

Community Wealth Building - Plan

Performance Report 2022-23

Quarter 2 : April 2022 - September 2022

(This represents the cumulative position to September 2022)

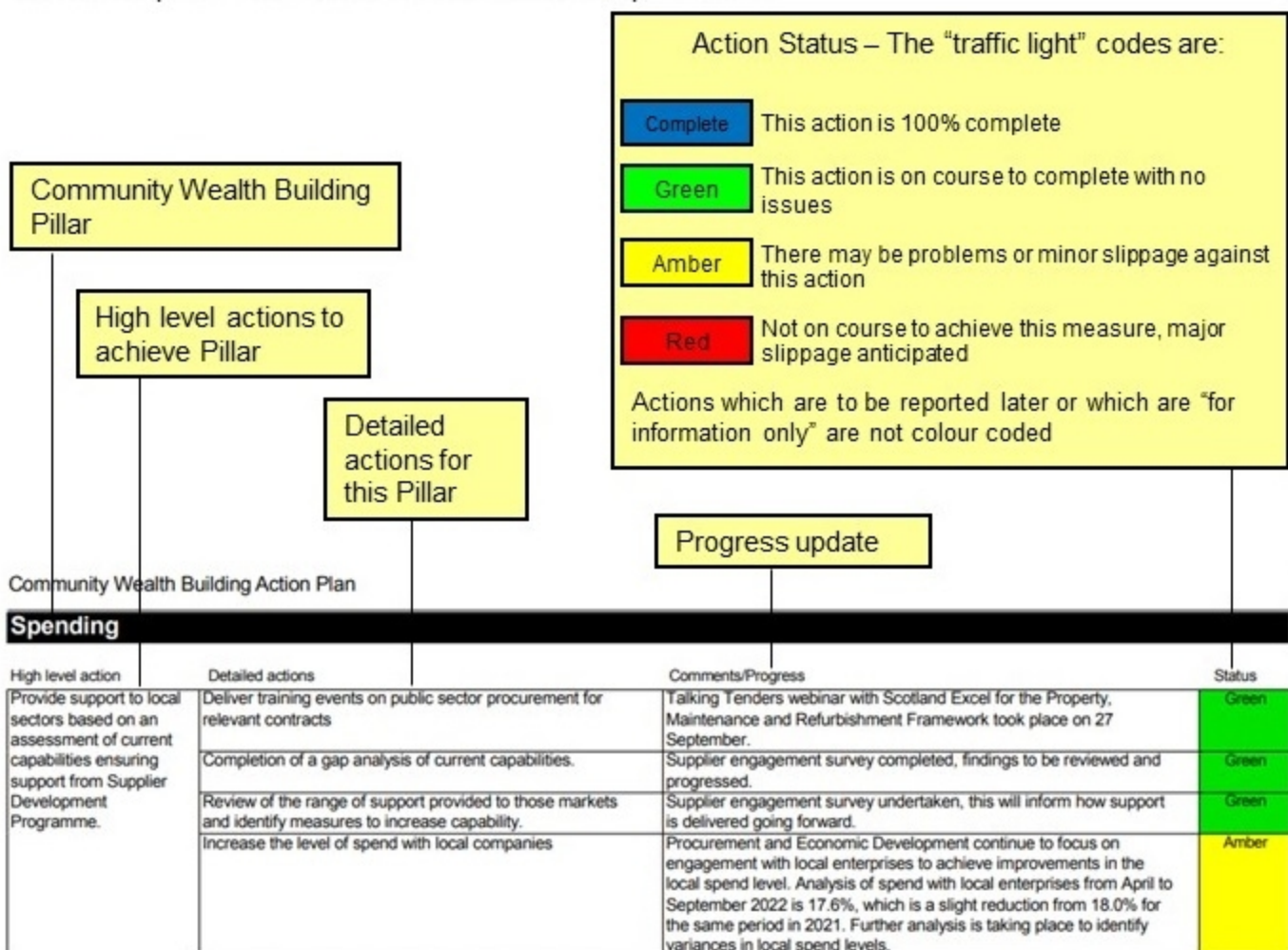


Summary - number of detailed actions complete, green, amber and red under each Community Wealth Building Pillar

