

WHAT THIS PAPER IS ABOUT

This paper is a business case approved by the WMCA Board in November 2021. The context is as follows.

In February 2018 the WMCA Board established an independent Social Economy Taskforce to help the combined authority understand the contribution that the social economy could make to its commitment to foster inclusive growth in the region. In January 2020, the WMCA published six recommendations arising from this work, each designed to contribute to the goal adopted by the WMCA of doubling the size of the region's social economy – from around £3.5bn to £7bn – over the next ten years. Following this valuable exploratory work, WMCA commissioned a team of sector experts to develop a plan that would enable social economy growth of this scale to be achieved. For further information about WMCA objectives in growing the social economy see the following:

This plan, *Growing the Social Economy in the WMCA area: A Framework for Action*, was published in November 2021 and is available at the links below:

‘Launch of new strategy to help create a better place for everyone across the West Midlands’, WMCA blog post, 25/11/21: <https://bit.ly/3Dp8HfD>

Growing the Social Economy in the WMCA area: A Framework for Action (June 2021) – full report: <https://bit.ly/3DqggCF>

At the same time as the social economy growth plan was adopted, four more detailed business cases proposing specific actions were also agreed. These business cases cover the following:

- Developing and supporting social economy clusters in the region.
- Establishing a new regional social economy development fund.
- Establishing a regional social enterprise support programme.
- Using WMCA regional investment programmes to stimulate social economy growth and new markets.

WMCA
31/03/22



Strategic Outline Case: Utilising WMCA Regional Investment Programmes for Social Economy Growth

1. Overall

The strategic rationale for all of the social economy investment is to deliver inclusive growth by investing in people and businesses which put social and environmental outcomes at the heart of what they do.

In February 2018 the WMCA Board established an independent Social Economy Taskforce to help the combined authority understand the contribution that the social economy could make to its commitment to foster inclusive growth in the region, with particular reference to WMCA's role in:

- Strengthening the social economy;
- Helping charities, social enterprises and community businesses to deliver public service outcomes;
- Creating a development plan for areas where public, private, and social sector collaboration can help to meet the region's challenges.

In January 2020, the WMCA published six recommendations arising from this work, each designed to contribute to the goal adopted by the WMCA of doubling the size of the region's social economy over the next ten years.

Interventions designed to create more favourable conditions for the social economy and stimulate its growth are important because:

- Social economy organisations contribute to helping communities be entrepreneurial, and to starting, sustaining and growing organisations and businesses that help people and places to live well. Many operate in and serve the places and communities where health outcomes are poorest.
- Social economy organisations trade in order to fulfil a social mission and in so doing enable people to turn their passion into purpose, and to make a success of it. Many social economy organisations have improved mental health as an aim or have well-documented mental health benefits.
- Social economy organisations contribute economically, socially and environmentally to local communities and local economies. They enable and encourage volunteering and citizen action, help create local economic and social opportunities and make it easier for people to access amenities and opportunities in their neighbourhoods. Many operate in and serve the most disadvantaged communities where poverty, child poverty, labour market barriers and market failures hold people back.

- Investment in and support for social economy organisations targets people who are under-represented in the wider economy.

WMCA's commitment to growing the social economy has been given additional impetus by the impact of the global COVID-19 pandemic. The pandemic has had a profound impact on all parts of society and on all communities but its disproportionate impact on the most economically excluded groups – black and ethnic minority communities, people with disabilities, those in low paid and insecure occupations whose work has put them at risk – has revealed deeply entrenched inequalities which have been further exacerbated by the pandemic. The social and economic contribution that the social economy makes to some of the region's poorest neighbourhoods and weakest local economies is now more important than ever, as is its potential to help support inclusive growth and an inclusive recovery.

In addition, the huge array of actions and strategic interventions needed in order for WMCA to meet its climate change obligations¹ also have widespread implications for the social economy and opportunities exist to ensure that maximum linkages exist between the combined authority's #WM2041 net zero goals and the social economy sector. If ways can be found to achieve these linkages the social, economic and environmental benefits will be multiplied because:

- The efforts of social economy organisations, which are already at the forefront of contributing to improved social outcomes, health and wellbeing, and to creating social value and community benefit, will be more closely aligned with the region's net zero goals;
- WMCA will be further utilising organisations that already pursue a social, economic and environmental outcomes and whose other practices and working methods are amongst the least environmentally damaging and most beneficial.

