

### Self-Assessment – A Missed Opportunity - Social Enterprise

Checklist for LA for effectively engaging and working with Social Enterprises			
1 Strategic Arrangements			
Vision	What we are doing / Comments	What can we do better	Flintshire Social Enterprise Action Plan (where appropriate)
We have an agreed vision on how we will work with Social Enterprises.	We have an action plan developed in collaboration with the social enterprise sector in Flintshire		Page 1 What we do well
The vision has been shared with, and is understood by, all relevant staff in the local authority.	Vision shared by Business Development and Communities 4 Work Departments	Raise the profile among LA staff and Elected Members	Action Plan 3.2 Develop relationships between social enterprises and relevant FCC Officers and other potential partners by delivering awareness raising sessions
The vision has been shared with, endorsed by and is understood by elected members.	Planned presentation to Chief Officers Team and subsequently Cabinet Monthly good news stories to elected member for Enterprise, Economy and Environment	Promote Social Enterprise to Elected Members	Action Plan 3.2 Develop relationships between social enterprises and relevant FCC Officers and other potential partners by delivering awareness raising sessions
The vision has been developed in discussion with the local County Voluntary Council.	Monthly contact with FLVC to ensure Collaboration and avoid duplication or services	Social Enterprise Action Plan shared with FLVC	

The vision has been disseminated to Social Enterprises we work with.	Social Enterprise Sector involved in the development of the existing Action Plan		
<p>The vision clearly sets out how we intend to deliver our Section 16 responsibilities for promoting Social Enterprises including:</p> <p style="padding-left: 40px;">Our work to promote social value through the Regional Partnership Board; and</p> <p style="padding-left: 40px;">Use of the Regional Integrated Fund to promote and develop Social Enterprises.</p>	<p>We do not identify how we intend to deliver Section 16 responsibilities</p> <p>Social Value captured by the Flintshire Social Impact toolkit which has been developed in partnership with the social enterprise sector</p> <p>Currently no delivery around Regional Integrated Fund</p>	<p>Need to engage with social enterprise sector to identify opportunities to meet the requirements of Section 16</p> <p>Raise Social enterprises Knowledge of the Regional Integrated Fund</p>	<p>Action plan 4.5</p> <p>Relevant FCC staff develop and deliver awareness raising presentations around section 16</p> <p>Appropriate staff from Social Services presentation at Social Enterprise Network meetings</p>

Corporate Approach			
Vision	What we are doing / Comments	What can we do better	Action Plan
We have a corporate led approach for working with Social Enterprises that covers all departments and services.	<p>Council Plan commitment with progress reported quarterly to Cabinet, Scrutiny and Chief Officer Team</p> <p>SE Officer has presented at COT also different Portfolios across FCC</p>	<p>Raise further awareness within FCC specifically, Procurement and Social Services to identify Sponsoring Officers</p> <p>Nominate Sponsoring Officer within relevant portfolios within FCC to</p>	<p>Action Plan 3.2</p> <p>Raise awareness of Sponsoring Officer successes to recruit addition SOs within other portfolios</p>

	We have sponsoring officers linked to SLAs within Education to raise awareness of the SE services available and identify further opportunities for the SE to engage with	liaise with social enterprises to promote their activities to both colleagues and potential service users	
The corporate approach translates our vision into practical actions.	Council Plan reflects corporate priorities for social enterprise sector which in turn has been incorporated into the action plan in collaboration with the SE sector		Review of action plan on an annual basis to ensure corporate approach remains relevant to the SE sector
We have designated a corporate lead for Social Enterprises who is responsible for overseeing and coordinating our work with the sector	We have an appointed Chief Officer and Elected member responsible for overseeing SE activity and a dedicated Social Enterprise Officer to work directly with the sector		