Community Wealth Building Pillars	Complete	Green	Amber	Red	Report later	Total
Spending	1	23	2		1	27
Workforce		13	1		1	15
Land and property	1	13	2		3	19
Finance		8			1	9
Building the generative economy	1	11			2	14
Total	3	68	5	0	8	84

Guide to the Performance Measures report

Each of the detailed actions is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



Spending

High level action	Detailed actions	Comments/Progress	Status
Provide support to local sectors based on an assessment of current capabilities ensuring support from Supplier Development Programme.	Deliver training events on public sector procurement for relevant contracts	Talking Tenders webinar with Scotland Excel for the Property, Maintenance and Refurbishment Framework took place on 27 September.	Green
	Completion of a gap analysis of current capabilities.	Supplier engagement survey completed, findings to be reviewed and progressed.	Green
	Review of the range of support provided to those markets and identify measures to increase capability.	Supplier engagement survey undertaken, this will inform how support is delivered going forward.	Green
	Increase the level of spend with local companies	Procurement and Economic Development continue to focus on engagement with local enterprises to achieve improvements in the local spend level. Analysis of spend with local enterprises from April to September 2022 is 17.6%, which is a slight reduction from 18.0% for the same period in 2021. Further analysis is taking place to identify variances in local spend levels.	Amber
	Increase the number of registrations with Public Contracts Scotland tendering portal	Despite a concerted marketing campaign, the number of registrations fell by 1.5%. Daily social media posts, cascading of details to all relevant partner organisations and direct emailing to relevant businesses for the Scotland Excel Property, Maintenance and Refurbishment Framework has been taking place. This includes a direct messaging to register with PCS. Further analysis is taking place to determine potential reasons for the small reduction.	Amber
	Increase the number of registrations with Supplier Development Programme	Registrations have increased by 65 and is promoted through economic development business engagement and events and by SDP through events and social media.	Green
Assess local markets, their existing capacity and willingness of	Increase the contracts awarded to local companies	Procurement will monitor the number of contract awards to local enterprises, particularly through analysis of the Quick Quote contracts.	Report Later
	Complete local market analysis to identify opportunities for local growth working with the Lanarkshire Economic Development Forum.	Supplier engagement survey completed, findings to be reviewed and progressed.	Green

Community Wealth Building Action Plan

Spending

High level action	Detailed actions	Comments/Progress	Status
business to grow together with the identification of appropriate contract opportunities.	Encourage local suppliers to bid for Scotland Excel contract opportunities	Concerted marketing campaign including daily social media posts, cascading of details to all relevant partner organisations and direct emailing to relevant businesses for the Scotland Excel Property, Maintenance and Refurbishment Framework has been taking place. Webinar for this framework took place on 27 September.	Green
	Promote the council's contract register and annual report pipeline as a source of information to interested parties	Publicity to take place in November advising local businesses that they can access the contracts register via the SLC website to ascertain what contracts are in place and when they are expiring.	Green
	Manage the pipeline of projects utilising the flexibility provided by new Quick Quote process	A pipeline of projects has been identified by the Roads service focussing on a number of footway resurfacing projects. There are 9 footway projects in the East Kilbride, Rutherglen, and Cambuslang totalling £0.437m. Property services are progressing a £1.5m project for First Step Nursery that will require various trades to be procured using quick quote.	Green
	Complete a Market Capacity Assessment to understand the capability of the food and drink sector to supply food and drink to the council	The analysis on the capability of local food and drink businesses to supply food to the different council buyers was carried out from July to October 2022 with consultations with council services, local businesses and external partners. Results and recommendations will be reported early 2023.	Green
Assess those procurement opportunities where pre-market engagement would be considered beneficial.	Utilise support from Supplier Development Programme to facilitate pre-market engagement, using their marketing and social media channels, plus webinars and early engagement events.	SDP and SLC continue to work very closely and SDP facilitated the webinar for the Scotland Excel Property, Maintenance and Refurbishment Framework.	Green
	Maintain liaison with Tier 1 contractors to promote SME engagement for sub-contract opportunities and, where possible, obtain details of successful awards	Meet the Buyer event took place with Morrison Construction on 30 August and preparations ongoing for next Build Lanarkshire programme.	Green