As a consequence of the earlier work undertaken by the WMCA Social Economy Task Force and of the consultancy contract awarded by WMCA in October 2020, the combined authority has agreed that in the first instance a limited number of strategic business cases should be produced which taken together offer specific, achievable interventions that have the potential to make a real difference to the strategic growth and direction of the social economy sector in the region. Four separate but complimentary business cases are being produced. These are:

1. Developing and supporting social economy clusters in the region.
2. Establishing a new regional social economy development fund.
3. Establishing a regional social enterprise support programme.
4. Utilising WMCA regional investment programmes to stimulate social economy growth and new markets – **the subject of this business case.**

¹ As set out in: #WM2041 Five Year Plan: Technical Report and WMCA Circular Economy Route Map Baseline Analysis.

2. Identifying details

2.1 Name of project

Name: Utilising WMCA regional investment programmes to stimulate social economy growth and new markets.

The aim of this business case is:

1. To maximise the social economy opportunities that can be derived from three WMCA regional investment programmes in particular (house-building; Fuel Poverty retrofit; and the Circular economy (especially sharing economy and food), utilising these programmes as engines for social economy opportunity and growth through specific frameworks of action/intervention.
2. To propose the recruitment of a new reasonably senior post of **Lead Officer: Social & Environmental Economy** (or the internal creation of equivalent WMCA capacity) to enable management and delivery of this work. The post-holder (or designated staff) will work in conjunction with the Head of Inclusive Growth/Senior Programme Manager for Inclusive Growth; the proposed SMART Hub Lead (currently subject to recruitment), and the proposed Circular Economy & Green Economy Project and Delivery Officer (currently subject to recruitment).

2.2 Organisations that are accountable for delivering and supporting the project

WMCA and social and environmental economy partners and stakeholders.

2.3 Geographical / digital location(s) of project

The project will serve the whole region but also has the potential/flexibility to be aligned with:

- Proposed social economy clusters (subject of a separate but complementary business case).
- Inclusive Growth Corridors.
- Existing environmental action/clusters in Wolverhampton, Dudley, Sandwell, Walsall and Birmingham.

2.4 Location(s) of intended beneficiaries of project

Social and environmental economy organisations will be enabled to enter new markets in services related to house-building, fuel poverty retrofit and the circular economy (especially sharing/re-use and food justice).

2.5 Estimated costs and indicative funding sources

Activity	Year 1	Year 2	Year 3	Total
Advertising, recruitment & selection	£5,000			£5,000
Staffing costs (calculated at NJC PO8 Grade, SCP 44-46 in annual increments)	£54,177	£55,319	£56,451	£165,947
Salary on-costs	£19,829	£20,273	£20,712	£60,814
Operational & development budget (covering: consortia development x 2; associated market-shaping activities; events; publicity)	£40,000	£30,000	£20,000	£90,000
TOTALS	£119,006.00	£105,592.00	£97,163.00	£321,761.00

Notes:

1. It is proposed that that the Lead Officer: Social & Environmental Economy appointment should be for at least three years renewable subject to performance review and assessment of the effectiveness of this method of working.
2. The post may lend itself well to a secondment opportunity, ideally targeting specialists in the social and/or environmental economy sectors.
3. It may be possible to fund consortia development costs from grant sources (see Operational & development budget line) if the proposed consortia are independent, have an appropriate not-for-personal-profit legal structure and are able to bid in their own right. (Possible sources: Barrow Cadbury Trust, Paul Hamlyn Foundation, Esmée Fairbairn Foundation.)
4. NJC Pay Scales & On-costs calculated using: Local Government Service Pay Scales and On-Costs 22/09/2020.

3. Executive Summary

3.1 Brief description of project

The aim of this business case is to maximise the social economy opportunities that can be derived from three WMCA regional investment programmes in particular, utilising these programmes as engines for social economy opportunity and growth through specific frameworks of action/intervention. The three programmes are:

1. House-building programme.
2. Fuel Poverty Retrofit.
3. Circular economy (especially sharing economy and food).

These programmes have been selected because:

- They offer social economy opportunities where potential barriers to entry can be overcome through interventions such as brokerage and supply-chain or market development; capital costs for entry are achievable; and skills thresholds can be met.
- They play to the sector's strengths and are aligned with the existing trade/service sector profile of the social economy.
- They offer linkages to and benefits for:
 - Inclusive growth.
 - Social value.

