

Transforming Wales through Social Enterprise

## Ten-year Vision and Action Plan

Progress Report 2024

How we are making social enterprise  
the business model of choice in Wales

## Social Enterprise Stakeholder Group

**The Social Enterprise Stakeholder Group (SESG) believes that the social enterprise sector in Wales can play a key role in helping to build a fairer, more inclusive, and more sustainable economy. We work together for greater impact and our members are:**



### **Development Trusts Association Wales**

The Development Trusts Association Wales (DTA Wales) is an independent and not-for-profit membership organisation established in 2003 to support community-led social enterprises, groups and businesses across Wales. We empower local organisations and initiatives who are driving the change their communities need for a brighter future.



### **Social Firms Wales**

Social Firms Wales is the National Support Agency that supports social enterprises that want to adopt Social Firms principles and values to create places of work that are inclusive, supportive, enabling and progressive.



### **UnLtd**

UnLtd finds, funds and supports social entrepreneurs across the UK – helping enterprising people with solutions that change our society for the better.



### **Cwmpas**

Cwmpas is a development agency working for positive change in Wales. We are a co-operative, and our focus is on building a fairer, greener economy and a more equal society, where people and planet come first. We support the growth of social enterprises, cooperatives and employee owned businesses.



### **WCVA**

As the national membership body for voluntary organisations in Wales, WCVA exists to enable voluntary organisations to make a bigger difference together. Through its Social Investment Cymru arm it is a major provider of loan finance to the sector in Wales.

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## Introduction



In 2020, we published our Transforming Wales through Social Enterprise: Ten Year vision and action plan. Co-produced by social enterprises and social enterprise support agencies with the support of Welsh Government, the action plan outlined an ambitious vision to see social enterprise become the business model of choice in Wales by 2030. It sought to empower people and communities to deliver solutions to social, economic and environmental challenges.

This report seeks to update the sector, our partners and other stakeholders on the progress we have made against the ambitions in the action plan. Delivering on the plan to support the sector to grow and be impactful requires partnership working, and this is at the heart of our work.

Over the past four years new challenges and opportunities have faced the sector. There is a general consensus of the need to “build back better” from Covid-19, a renewed focus on a stronger role for communities in building local solutions to challenges, and a determination to secure a just transition to a fairer economy for people and planet. This potentially creates better conditions for social enterprises themselves to flourish and deliver real impact, as well as for the sector more widely to grow.

To maximise the impact of the social enterprise sector, we need people all over Wales to put its development at the heart of their work. In communities, business and government, we can achieve the change we want to see in Wales by empowering social entrepreneurs. In this report we identify opportunities, offer solutions, and set out the work we will do to achieve our goals. It’s time to be bold in our actions and make social enterprise the business model of choice in Wales.

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**At a time of complex global challenges and uncertainty, the social enterprise sector has a key role to play in doing differently and finding solutions that support a prosperous economy but in a way that is better for people and the planet. Wales has the potential to lead the way on shaping a different kind of response with social models of business at the heart, in this report we show the work going on that can contribute to a positive future. It’s time to be bold...**

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## What is social enterprise?

Social enterprises are businesses with an economic as well as social, environmental and / or cultural purpose. They come in many forms, including social businesses, co-operatives, community-owned businesses, social firms, trading charities, and many more. The consistent element across all these models is that their profit, unlike mainstream businesses, is reinvested in a way that furthers their economic growth as well as their social, environmental, economic, or cultural purpose.

Social enterprises are diverse in their size and focus, but play a key role in reducing economic inequality, improving social justice and environmental sustainability.

They range in focus and purpose but many address social problems, contribute to tackling the climate emergency and protecting our environment, building stronger, more sustainable communities, in which everyone can contribute.



Partneriaeth Ogwen, Bethesda



## Our vision for social enterprise 2020-2030: The progress we have made

As a sector, our vision is for a Wales where social enterprises are at the heart of a fairer, more sustainable and more prosperous country. We identified five key ambitions, and in this section will outline the progress we have made to achieve them.