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Spending

High level action	Detailed actions	Comments/Progress	Status
Use a range of communication methods to advertise opportunities to potential bidders.	Conduct supplier events and increase the use of social media.	Concerted marketing campaign, including daily social media posts, cascading of details to all relevant partner organisations and direct emailing to relevant businesses for the Scotland Excel Property, Maintenance and Refurbishment Framework has been taking place. This includes a direct message to register with PCS Meet the Buyer Event (face to face) in conjunction with Morrison Construction on 30 August.	Green
	Supplier Development Programme to raise market awareness of opportunities using their marketing and social media channels, plus webinars.	SDP and SLC continue to work very closely and SDP facilitated the webinar re the Scotland Excel Property, Maintenance and Refurbishment Framework	Green
Review sustainability requirements for contracts	Review the scope and scoring of sustainability requirements in contracts to maximise environmental benefits.	The review is underway to a new approach to sustainability scoring.	Green
	Implement the Flexible Framework Sustainability action plan to further embed good procurement practice.	Procurement monitor progress against the Flexible Framework on a six-monthly basis.	Green
Identify those anchor organisations willing to participate and promote contract opportunities to local SMEs and social enterprises	NHS Lanarkshire will work with SDP as part of a short-term supply chain diversity project to encourage a wider pool of suppliers, support more local SMEs to become suppliers, and will focus in particular on increasing diversity.	A Talking Tenders session was held with NHS Lanarkshire on 15th June and a bespoke webinar for the Electrical Contracting Framework and Plumbing Contracting Framework was held on 21 July.	Green
Review of the changes to delivering increased levels of community benefits and identification of new opportunities to improve community outcomes	Review the scope of the community benefits menu and minimum scoring to identify opportunities for improving the gain for communities.	The Council's new Community Benefit officer is now in post and the review of the Community Benefits menu has commenced, in liaison with the Community Engagement Team and the Community Wish List approach.	Green
	Identify specific community benefits that can be delivered from contracts that can support communities.	The Community Benefit officer and Community Wishlist Officer are liaising on the Community Wish List project and approach to embedding requirements in tenders. Work on the interface is progressing through the City Deal group.	Green

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Spending

High level action	Detailed actions	Comments/Progress	Status
	NHS Lanarkshire will support and encourage the use of the National NHS Scotland Community Benefits Portal	A workshop has taken place with VASLAN to introduce the portal to third sector organisations in South Lanarkshire. Further promotion is taking place and planned over the next 6 months. We are working with the Monklands Replacement Project Team to encourage use of the portal. We are part of the national group alongside NSS and Public Health Scotland which is further developing the portal.	Green
Consideration of the changes that could be made to the way contractual opportunities are presented to the market and evaluated in support of community wealth building objectives	Provide a Local Spend update.	A local spend update report was provided to the meeting of the Commission on 6 September. The report included an update on local spend performance, analysis of the construction sector in SLC and NLC and outlined a number of next steps in support of the delivery of the Community Wealth Building objectives under the Spend Pillar.	Complete
	Report on the progress of the new Quick Quote arrangements	An update on Quick Quote arrangements is being prepared for the meeting of the Commission on 6 December.	Green
	Review the contract evaluation criteria for regulated spend.	Work is underway and on target to complete by completion date.	Green
	Identify the spend in scope based on the requirements of the procurement regulations, reflecting changes to standing orders and evaluation criteria.	Procurement is working with procuring Resources on a pipeline of projects within scope.	Green
	Identification of local contract opportunities where viable local markets exist based on changes to standing orders and evaluation criteria.	<p>Joint working with Roads and Property Services to identify suitable opportunities.</p> <p>Potential suppliers have been contacted to be made aware of these opportunities by Economic Development.</p> <p>The Roads service have also liaised with Economic Development regarding contractors in this sector to identify those they feel are "tender ready". Economic Development will be contacting the others to ascertain growth aspirations.</p>	Green