- #WM2041 net zero goals and especially Just Transition goals.²
- Retraining/reskilling.
- Employment support and creation.
- They have potential for high impact and offer maximum reach across the region and in multiple locations/centres.
- They offer potential (especially in the case of the Circular Economy) for increased private sector engagement/participation through improved bottom line, better utilisation of ‘waste’, environmental outcomes and more visible social value commitments.

These programmes are unlikely to offer systematic, structured routes to market for environmental and social economy organisations without a framework of action and strategic intervention that makes this possible.

PROPOSITION

Therefore, to oversee and drive forward a programme of action to help develop what are essentially new regional markets, it is recommended that WMCA establish and recruit to a new position of **Lead Officer: Social & Environmental Economy**.

There are two ways that this can be achieved:

Option A: Creation of a new reasonably senior post working in conjunction with the Head of Inclusive Growth/Senior Programme Manager for Inclusive Growth; the proposed SMART Hub Lead (currently subject to recruitment), and the proposed Circular Economy & Green Economy Project and Delivery Officer (currently subject to recruitment).

Option B: Creation of an internal WMCA ‘virtual team’ which has the capacity to undertake the responsibilities and objectives described below.

Note: The preferred option as per this business case is the creation of a new post, in which case the indicative costs outlined at 2.5 apply.

Lead Officer: Social & Environmental Economy – Responsibilities

The Lead Officer: Social & Environmental Economy (or equivalent capacity) should be responsible for establishing and overseeing programmes of work in three key areas as described below:

² The Just Transition Declaration was adopted by 53 countries at the 2018 COP24 climate conference. See <https://cop24.gov.pl/presidency/initiatives/just-transition-declaration/>. See also Just Transition Alliance: <http://jtalliance.org> and European Bank for Reconstruction and Development (EBRD): <https://www.ebrd.com/what-we-do/just-transition>.

(a) *Single Commissioning Framework*

The WMCA's devolved housing and land funds will result in the building of an additional 215,000 homes in the region, with around 20% of these being new affordable homes. With an ambitious target of 16,500 homes per year, this programme of spending and construction has the potential to create thousands of new jobs and to generate widespread economic opportunities. WMCA's Single Commissioning Framework (SCF) offers the key mechanism that can be used to ensure that WMCA house-building is used to help drive social economy growth.

Initial work will also be required in order to scope/clarify the opportunities that exist for enabling social economy growth specifically in the context of WMCA's house-building. For example, previous experience in the sector has demonstrated that simply assuming that social enterprises will by default be able to become part of the construction supply-chain doesn't work. Other measures, such as brokerage, supply-chain development and market-shaping, need to be undertaken to introduce social enterprises to potential partners, buyers, commissioners and contractors.

The person/people will be responsible for working with policy officers in the Housing & Regeneration directorate to produce additional guidance on creating social economy growth through supply-chains and land use for the Single Commissioning Framework. The SCF already requests that developers comply with the IG Toolkit, thus making it relatively straightforward to augment these provisions. The modification and strengthening of the WMCA Single Commissioning Framework (SCF) will:

- Help create additional supply-chain opportunities for social & environmental economy organisations.
- Enhance provision for social value and social value commitments/outcomes as part of the procurement process.
- Aid identification of specific goods/services that may be appropriate within the supply-chain, with contracts being provisional on contractors reserving this spend for social economy organisations, providers able to evidence delivery of social value, or for specific geographies.
- Help create opportunities for different types of mutual ownership/management, including RSLs, co-operatives, community land trusts, to name just some.

(b) *Fuel Poverty Retrofit and establishment of a new regional Retrofit Consortium*

The #WM2041 Five Year Plan 2021-26 identifies domestic energy-saving retrofitting as central to helping achieve net zero goals, beginning with a focus on the estimated 140,000 households in the region living in fuel poverty (at rates exceeding 12% in parts of Birmingham, Coventry and Wolverhampton). Ultimately, the retrofit target is all 1.178m dwellings in the region by 2041. Building up an adequate supply-chain capable of undertaking the various functions required for retrofitting will take some years but has the potential to create thousands of jobs, with significant opportunities for social economy organisations of all kinds. But this will not happen without substantial intervention by WMCA to enable market and supplier development.

In addition, developing adequate retrofit supply-chains has significant overlap with the combined authority's reskilling, training and apprenticeship goals.