<b>Understanding the local Social Enterprise sector</b>			
<b>Vision</b>	<b>What we are doing / Comments</b>	<b>What can we do better</b>	<b>Action Plan</b>
<p>We have mapped out the Social Enterprise sector in our local authority area and know:</p> <ul style="list-style-type: none"> <li>The number of organisations working locally;</li> <li>The services they provide;</li> </ul>	<p>Mapping of Social Enterprise sector carried out by Cwmpass biannually.</p> <p>FCC Social Enterprise Officer has a well-developed relationship with the Social Enterprise sector businesses in Flintshire</p>	<p>Map sector and develop online interactive directory of Social Enterprises in Flintshire</p> <p>The Directory of social enterprises can be used to develop collaborate working arrangements</p>	<p>Action Plan 4.2</p> <p>Develop a mapping of the social enterprise sector in Flintshire by developing an interactive social enterprise directory on FCC Website. Benefits will be; detailed information about Flintshire based</p>

<p>The communities the services are provided in;  The people the service is provided for;  How the services are funded;  The operating hours/days for services;  The eligibility criteria for the service (if any);  How the service fits with our Section 16 responsibilities for promoting Social Enterprises in delivering social care services; and  Who to contact for more information.</p>		<p>Provide an opportunity to promote their goods and services, develop supply chain activity. And provide examples of best practice among Social Enterprises</p> <p>Raise awareness of Section 16 through relevant Officers presentations</p>	<p>social enterprises including; organisations activity, legal structure, company size, area of benefit etc.</p>
<p>We have a record of all our Social Enterprise funding.</p>	<p>In general FCC does not provide grant funding for new business start-ups or existing businesses including the social enterprise sector. We do however support SE businesses to secure external/third party funding</p>		
<p>We collate financial information and report at least annually on the totality of our Social Enterprise funding covering:</p>	<p>We do not have the resource in place to collate this information and the necessary information  Each Service Area Manager would be aware of all SLA's Contracts and</p>	<p>We could collate this information however this would have a significant resource implication</p>	

<p>which organisations we fund;  the contract value;  the length of the contract;  which department/service has contracted;  the measures of success established for the work; and  what the intended benefits of the work are.</p>	<p>Funding allocated to social enterprises and monitor these as any other SLA, Contract of funded programme of activity</p>		
<p>We effectively raise awareness on the benefits presented by Social Enterprises to ensure all staff identify opportunities to collaborate with them by:</p> <ul style="list-style-type: none"> <li>hosting a social enterprise day within the local authority;</li> <li>putting on workshops for councillors and senior managers;</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>developing activities to celebrate and promote social enterprise.</li> </ul>	<p>Awareness raising of the support available is achieved through social media, regular mails shots, referrals from word of mouth and referrals from partners orgs and FCC departments.</p> <p>Flintshire Local Voluntary Council runs a social prescribing service which is integrated into the Single Point of Access within social services. This receives funding from the Regional Integration Fund to support this.</p> <p>As part of this service there is a third sector co-ordinator who will match people, who have not met the criteria for statutory social care support, with other beneficial services in the community. A significant proportion of these</p>	<p>We can bring the lead staff to Social Enterprise Network Meetings to promote the social enterprises.</p> <p>Work in partnership with the social enterprise sector to develop and deliver social enterprise awareness raising days to both local authority colleagues and Elected Members</p>	<p>Action Plan 3.2  Develop increased understanding of the opportunity that social enterprise presents as service delivery partners through development and delivery of awareness raising events</p>