Community Wealth Building Action Plan

Workforce

High level action	Detailed actions	Comments/Progress	Status
Ensure that all Anchor organisations including South Lanarkshire Council have adopted the Living Wage as well as Living hours and fair work practices	We will continue to advocate the Living Wage and work on developing living hours along with our Community Planning Partners and Anchor Organisations	The pan Lanarkshire Living Wage Campaign Group meets quarterly to ensure focus in this area. A milestone of 100 accredited employers in each Local Authority area was reached and celebrated in this quarter.	Green
Support our local businesses to create fair working practices	Continue to ensure that all businesses and third sector organisations who engage with the Council are encouraged to adopt the Living Wage and a fair work approach to employment practices.	Colleagues in Economic Development are engaging with all employers to encourage them to pay the Living Wage. Liaising with partners such as Skills Development Scotland and Routes to Work South.	Green
	Provide webinars and support to understand impact of Fair Work, for employers and communities.	The Community Engagement Team provided daily messages as well as maintaining a calendar of events during Challenge Poverty Week (3-9 October). The main event was a Community Networking event on 5 October in East Kilbride.	Green
We will improve the percentage of applicants from South Lanarkshire SIMD areas who secure work with Living Wage accredited employers	Our employability projects will work with managers to identify pre employment training and skills required for entry level jobs as well as building on existing work to prepare our local residents for interview and improve their employability.	The Council implemented a Targeted Recruitment model working with the Council's Social Work's Homecare Team to support pre-employment training and paid work placements for local unemployed people seeking work within Home and Social Care. Those who completed the programme successfully gained employment within Homecare localities. In addition, we operated pilot Jobs Fairs to support council recruitment opportunities and plan to roll out this model to support council workforce planning needs. There were key learning points from the pilot that will inform how we plan, develop and deliver recruitment fairs to provide access to opportunity for all local residents to take up employment with the Council	Green

Community Wealth Building Action Plan

Workforce

High level action	Detailed actions	Comments/Progress	Status
We will continue to deliver employability programmes which help local residents into work.	We will map the extent of employability support with partners - identifying strengths, gaps and areas for development.	The mapping of services has been included in our NOLB Delivery Plan that outlines key areas of delivery and priorities for the next 3 years. In addition, our Local Employability Partnership (LEP) monitor the labour market with key labour market data and partner intelligence to ensure we identify and address gaps in services and areas for development or improvement.	Green
Work with our own services and public and private sector partners to identify the skills they need to grow and create wealth in the local economy	We will work with our own services and with partners on our Local Employability Partnership, local business organisations including Federation of Small Businesses and Lanarkshire Chamber of Commerce. The purpose is to consult with these communities – gathering data on their immediate as well as future skills needs. We will develop existing relationships with Scottish Enterprise, Business Gateway and Skills Development Scotland to ensure that up to date labour market and demand led data is informing our plans and developing our skills and knowledge training	This partnership work is currently ongoing and being further developed to better understand the need of future skills for the workplace. There is currently an independent review of the skills landscape commissioned by SG focusing on the functions and remit of Skills Development Scotland (SDS). The council are a key partner consulted on this review and the recommendations will be reported when the review has been concluded.	Report Later
Be responsive to business and Social Enterprise needs	We will further develop our Upskilling programme to ensure it is meeting demand led skills requirements and qualifications from local SMEs and Social Enterprises in particular.	We continue to support local businesses to take advantage of Upskilling support to help in work progressions and support progressions within the workplace. To date we have supported 45 employees to date in areas such early learning, social care, Creative Industries, Leisure Services and Hospitality.	Green
	We will work with new businesses to ensure residents are upskilled prior to launch date through pre-employment training and employability support.	We have worked with Clyde Gateway and new employer Top Golf in Rutherglen to support pre-employment training and support their recruitment needs.	Green

Workforce

High level action	Detailed actions	Comments/Progress	Status
Promote the Council as an 'Employer of Choice' highlighting our excellent Terms and Conditions and opportunities for flexible working.	Build on work ongoing with Targeted recruitment in Employability Services, ensuring that applicants are supported to apply for SLC vacancies as well as receiving pre-employment training where required. Use available funding to support job opportunities for local people within council.	There is continued targeted recruitment support for local Homecare Providers who are under contract to the council to deliver Homecare within South Lanarkshire. We have helped provide upskilling support and provide pre-recruitment delivery programmes including identifying new potential recruits. Our NOLB funding has supported local Jobs Fairs to support unemployed people into fair work within the council. A pilot approach that looks to fast-track council recruitment and provide equality of opportunity for all. Key learning points from the pilot will help inform a new innovative recruitment model fit for purpose that addresses council workforce planning requirements in the short medium and longer term. To date we have a 52% success rate of jobseekers securing employment with the council.	Amber
Continue to support local residents and businesses through our extensive employability programme of support	We will continue to work with local companies and residents to ensure we reach the best fit of local vacancies to skills. Investing in training and employability support where required.	The council and RTWS continue to deliver employer engagement activities to local businesses through recruitment incentives and in work upskilling support. We have employer services consultants who work extensively with employers to gain key knowledge and insight of their recruitment and training needs.	Green
Identify suitable Modern Apprenticeship opportunities within the Council over next 2-5 years	Work with Resource workforce plans to identify numbers and MA occupational areas, and build on MA frameworks to create training which meets the needs of SLC.	this has been done as part of the employability review	Green
Engage with SDS to agree MA priorities at national and local level	Modern apprenticeship opportunities a standing item for discussion at local employability partnership meetings.		Green
Work with Education Resources to identify suitable Foundation and Modern Apprenticeship journeys	Monitor progress of Foundation apprenticeship candidates who are ready/suitable for Modern Apprenticeship opportunities. Put in place any additional supports required.	work undertaken with education to identify suitable candidates	Green