In order to achieve the ambitious goals of retrofitting, WMCA should establish a regional **retrofit consortium** tasked with developing a plan for market and supplier development that will identify specific development needs and opportunities for social economy organisations and other players in WM local economies. It will need to identify tasks and functions across all aspects of retrofit and the economic sectors (public, private, social enterprise, community-owned, co-operative) best able to undertake these. The range of tasks/functions could include:

- Energy assessment.
- Advice, information, guidance.
- Technical/fitting.
- Marketing and promotion.
- Customer service (including customer protection, especially older and vulnerable groups).
- Training/skilling/apprenticeships.
- Behaviour change.

The retrofit consortium should:

- In its early stages focus on initial fuel poverty retrofitting and specifically on social economy providers and solutions from within local economies. Its primary purpose being to help create additional market opportunities and supply-chain capacity to meet WMCA's retrofit goals.
- Have a level of resourcing that enables it to operate autonomously, planning, developing and creating new opportunities and interventions, linking and networking existing initiatives, and seeking methods and approaches that will enable best practice to be shared, extended and replicated, especially in under-served parts of the region.
- Play a key role in planning, co-ordination and market-shaping for the provision of appropriate retrofit training packages.
- Have the skills, reach and capacity to bring together existing providers, work with organisations such as RSLs, co-operatives and mutual providers (e.g. in energy or water) that can bring expertise, resources and assets to the table.

Developing a new retrofit consortium will require linking closely and working with the proposed SMART Hub Lead (currently being recruited to). Some form of co-operative model for the proposed consortium would be favoured and may also increase potential development funding sources (e.g. UK Shared Prosperity Fund).

(c) Circular economy and the establishment of a new Sharing & Re-use Consortium

The WMCA Circular Economy Baseline Route Map identifies the circular economy as offering significant opportunities for social economy and community-led action, especially in the areas of the 'sharing economy' and food. The Lead Officer: Social & Environmental Economy will assist in the establishing of a regional Sharing & Re-use Consortium and the production

of a plan for market and supplier development that will identify specific development needs and opportunities for social and environmental economy organisations and other players in WM local economies in sectors that support and extend the principles of shared resources, re-use and recycling. This is a potentially very large/diffuse piece of work; priority actions should include:

- Facilitating the development and scaling-up of sharing initiatives.
- Facilitating innovations within the sharing economy.
- Creating marketplaces or platforms for citizens/businesses to engage in sharing services and resources including public spaces, material goods and skills.
- Developing collaborative approaches to public goods and services.
- Sustainable food production and maintaining soil health.
- Making best use of technological advances to reduce adverse impacts of food processing.
- Optimising food distribution and ensuring equality of access to healthy food.
- Supporting/encouraging more sustainable food consumption patterns within the region.
- Closing the nutrient loop by recovering key nutrients and using food waste as a productive resource.

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The Lead Officer: Social & Environmental Economy (or equivalent capacity) should also:

- Contribute to shaping and informing future WMCA policy, strategy & programmes.
- Take a lead role in WMCA's implementation of social value legislation and related procurement reforms.
- Actively seek out new opportunities (internal and external) where social economy involvement can be maximised (including social housing, the social care sector, and opportunities that may derive from the proposed Radical Health Prevention Fund).

It is proposed that the appointment should be for at least three years with the option to renew the contract subject to performance review and assessment of the effectiveness of this method of working.

3.2 Rationale for undertaking it

The rationale and advantages of the approach outlined in this business are as follows:

- Establishment of new position of Lead Officer: Social & Environmental Economy (or creation of equivalent capacity) will make the combined authority's social economy growth goals more achievable.
- Expenditure will enable a framework of action and strategic intervention that will ensure that the identified programmes maximise social economy opportunities and growth.
- The interventions outlined here are aligned with and support:
 - WMCA #2041 net zero goals.

- Skills and jobs.
- Inclusive growth.
- Social economy growth and the associated business cases for:
 - The development of social economy clusters.
 - The proposed WM social economy development fund.
 - A regional support programme, including a growth accelerator, for social enterprises and community businesses.

3.3 Inclusive growth & social value

The interventions outlined here are designed to ensure that three key areas of WMCA spend and/or policy focus – house-building; retrofit; and the circular economy – operate in such a way as to create maximum opportunities for the social economy by stimulating growth and new markets. Because of the key role that social economy organisations play in addressing labour market disadvantage, trading for social purpose and reinvesting surpluses, the economic and social opportunities created via these routes will be more inclusive, deliver social value and community benefit in local economies and across the region, support COVID recovery, and make a significant contribution to #WM2041 net zero goals.