	services will be provided by social enterprises.		
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Collaboration and partnership arrangements			
Vision	What we are doing / Comments	What can we do better	Action Plan
We have identified and agreed how the work of Social Enterprises will be managed and scrutinised at a: <ul style="list-style-type: none"> <li>corporate level – in the work of strategic partnerships and corporate scrutiny committees;</li> <li>department level – in specific partnership arrangements to support wider policy agendas within defined areas; and</li> <li>service level – on local partnerships and specific service-led initiatives.</li> </ul>	Social Enterprise Activity reported annually against the Council Plan Targets. Social Enterprise activity also reported to Chief Officer Team, Scrutiny and Council within FCC Monthly reports to Chief Officer / Cabinet Member for Climate Change and Economy	Provide social enterprise information to the Economic Recovery Group in order to ensure social enterprise is considered as an option to issues moving forward	Action Plan 3.3
We effectively raise awareness of the work of social enterprises and involve local people and communities in developing new Social Enterprises.	Awareness raising of the support available is achieved through social media, regular mails shots, referrals from word of mouth and referrals from partners orgs and FCC departments. The SE officer engages with communities and potential new business start-ups	Raise awareness of Social Prescribing and Single Point of Access (SpOA) through presentations to Social Enterprises	Action Plan 4.2 Develop a mapping of the social enterprise sector in Flintshire including areas of work by developing an interactive social enterprise directory on FCC Website.
We have a clear and effective relationship with our County	Work closely with Local Voluntary Council to ensure dovetail of		

Voluntary Council as a key strategic and delivery partner	services, provided and share best practice as well as cross referral of clients		
We have a nominated lead senior official to promote and lead work through the regional Social Value Forum.	We have a designated member of staff who promotes our work through the Regional Social Value Forum. The FCC SE Lead Officer and SE sector have jointly developed a social impact toolkit for Flintshire. A cost effective and easy to use co-designed online platform which identified £2.8m of Social Benefit in the pilot programme involving seven Flintshire based Social Enterprises	Increase numbers of Flintshire social enterprises reporting on the Flintshire Social Impact Toolkit	Action Plan 2.1  Report Social Enterprise achievements and promote social enterprise activity within FCC via nominated FCC Officer and Elected member

Strategy			
Vision	What we are doing / Comments	What can we do better	Action Plan
Our approach to Social Enterprises is integrated with our key strategies and plan – eg Wellbeing Plan, corporate priorities and other community and regional strategies.	Social Enterprise development features in the 'Council Plan' and corporate priorities.	Our new Integrated Assessment Tool provides an ideal opportunity to encourage managers to consider the support that social enterprises can provide	Action Plan 3.2 Develop relationships between social enterprises and relevant FCC Officers and other potential partners by delivering awareness raising sessions
We have set SMART objectives and actions on how we will support and			Action plan includes targets and measures wherever practicable.

promote the growth of Social Enterprises.	Established targets for numbers of new social enterprises and enterprises supported		
We are clear on the benefits and risks of Social Enterprises for citizens, local communities, and the local authority	Significant interaction between FCC and the Social Enterprise sector	Encourage staff to learn more about benefits of SE services	Action Plan 3.2

Delivering the Strategy			
Vision	What we are doing / Comments	What can we do better	Action Plan
We have enough staff and resources to promote and grow Social Enterprises.	Full time fully qualified Business Support is available for social enterprises	Make full use of procurement opportunities to develop social enterprise supply chain Support services to structure procurement to increase accessibility to social enterprises Promote the work of social enterprises But... capacity and resources will limit actions.	Actions across plan but with limited capacity
We have staff in the right services and with the required seniority to deliver our vision for Social Enterprises.	Chief officer and Elected member responsibility for overseeing Social Enterprise Support Full time Social Enterprise Lead Officer with responsibility for development of the SE sector	Raise the profile of Social Enterprise among commissioners / officers / elected members across FCC	Action Plan 3.2

<p>We have a can-do culture mindset within the council to make the best use of Social Enterprises</p>	<p>As a local authority Flintshire County Council, across service portfolios, value the contribution of social enterprise to the local economy and communities they serve.</p>	<p>Raise the profile of Social Enterprise among commissioners / officers / elected members</p>	<p>Action Plan 3.2 Develop relationships between social enterprises and relevant FCC Officers and other potential partners such as Jobcentre+ with social enterprises by developing meet the social enterprise events</p>
<p>We give staff the opportunity to take well-managed risks and explore innovative practices</p>	<p>Development of the innovative Social Enterprise Social Impact Toolkit in partnership with the SE sector.</p> <p>Develop innovative supply chain opportunities in partnership with Private Sector contractors to ensure community benefits are met.</p> <p>Have developed mitigated risk programme of Alternative Delivery Model (ADM) and Community Asset Transfer Programmes (CAT)</p>		