- 1. The sector will have the capacity and resources it needs to take on the challenges facing Wales. We will grow and develop the sector by 2030 through increasing the number of social enterprises, their combined turnover and social impact.**

### What the data tells us

The last 'Mapping the Social Business sector Wales 2022' report showed that the sector was stronger than ever and playing an increasingly important role in communities across Wales. There are approximately 2,828 businesses in the sector, an increase of 22% from 2020. Total turnover for the sector is calculated as £4.8bn, an increase of 26% from 2020, and total employment for the sector is calculated as 65,299, an increase of 16%. The number of volunteers is calculated as 54,261, an increase of 14% from 2020.

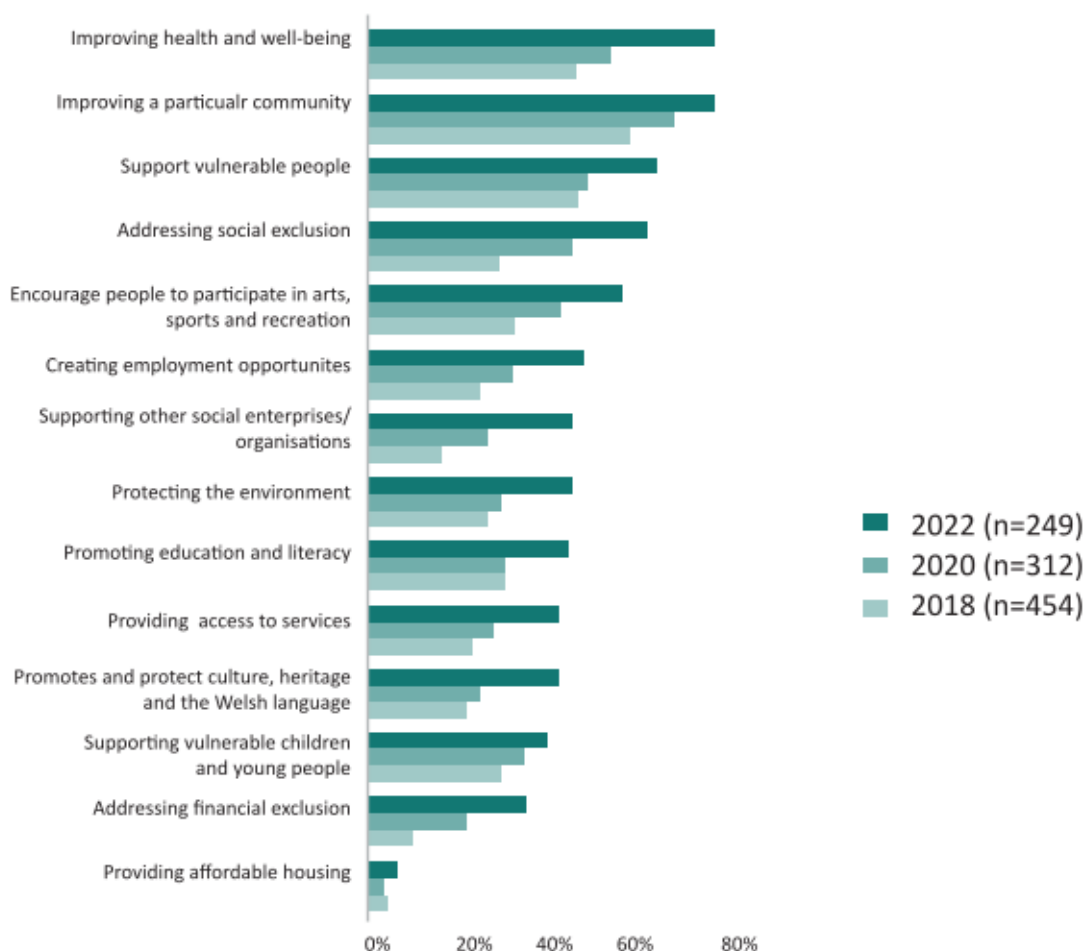
The prospects for business growth are optimistic over the long term, with many social businesses positive about their future turnover and profit. Indicators related to business development suggest that social businesses are seeking to expand and diversify, reporting a variety of business development indicators during the last two years.

