation. The proposal could be competition for the Firestation which is regularly funded by RBWM. There would need to be certainty that the organisation would set up as either a social enterprise or charity if funding is awarded. The application suggests they want to set up as a charity. It is unclear why this approach is preferred to a social enterprise model. The nature of the services which will be provided could fit well with a social enterprise model.

Social Enterprise Working Party Recommendation 22 March 2016

That a decision in relation to 4Motion Dance Theatre should be held over pending more information.

Officers have been requested to meet with 4Motion Dance and seek further information regarding the bid; specifically in relation to the form the social enterprise will take and how profits will be reinvested in the community.