## 2. Commissioning and Procurement

### Designing Services

Vision	What we are doing / Comments	What can we do better	Action Plan
<p>We draw on the expertise and knowledge of Social Enterprises in designing new services.</p>	<p>Individual service areas design their services and not procurement. As part of pre-market engagement service areas are permitted to engage with the market (including Social Enterprises) to draw on their expertise and knowledge.</p> <p>Commissioners routinely engage with service providers and service users to inform the designing of services which included a proportion of social enterprises that currently deliver contracted services across Flintshire.</p>	<p>More pre-market engagement with suppliers including Social Enterprises</p>	<p>Procurement: Improved pre-market engagement with local SME's (including social enterprises) is highlighted within the new Procurement Strategy.</p>
<p>Our commissioners make good use of the Market Stability Report process to inform commissioning and market shaping activity for the social care sector</p>	<p>Along with the regional Market Stability Report, Flintshire County Council has developed a local version of this to inform activity locally. This, along with the Population Needs Assessment, informs decision making on market shaping and commissioning strategies.</p>		

<p>In designing services, we clearly set out:</p> <ul style="list-style-type: none"> <li>What demand the service will meet;</li> <li>how we have decided on the type of service that we require;</li> <li>and</li> <li>how we will engage with current and potential providers to develop the service</li> </ul>	<p>Procurement: Commissioning Form which service areas must complete and submit to the Collaborative Procurement Service for all procurements over £25k requires the service area to set out demand the service will meet. It is for the service area to keep records of how they have decided on the type of service they require and what pre-market engagement with current and potential suppliers they will undertake to develop the service.</p> <p>Social Services: Commissioners routinely engage with service providers and service users to inform the designing of services.</p>	<p>Procurement: Service areas could be requested to provide more information on the Commissioning Form outlining how they have decided on the type of service they require and what pre-market engagement with current and potential suppliers they will undertake to develop the service.</p> <p>Procurement: Review commissioning form and see if this is appropriate, resource capacity allowing.</p>	
<p>We ensure that our tender process is accessible for all potential collaborators</p>	<p>Social services are particularly mindful in commissioning activities to include strong weighting for Social Value, and make the process more accessible for social enterprises, such as the use of Lots and encouraging of consortia bids. We have several contracts that are provided by not for personal profit organisations such as advocacy services, counselling services,</p>	<p>When the Procurement Reform Bill come into force at the beginning of 2024, we will have some ability to be more flexible in our tendering process but will still await the fine details of the Bill in order to determine what is and isn't permissible within the new Procurement Regulations.</p>	<p>Review new procurement regs when they are finalised.</p>

	learning disability day services and mental health support services.	Procurement: Review commissioning form and see if this is appropriate, resource capacity allowing.	
We can demonstrate we have the capacity and skills to undertake the strategic commissioning process.	We have the skills in the form of highly experienced and MCIPS qualified Procurement Professionals within the Collaborative Procurement Service. Officer capacity is a major issue with a small team covering 2 Local Authorities	Increase capacity within the Collaborative Procurement Service	
We actively look for ways to invite collaboration	All tenders welcome including collaborative/consortium bids. Service areas routinely explore opportunities to engage with other partners from public, private and social enterprise sector organisations to collaborate on a regional and sub regional level.		