In addition to this economic impact and positive prospects for growth in the future, the sector contributes significant and diverse social value, ranging from improving health and well-being to protecting the environment, or promoting the Welsh language and addressing social exclusion. More information on the variety of social impacts identified by the sector can be found in Figure 1.

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**The prospects for business growth are optimistic over the long term, with many social businesses positive about their future turnover and profit.**

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Source: Wavehill Survey 2018, 2020 and 2022

### Figure 1: Main social objectives as identified by organisations

However, we know that in the current context this is just the tip of the iceberg and for the sector to have the impact needed in the face of the many complex challenges facing the country, we need to scale-up even further and faster. We have seen some brilliant examples of social enterprises showcasing their entrepreneurial spirit and innovation to grow both commercially and in terms of their social impact.





**the Welsh Government  
would invest £1.7m  
of funding to provide  
specialist business advice.**



### Specialist Support

In May 2022, Vaughan Gething, Minister for the Economy, announced that the Welsh Government would invest £1.7m of funding to provide specialist business advice in support of the 'Transforming Wales through Social Enterprise' vision to put social enterprises at the heart of a fairer, more sustainable and more prosperous Wales.

The Social Enterprise Stakeholder Group came together as a consortium and are now successfully delivering the next phase of Social Business Wales. The social enterprise sector and the partnership of organisations supporting it has shown that it is joined-up, collaborative, and has the best interests of the Welsh economy and communities at its heart, and we are excited about achieving our ambition of transforming Wales through social enterprise.

Delivering specialist support to social enterprise and social entrepreneurs is essential to the continued growth and development of the sector, as well as to existing social enterprises as they seek to maximise their impact and face the challenges of the future. Ensuring a strong social enterprise sector is essential to realising a shift in the economic model that will deliver a fairer and more prosperous Wales, and one with the planet at the heart. In the current time of complex and multiple global crises, this has never been more important.



Menter y Glan, Pennal



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## CASE STUDY 01

# Creating Enterprise

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**This team is the perfect example of how social enterprise can deliver on its three ambitions: business success, environmental sustainability, and helping people.**

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**Creating Enterprise is a social enterprise in Conwy. A subsidiary of Cartrefi Conwy, it started trading in 2015 and has quickly grown into the social contractor of choice for North Wales.**

It builds environmentally friendly homes using sustainable materials and is innovative in finding new ways to lower its carbon footprint, such as by sourcing eighty percent of its timber from Wales and constructing its frames onsite. As well as having an environmental mission, it has a social mission to create well-paid, full-time employment opportunities for the local community it serves. Its Creating Futures Academy helps local people find and access training, volunteering, and employment opportunities.

In November 2020, it was named as the Fastest Growing Company in Wales. This team is the perfect example of how social enterprise can deliver on its three ambitions: business success, environmental sustainability, and helping people.

Creating Enterprise, Conwy



## How can we continue to support the growth of the sector?

There are two sides to maximising the impact of the sector: influencing policy and practice to ensure a supportive framework, and ensuring the sector is ready and equipped to make the step up.

We will promote the value of the sector and influence policy and practice to create a supportive framework. Ensuring the social value that social enterprise creates is at the heart of procurement is key. We are continuing to promote the social enterprise sector as key partners in delivering the ambitions of the Welsh Government's Social Partnership and Public Procurement Bill – and highlighting to the sector how it can engage with this crucial legislation.

The next steps are to ensure that public sector organisations promote opportunities and contracts in a way that is accessible to the social enterprise sector, promote contracts that are suitable to social enterprises, and facilitate consortia and partnership working between different community-based social enterprises.

While the sector is at the heart of the consensus to build a stronger, fairer economy, the challenging funding situation in Wales puts this at risk. The sector has proven that with investment and support, it can grow its economic and social impact, and it is essential this is maintained.

Three of the outcomes in our Vision and Action Plan relate to supporting the sector to maximise its potential – through ensuring it is able to exploit digital technologies for social good, has continued access to specialist business support, and a range of finance options tailored to the needs of the sector are available.