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Workforce

High level action	Detailed actions	Comments/Progress	Status
Review the funding streams available to the Council to support training including Modern Apprenticeships	Examine the terms and conditions of these funding streams to identify best option for funding or part-funding Modern Apprenticeship programmes and other training opportunities	using Youth Guarantee and NOLB funding to support MA opportunities for care leavers	Green
Put in place options for trainee positions including modern apprenticeships using workforce plans and funding criteria to maximise effectiveness	Use different funding streams to leverage best available options for sustainable traineeships. Link to work with DYW.		Green

Land and property

High level action	Detailed actions	Comments/Progress	Status
Increase the supply of affordable housing across South Lanarkshire	Deliver the Strategic Local Programme Agreement (SLPA)	meetings continue with Scottish Government and developing RSLs 2 monthly. Slippage identified across the programme, monitoring ongoing.	Amber
	Preparation and approval of the Strategic Housing Investment Plan (SHIP).	SHIP obtained H&TR committee approval on 5th October 2022. Work is underway to submit to SG for consideration by 28th Oct 2022	Green
	Implement policy on affordable housing in new private developments in Local Development Plan 2	The requirements for affordable housing provision in new housing developments is discussed with Housing Services at an early stage to determine whether this will involve on site provision, a commuted sum to use to develop sites in the SHIP elsewhere or a combination of both. Supporting Planning Guidance on developer contributions was approved by the Planning Committee on 11 October 2022 and this includes the approach used in relation to affordable housing.	Green

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Land and property

High level action	Detailed actions	Comments/Progress	Status
Identify and purchase appropriate properties to meet specific housing needs	Specific content within SHIP approved in relation to Open Market Purchase Scheme.	Targets set to achieve purchase of 60 OMPS units per year during 2023-2028. Report to H&TR committee 14th December to request approval to expand OMPS.	Green
	Target of 67 properties purchased through Open Market Purchase Scheme for 2021/22. have yet to agree what the target is for OMPS within 2022/23.	53 acquired during 2021-22. Market bouyant during that time and properties selling within days of marketing, at levels over the home report.	Amber
Continuous assessment of regeneration priorities as part of Local Housing Strategy process.	Considered as part of annual review of Local Housing Strategy.	The housing led regeneration of Whitlawburn, Cambuslang continues, with the final phase of new homes due to be completed by the end of 2022/23. Future regeneration opportunities by the council and its Registered Social Landlord partners will be considered as part of the new South Lanarkshire Local Housing Strategy 2022-27, scheduled for submission to Executive Committee on 30 November 2022.	Green
	Identified priority projects included as part of SHIP development.	Priority status of Low, medium, high set against all SHIP projects.	Green
	Ensure priority projects are included as part of the preparation of the next Local Development Plan 3	close working with colleagues in Planning. Copy of SHIP 2023-28 to be issued to them for information.	Green