Effective Award Systems			
Vision	What we are doing / Comments	What can we do better	Action Plan
We have created a single centralised and corporate funding system for the management and award of all contract funding to Social Enterprises.	We have a central e-procurement system where all bids for any tenders above £25k must be submitted by suppliers (including Social Enterprises) and where also where a record of all contracts over £25k should be recorded – this is our central record of contracts	The resources are not available to facilitate a single contract management system solely for social enterprises.	

	awarded to all suppliers including Social Enterprises and where all contract management is recorded		
<p>We have effective systems to award contract funding to organisations that sets out:</p> <ul style="list-style-type: none"> <li>a clear contract funding timetable that is available to all potential bidders so that they can prepare for opportunities;</li> <li>the process that will be used to decide (for example, seeking quotations or using a tender or proposal process);</li> <li>the value and risk associated with the various contract funding routes;</li> <li>clear and published criteria that are understood by all organisations seeking contract funding, including community benefit and social value clauses;</li> <li>the cost and resources to oversee and administer the process; and</li> <li>the length of time that contract funding will be provided.</li> </ul>	<p>Tender documents for all tenders are issued including:</p> <ul style="list-style-type: none"> <li>• Timetable for procurement process as well as timetable for contract mobilisation, initial term of contract and any options to extend.</li> <li>• Our standards T&amp;C's which include payment profile</li> <li>• Evaluation Methodology setting out the award criteria.</li> <li>• Information relating to Community Benefits/Social Value</li> <li>• Information Relating to the services being procured and how the contract will be managed including KPI's.</li> </ul>		

**Efficient Award Systems**

<b>Vision</b>	<b>What we are doing / Comments</b>	<b>What can we do better</b>	<b>Action Plan</b>
We have efficient corporate systems to award contract funding based on: <ul style="list-style-type: none"><li>concise and clear application processes;</li><li>use of online and electronic systems to distribute and collate information and bids;</li><li>short end-to-end decision-making arrangements;</li><li>the minimum number of stages and processes required to decide; and</li><li>decisions being delegated to the lowest level.</li></ul>	e-tendering/procurement system in place and all relevant info relating to tender process set out in tender docs		
Our contract terms and conditions are proportionate to the level of funding being made and are specific to the work that is being funded.	We have standard Services T&C's which are the same for all services.		
We review our contract funding processes to ensure we are not excluding Social Enterprises from securing work.	Procurement: We are bound by Contract Procedure Rules and Public Contract Regulations – all potential suppliers must receive equal treatment and these Rules and Regulations are followed to ensure this is the case.	New Procurement Regulations come into effect early 2024 which we can review to see if there is any way to remove any barriers SE's feel they currently face.	Review new regs when available.

Training and Information Training			
Vision	What we are doing / Comments	What can we do better	Action Plan
<p>We provide training to support Social Enterprises covering:</p> <ul style="list-style-type: none"> <li>how to apply for funding – the do’s and don’ts;</li> <li>complying with our commissioning and procurement systems;</li> <li>data collection processes;</li> <li>performance management and scrutiny arrangements;</li> <li>payment cycles and performance targets; and</li> <li>contract termination/continuation requirements</li> </ul>	<p>Extensive range of training sessions available to social enterprises</p> <p>Bespoke training developed based on new needs of social enterprises in addition to:</p> <ul style="list-style-type: none"> <li>• Business Planning</li> <li>• Preparing for Investment</li> <li>• Cash Flow Forecasting</li> <li>• Bid Writing</li> <li>• Introduction to Crowd Funding</li> <li>• Revenue Modelling</li> <li>• Marketing</li> <li>• Governance</li> </ul>	<p>Local Authority staff to deliver procurement training to social enterprises.</p>	<p><b>Action Plan 2.2</b>            Deliver training workshops for the sector specific to their needs</p>

3. Managing Performance			
Information Collection			
Vision	What we are doing / Comments	What can we do better	Action Plan
We have specified the information required to monitor and evaluate the performance of the Social Enterprises we fund.	All details or how any contract with any supplier (include SE's) will be monitored and KPI's relating to the contract are all set out in the Contract T&C's which are signed by all parties.		
The information only measures relevant activity.	Departments holding SLAs with Social Enterprises collate and measures relevant activity		
The systems to collect information are streamlined and efficient, and Social Enterprises only submit information once and electronically on agreed timescales	Departments holding SLAs with Social Enterprises request information which is captured electronically		