### Digital

As the economy and our communities change and adopt new digital technologies, it is essential the social enterprise sector isn't left behind, but leads the way in using this tech for social good.

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**Ensuring the social value that social enterprise creates is at the heart of procurement is key.**

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## CASE STUDY 02

## Smart Money Cymru



**Our capacity to handle new members and loan applications has increased significantly, facilitating the large growth of Smart Money Cymru since 2020.**



**The 2022 Social Business Wales Awards saw Smart Money Cymru win the Tech for Good award.**

They are a Caerphilly-based credit union whose shift to a digital-first business led to more money being loaned to people in need during the cost-of-living crisis as well as a reduction in its environmental impact.

Speaking after the award win, Mark White, the credit union's Chief Executive Officer, said: "As a traditionally paper-based organisation, the pandemic forced Smart Money Cymru to close to the public and find new ways of operating. Our capacity to handle new members and loan applications has increased significantly, facilitating the large growth of Smart Money Cymru since 2020."

**'Newid: digital for the third sector'** is a project coordinated by WCVA, Cwmpas and ProMo-Cymru targeted at supporting the third sector in delivering and developing its services in a rapidly changing digital landscape. It has found that during the pandemic, organisations were quick to adapt to digital technologies to survive and continue to deliver their essential services – but there is still a lot more we can do to ensure they are able to access and maximise the benefit of digital technology.

The Newid project has provided tailored support to 15 organisations across Wales and is seeking to continue and expand on this crucial work. It has developed a one-page house strategy document with four pillars to enable digital transformation; policies, skills, leadership, research.

Some of the key areas of the SESG's priorities on digital include:

- Supporting social enterprises to market their services using digital technology, a skill identified by the sector itself as one it must improve.
- Developing a better-connected sector using digital technology effectively and securely.
- Using digital tools to transform how social enterprises collect, store and use data to measure impact and improve quality.
- Harnessing new technologies to produce social value, such as in the platform economy.

## Finance

The social enterprise sector in Wales has access to a range of funding options through Social Investment Cymru and other grant funders. However, we know that the sector continues to view access to finance as a barrier, and that this has been exacerbated by the Covid-19 crisis which saw many businesses go into survival mode. We have seen the sector bounce back from this and it is in a stronger position than ever, with new entrepreneurial ideas about how to produce social value in our communities. During 2023/24, Social Investment Cymru has seen record demand for loan finance for the second year running – further evidence of the confidence and ambition of the sector. It is essential that social businesses are able to continue to access the finance necessary to develop these ideas.

We will continue to work to create a culture change within the social enterprise sector in Wales, one that will seek to develop a mindset that is more impactful, less reliant on grant funding, more open to commercial sustainability and for some, repayable finance. This will require specialist and inclusive support for social enterprises to understand and be confident in developing routes to market, scaling up sustainable business models and successfully applying for and managing repayable finance.

We will seek to embed this in the specialist support services we offer through the new Social Business Wales programme. We will continue to promote awareness of the tailored opportunities that exist in Wales, and the support that is available alongside it.



The Bike Lock receiving their Social Business Wales Award



**2. By 2030, social enterprise will be the business model of choice for entrepreneurs delivering solutions to social, economic and environmental challenges. Wales will be the best place to start and grow a social enterprise.**



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**Research mapping the social enterprise sector in Wales in 2022 has shown that post-Covid, the sector is going from strength to strength with high levels of new entrepreneurial activity.**

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At the core of our vision for social enterprise is for it to become the business model of choice in Wales. We want the sector to grow and take up a larger portion of the Welsh economy, so more workers, communities and places can benefit from the economic, environmental and social value it creates. This requires more entrepreneurs to choose the social enterprise model for their business, and we are working to provide the specialist support these entrepreneurs need, as well as working with other key stakeholders to promote the social enterprise model.

Research mapping the social enterprise sector in Wales in 2022 has shown that post-Covid, the sector is going from strength to strength with high levels of new entrepreneurial activity. There are now approximately 2,828 businesses in the sector, an increase of 22% from 2020 (2309). A quarter of businesses surveyed are ‘start ups’ that have been trading for 2 years or less. Social businesses now account for 2.6% of the total business stock in Wales, up from 2.2% in 2020. We are buoyed by this growth, but not complacent and remain ambitious for increasing the scale of social enterprises in the future.