Community Wealth Building Action Plan

Land and property

High level action	Detailed actions	Comments/Progress	Status
Continue to target long-term empty homes to bring them back into effective use and contribute towards meeting housing needs with a target of 15 set for 2021/22.	Establish a Matchmaker Scheme to link empty properties with interested buyers.	Housing and Technical Resources have been working with other council services and the Scottish Empty Homes Partnership to develop a matchmaker scheme for South Lanarkshire through 2022/23. Liaison is taking place with other councils to identify any good practice and issues to be considered in the South Lanarkshire. Due diligence and appropriate legal services advice is also being considered in relation to the data sharing process the scheme. This is expected to be in launched during 2023.	Green
	Set up an empty home grant scheme providing financial support for owners to improve property condition.	Housing and Technical Resources to work with other council services and the Scottish empty Homes Partnership to develop a new grant Scheme that will aim to support owners of long term empty properties in improving their property conditions and bringing them back into use. The development process to date has involved reviewing existing schemes used elsewhere, and considering how this could be used to best effect in South Lanarkshire. Once all due diligence and appropriate legal services advice has been considered in relation to the data sharing process the grant scheme will be launched. The scheme expected to be in summer 2023.	Green
	Provide practical advice and assistance to empty property owners.	Strategy and Policy Officer (Empty Homes) continues to deliver practical advice and assistance to any enquirer contacting the council.	Green
Provide direct support to applicants	A Community Asset Transfer Development Officer has been recruited and will promote and support the asset transfer process	Officer recruited in March 2022. Officer has reviewed CAT processes and promotion.	Complete
Community Asset Transfer to be promoted to communities across South Lanarkshire	Process for promotion of Community Asset Transfer to be agreed	CAT Support Officer has worked on promotion of CAT externally and internally with training and promotion materials agreed	Green
Continue to improve the energy efficiency of the Council's housing stock contributing towards national climate change ambitions	The Housing Investment Programme will continue to incorporate sustainable changes to the Council's housing stock, working towards increasing the number of properties that meet the Energy Efficiency Standards for Social Housing 2 (ESSH2). A target of 10% has been set for 2022/23.		Report Later

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Land and property

High level action	Detailed actions	Comments/Progress	Status
Continue to implement energy efficiency measures across council facilities including investment in renewable energy solutions and low/zero-carbon heating	Deliver a range of projects as part of the Community Energy Efficiency Fund programme.		Report Later
	Reduce embodied carbon from construction (new builds and refurbishment)		Report Later
Continue to maximise Energy Efficient Scotland funding to support owners and private rented properties	Work with partners, including Home Energy Scotland, to provide advice and support to owners and private landlords on funding opportunities available to them.	<p>Housing and Technical Resources continue to support private landlords through hosting regular Private Landlord Forums and the issue of tenure specific newsletters.</p> <p>At the last Forum held in Summer 2022, Home Energy Scotland attended to provide information on grants and support available to landlords to help achieve required energy efficiency standards within the properties they let. Details of local suppliers and installers who could support landlords to make these improvements were also provided.</p>	Green
Take the “20-minute neighbourhood” concept into account when planning capital schemes.	Use 20 minute neighbourhoods” as a key scoring criteria when assessing bids for UK, Scottish Government and Council funded capital schemes	20 Minute neighbourhoods is now imbedded in the assessment process for funding bids as part of a wider assessment structure. To date there has not been a round of suitable funding bids assessed since this inclusion of this measure, however this will take place in Q4	Green
Engage with public, private and voluntary sector partners to marry -up aspirations and pool funding to add value and deliver one-stop service provision	Ensure cross sector- partners are aware of planned projects and opportunities for collaboration	Through the development of the Social Enterprise Strategy and complementary accelerator programme etc there has been extensive dialogue on furthering knowledge and participation in opportunities for collaborative working.	Green

Community Wealth Building Action Plan

Finance

High level action	Detailed actions	Comments/Progress	Status
We will look to approach the pension fund to explore further opportunities for investment in local areas. Other councils , with a similar interest, may wish to make a joint approach	Through officers initially, we will approach SPF to ask for options to be considered for opportunities for local investment. Considerations to be developed along side SPF following initial discussions of possible areas.		Report Later
Establish working relationships with CUs and community partners to promote savings and affordable credit	Engage with Credit Unions to establish shared priorities and linkages to CWB Strategy	Engagement with credit unions has taken place and all of them will contribute in some way to activity around Challenge Poverty Week in October. Ongoing engagement will help establish shared priorities further.	Green
	Establish a Credit Union Network		Green
	Develop and promote new financial services to communities		Green
Run “shop and spend local “campaigns to increase awareness of locally available goods and services	Through economic and tourism strategies develop additional marketing and networking opportunities for local businesses and social enterprises	Tourism and Social Enterprise Strategies in development and close to final reporting programme. Strategy development has included focus groups and actions include networking groups and meetings to promote access to support and partner services, peer learning, sharing knowledge and encourage business to business trade.	Green
	Via our Business Gateway contractor and our business grants programme ensure that local companies have the knowledge and funding to run and develop effective promotional and social media campaigns	Specific marketing support, workshops and expert help are part of Business Gateway programme of support for business.	Green
	Encourage local trading networks	SLC CWB strategy is promoted in business networking opportunity and SMEs are encouraged to source supplies and to contract locally. This message is reinforced through business engagement via Business Gateway and support through SLC Business Support Grant programme.	Green