3.4 Objectives of project: specific, measurable, achievable, relevant and time-bound (SMART)

Activity	Objectives	Measured by	Timeframe
Recruitment to new post of Lead Officer: Social & Environmental Economy.	Realisation of opportunities offered by WMCA house-building programme.	<ul style="list-style-type: none"> • Strengthening of Single Commissioning Framework (SCF) and opportunities this creates. 	2021 - 2023
Establishment of new regional Retrofit Consortium.	Bring together experts, providers and stakeholders who will work with the Lead Officer: Social & Environmental Economy to produce and enact a market development plan.	<ul style="list-style-type: none"> • Opportunities created. • New providers entering market. • Schemes replicated/extended. • Training/skilling opportunities created & delivered. 	2021 - 2023
Establishment of new regional Sharing & Re-use Consortium.	Bring together experts, providers and stakeholders who will work with the Lead Officer: Social & Environmental Economy to produce and enact a market development plan.	<ul style="list-style-type: none"> • Opportunities created. • New providers entering market. • Schemes replicated/extended. 	2021 - 2023
Identification of future areas of opportunity	Active identification and assessment of additional and future opportunities where social economy involvement can be maximised.	<ul style="list-style-type: none"> • Opportunities created for social economy organisations. • Procurement spend with social economy. • Social economy growth (trading revenue). 	2022-25

3.5 How the identified investment will split across the project

See 2.5.

3.6 Expected outputs

1. Strengthened Single Commissioning Framework.
2. Establishment of new regional Retrofit Consortium, with potential for independence in longer-term and ability to raise its own continuing resources; production of market development plan with key stakeholders.
3. Establishment of new regional Sharing & Re-Use Consortium, with potential for independence in longer-term and ability to raise its own continuing resources; production of market development plan with key stakeholders.
4. Contribution to and creation of WMCA policy, strategy & programmes that support and enable social economy involvement and growth.
5. Increased procurement spend with the social economy.
6. Improved and strengthened use of social value legislation and social value-based commissioning and procurement.

4. Strategic Case

4.1 Objectives of project: specific, measurable, achievable, relevant and time-bound (SMART)

See 3.4 above.

4.2 Role in regional recovery from Covid-19

Because of the key characteristics that distinguish environmental and social economy organisations (trading for social purpose and reinvesting surpluses), and the role they play in helping address labour market disadvantage, the economic and social opportunities created via these routes will be more inclusive, deliver social value and community benefit in local economies and across the region and consequently be well-suited to supporting COVID recovery, ensuring that new and emerging environmental markets are also open to workers seeking to retrain and/or re-enter the labour market.

4.3 Who and where will benefit, and via which means

The benefits of the project will be region-wide. It will:

- Add capacity to the WMCA staffing team and make the combined authority's ambitious social economy growth goals more achievable.
- Support the growth and expansion of social economy organisations, thus increasing their ability to employ more local people and deliver greater social/community value and positive environmental impact.

- Be instrumental in extending and diversifying house-building supply-chains.
- Help shape and grow two new markets in the region in retrofit (and associated training) and sharing/re-use and food justice.
- Be aligned with specific social enterprise hot-spots/clusters or places, the proposed WM Social Investment Fund and other WMCA objectives such as Inclusive Growth Corridors or existing environmental action/clusters in Wolverhampton, Dudley, Sandwell, Walsall and Birmingham.

4.4 Key risks and associated mitigations

Key risks	Mitigations
WMCA may lack capacity to drive forward ambitious work programmes/targets in social economy growth	Establishment of new role of Lead Officer: Social & Environmental Economy will add capacity and expertise
Key WMCA strategic investment programmes may offer unrealised potential for social economy involvement	Establishment of new role of Lead Officer: Social & Environmental Economy will add capacity and expertise and offer a designated responsible officer for driving forward this and associated work The post also offers a key liaison point between WMCA and wider social economy stakeholders and partners
Limited sector buy-in	Establishment of two new market-based consortia (Retrofit Consortium and Sharing/Re-Use Consortium) with potential for longer-term independence and self-funding should help improve sector buy-in by offering a long-term stake in social and environmental market development
Limited geographical reach	Establishment of sector-based consortia offers potential for greater coverage, replication of best practice models and 'seeding' the market in previously underserved parts of the region
Failure to secure sufficient funding to undertake this programme of work	Understanding and awareness of the benefits to be gained from social economy growth is generally low amongst policy-makers and funding programmes, but the clear linkages that exist between social economy growth and inclusive growth, COVID recovery, #WM2041 commitments and especially actions to counter economic exclusion, all increase the likelihood that WMCA will be successful in accessing a range of appropriate funding sources