Performance Review			
Vision	What we are doing / Comments	What can we do better	Action Plan
<p>We regularly report on our Social Enterprise contract funding to scrutiny committee(s) against a balanced set of performance information that covers:</p> <ul style="list-style-type: none"> <li>the service standards we set for the Social Enterprise we fund to perform against;</li> <li>improvements in people's wellbeing and social outcomes; and</li> <li>relevant service-based performance data; and</li> <li>conclusions of external audit/inspection reviews.</li> </ul>	<p>SLA holders are charged with providing full reports including performance-based statistics, impact data, and feedback from service users on contracts with social enterprises.</p>	<p>Co-ordinated reports on the achievement of Social Enterprise contracts</p>	<p>Produce an annual report on the performance of social enterprise SLAs and contracts.</p>
<p>Our scrutiny and evaluation processes:</p> <ul style="list-style-type: none"> <li>are proportionate for the value of the contract funding we provide; and</li> <li>provide us with assurance that our funding is achieving the expected outcomes.</li> </ul>	<p>SLA holders submit comprehensive reports which account for the measures within the agreement including monitoring and reviewing performance.</p>	<p>Co-ordinated reports on the achievement of Social Enterprise contracts</p>	<p>Produce an annual report on the performance of social enterprise SLAs and contracts.</p>
<p>Annually we report publicly:</p> <ul style="list-style-type: none"> <li>on the work of Social Enterprises;</li> </ul>	<p>Currently the council does not produce an annual report specifically for Social Enterprises</p>	<p>Co-ordinated reports on the achievement of Social Enterprise contracts</p>	<p>Produce an annual report on the performance of social enterprise SLAs and contracts.</p>

<p>on the current performance of Social Enterprises we fund; how we will promote further opportunities for the sector in the future</p>	<p>however the Social Enterprise Lead officer reports monthly via project reporting and annually through corporate reporting channels and also to Welsh Government as part of the funding monitoring process</p>		
<p>How well we are performing in delivering our S.16 responsibilities for Social Enterprises.</p>	<p>Social services have consistently look to support community development, social enterprises, and not for personal profit organisations both in the delivery of social care and early intervention and prevention.</p> <p>In the independent sector we have a provider that has recently been supported to become not for profit. This is Clocktower Community Services Ltd who provide significant day and work opportunity services for citizens in Flintshire.</p> <p>Several large contracts are currently held with 3rd sector organisations, such as day opportunities for people with learning disabilities, which is provided by Home Farm Trust.</p> <p>Social Services; As above, a mental health support service has moved from being council run to becoming a social enterprise, and we continue to support and work collaboratively</p>	<p>Improve understanding of section 16 responsibilities by social enterprises</p>	<p>Action Plan 4.5</p>

	<p>with them. The council directly commissions with Double Click to train and support people with mental health conditions into employment.</p> <p>Social Services continually promotes social enterprises to citizens through the Third Sector Co-ordinator role in the Single Point of Access as described above.</p> <p>Social Services: As above, the way commissioning activities are undertaken encourages social enterprises to bid for contracts.</p>		
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Risk management			
Vision	What we are doing / Comments	What can we do better	Action Plan
We regularly review risks associated with our Social Enterprise contract funding	Departments holding SLAs with Social Enterprises will undertakes risk mitigation as part of the contract monitoring process		
We agree risk management plans if risks are not being managed and mitigated.	The risk management process highlights risks which are not being managed and the need for mitigation processes to be put in place		

<p>We have a rolling programme of internal audit systems testing and compliance reviews to ensure the robustness, efficiency and effectiveness of our contract funding of Social Enterprise services.</p>	<p>Where SLAs are in place, FCC sponsoring officers monitor the SLA holders performance and quality assure the accuracy of their report prior to being uploaded onto the system for funding</p>		
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