Community Wealth Building Action Plan

Finance

High level action	Detailed actions	Comments/Progress	Status
	Case-study local businesses via our website and the local press		Green
Raise awareness of what is on offer for days out/recreation/culture, events in South Lanarkshire	Provide an events calendar	Business events and networking opportunity are promoted through various social media and partners. Local business facing events delivered in line with national campaigns. Town Centre strategies include actions to support local events. Actions to publicise public entertainment and leisure events sit with SLL&C.	Green

Building the generative economy

High level action	Detailed actions	Comments/Progress	Status
Offer targeted support to South Lanarkshire businesses, enabling them to create and safeguard jobs, increase turnover and profit	Develop sector specific programmes (tourism, food and drink, social enterprises, green economy, construction, manufacturing etc)	Food, Tourism and Social Enterprise Strategies completed or in advanced stage of development. Specific business support initiatives have taken place to support key sectors, scope of business support grants widened to include funding for low carbon. energy efficiency projects. Developing event to promote action and support towards net zero. Construction sector accelerator programme delivered with partners.	Green
	Tailor SLC grants to business needs with a new micro-grants scheme for small and start up businesses with minimum red tape.	'Small' business support grant implemented and assisting micro and small businesses with investment and a new business start up grant created and implemented through Business Gateway contractor.	Green
	Offer larger growth and recovery grants to business, based on jobs created and increased turnover.	Business Growth grant being delivered with circa (tbc) funds committed to date and strong pipeline of potential projects.	Green
	Signpost businesses to other sources of help and advice	SLC support for business webpages updated to reflect new opportunities and available support, together with targeted social media for specific funding opportunities an business support events	Green
Develop a marketing/investment strategy, including a promotional programme with targeted/seasonal events and promotions around key employment sectors.	Create a site prospectus	Details of key SL inward investment sites provided to Glasgow City Region Project management team as part of initiative to develop GCR Inward Investment Prospectus. Specialist consultants appointed to advise on site preparation requirements, development options, market analysis for SL key sites.	Green
	Improve web presence/ on line material	Business support pages maintained and refreshed on SLC website.	Green

Community Wealth Building Action Plan

Building the generative economy

High level action	Detailed actions	Comments/Progress	Status
	Ensure planning and other statutory advice is up-to-date and accessible		Report Later
New Volunteering strategy for the Community Planning Partnership	Develop a comprehensive Volunteering Strategy	Volunteering Strategy agreed by CPP in September 2022 and partners signing the Volunteering Pledge. Launch event for strategy and pledge on 3rd October 2022	Complete
Develop a new strategic agreement with the Third Sector	Establish a high level review group and comprehensive engagement process for the review	Discussions held with VASLan and Chief Officer Group. Process will be considered at Third Sector Locality Networks in December 2022	Green
Implement the new strategic agreement with the Third Sector	High level strategic agreement group overseeing actions	Discussions held with VASLan and Chief Officer Group. Process will be considered at Third Sector Locality Networks in December 2022	Report Later
Review funding to the Third Sector	Establish a cross-partner review group and agree terms of reference	Discussions held with VASLan and Chief Officer Group. Process will be considered at Third Sector Locality Networks in December 2022	Green
New SE Strategy & Action Plan produced	Establish a Strategy Development Group including partners and representatives of the social enterprise sector	Development sessions held with key stakeholders in September 2022. Key partners identified for the Strategy Development Group and draft strategy produced for discussion	Green
	Social enterprise advisor recruited into Economic Development	An experienced officer has been recruited, from July 2022, and is making rapid progress in engagement with sector, partner liaison, meeting focus groups and developing a draft Social Enterprise strategy.	Green
Social Enterprise Steering Group established	Agree membership and terms of reference	Membership and Terms of Reference agreed	Green