5. Economic Case

5.1 Key deliverables and associated critical success factors

Key deliverables	Critical success factors
Appointment to new role of WMCA Lead Officer: Social & Environmental Economy	<ul style="list-style-type: none"> • Increases WMCA internal capacity and critical skills in social and environmental economy, policy and markets. • Provides key management/governance link for the two consortia projects described here and for initiatives proposed in associated business cases being considered by WMCA Board (Social economy clusters; Social Economy Growth Accelerator programme; WM Social Investment Fund).

Key deliverables	Critical success factors
Strengthened Single Commissioning Framework	<ul style="list-style-type: none"> • Will create trackable opportunities for social economy providers as well as increased opportunities in local economies. • Will help WMCA maximise opportunities arising from the Transforming Public Procurement Green Paper. • Will be beneficial in devolved house-building programmes but applicable across a number of WMCA-led investment programmes and policy areas.
Establishment of new regional Retrofit Consortium	<ul style="list-style-type: none"> • Creates potential for a new market-shaping and market development 'cluster' capable of being externalised – i.e. achieving self-funded independence in longer-term and ability to raise its own resources. • Structured means of engaging with key stakeholders/experts in the sector. • Adds capacity and expertise to enable production of a market development plan. • Potential to create economic opportunities and employment. • Contribution to Inclusive Economic Growth. • Contribution to #WM2041 net zero goals. • Development of a new market sector in the region.
Establishment of new regional Sharing & Re-Use Consortium	<ul style="list-style-type: none"> • Creates potential for a new market-shaping and market development 'cluster' capable of being externalised – i.e. achieving self-funded independence in longer-term and ability to raise its own resources. • Structured means of engaging with key stakeholders/experts in the sector. • Adds capacity and expertise to enable production of a market development plan. • Potential to create economic opportunities and employment. • Contribution to Inclusive Economic Growth. • Contribution to #WM2041 net zero goals. • Development of a new market sector in the region.

5.2 Where necessary, outline the various ways in the project can be delivered

Project delivery
WMCA identifies resources and establishes whether the position of Lead Officer: Social & Environmental Economy is amenable to secondment
Recruitment package produced including fuller development of role specification
Advertising the role (including through specialist social economy networks/media)
Recruitment & selection
Post-holder tasked with production of an initial action plan for work programme/s including establishment of regional Retrofit Consortium and Share & Re-Use Consortium
Post-holder also likely to take responsibility for devising initial neighbourhood retrofit pilot
Performance indicators identified

Project delivery
Growth indicators agreed
Post-holder works with WMCA Office of Data & Analytics to ensure adequate data collection frameworks/methodologies are in place for long-term assessment of social economy growth goals

6. Financial Case

6.1 Estimated funding requirement – capital or revenue, and whether it is one-off or ongoing

See 2.5 above.

7. Management Case

7.1 How the project be managed and governed, both in development and delivery

Establishment of new role of Lead Officer: Social & Environmental Economy (or equivalent capacity) embeds ambitions and targets for new/emerging markets within the combined authority, while establishment of new regional consortia offers a way of working in partnership with key stakeholders and of 'externalising' development bodies that have longer-term potential for independence and ability to raise resources (including from sources that would be additional to and perhaps not open to WMCA, such as independent grant-making sector, philanthropic funders, environmental sector).

7.2 What will monitoring and evaluation look like?

Over, say, a two-year period, monitoring and evaluation of the initiative would be readily achieved via:

- Performance/achievement of Lead Officer role.
- Successful modifications to Single Commissioning Framework and tracking of opportunities arising from this.
- Progress towards establishment of new regional consortia x 2 and achievements of these, beginning with successful production of market development plans.
- Involvement of social economy organisations in key identified opportunities.
- Evidenced increase in procurement spend with social economy organisations.
- Evidenced increase in effective use of social value legislation and social value-based commissioning.
- Evidenced linkages established with WMCA key strategic programmes.
- Evidenced plan identifying new/emerging areas of opportunity (e.g. maximising social economy opportunities deriving from proposed Radical Health Prevention Fund; maximising social/co-operative housing models).

-Ends-