As part of the Social Business Wales programme we provide support for new and growing social businesses. The Welsh Government-funded project ensures that social entrepreneurs have access to fully-funded one-to-one business support, ranging from visioning to structure, incorporation to compliance and risk to governance. We are working to make this service as inclusive as possible so that anyone who wants to start a social enterprise has the right level of accessible support for their needs. The Growth team supports entrepreneurs with strategic planning, marketing, sustainable development and much more to help them grow their business. Testimonials about this specialist support makes it clear the value new and established social entrepreneurs give to this service:

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**My advisor’s personable and professional approach is absolutely hitting the mark for me. Starting out on a new venture is daunting having an advisor there gently guiding me through makes it feel possible and achievable. Thank you for your support.**

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**I can honestly say my advisor has been absolutely outstanding with me. I was completely clueless regarding setting up a business. Every time I started to think I was doing the wrong thing, my advisor was there making me realise why I went into this and what a difference I am making.**

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Members of the SESG are also working to ensure that under-represented groups within the social enterprise sector are given the support they need. UnLtd and Social Firms Wales have partnered to deliver Ecwiti and find, fund and deliver support to social entrepreneurs in Wales, with a focus on those from marginalised backgrounds. Funded by the Welsh Government, partners have offered around £120,000 in funding and support to a range of impactful social ventures to start, sustain and/or scale their businesses, on top of their existing offer of support. Social Firms Wales and UnLtd are continuing to deliver outreach as part of the next iteration of Social Business Wales.

The Net zero carbon start-up grant was a pilot scheme offering financial and technical support to help budding social enterprises to get their business ready for trading or investment and embed climate-friendly practices into start-up social enterprises from the outset. The scheme was open to any up-and-coming social business or trading voluntary organisation in Wales and wasn't limited to environmental or climate change focussed groups. We are looking to learn from this pilot project and take forward the lessons learned.

Cwmpas are delivering a one-year 'Robert Owen' pilot project, supported by the Welsh Government, to raise awareness and understanding of co-operatives and social models of business in primary and secondary schools across Wales. A range of resources on different models will be developed for addition on the Hwb online learning platform. This has the ambition of creating the next generation of social entrepreneurs in Wales, supporting the objective to make social enterprise the business model of choice.

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**Many thanks for the invaluable help provided via Social Business Wales in setting up our Community Interest Company. As you are aware, I was struggling! You and your colleagues provide a valuable resource in the minefield that can be encountered in business setup and administration.**

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### 3. Social enterprise is an integral, and visible, part of everyday life. We want to bring people together to make positive change happen and ensure that the social enterprises behind this change have the profile they deserve and need.

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**The sector is a big player in the Welsh economy, delivering essential public services, and is crucial to communities across Wales.**

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Social entrepreneurs and enterprises are change makers, making a difference to the lives of people in communities up and down the country. We know that to increase the impact it must become the business model of choice and a unified voice can help to build momentum. The sector is a big player in the Welsh economy, delivering essential public services, and is crucial to communities across Wales. We want to connect the sector at community level to share knowledge and learning and build a collective voice. We believe that we have a key role to play in facilitating social enterprises coming together, and to bringing their collective voice to national policy and decision making tables.

We have sought to develop peer-mentoring - Egin is a programme that aims to unlock the collective power of communities in Wales to take their first steps towards tackling climate change and living more sustainably, led by Development Trusts Association Wales, and will run until 2029.

We seek to be a voice for the sector in policy development processes, bringing together different experiences and perspectives and utilising our extensive networks across Wales. This report is a step towards increasing our collaboration with the sector on achieving our vision for the future. It is vital that the potential and impact of social enterprise is seen by all – across different levels and departments of government, by all political parties, by communities themselves, and organisations across different sectors of the economy.

We want to develop social enterprise beyond the specific sectors that were identified in the Welsh Government Programme for Government and to see the model put at the heart of key agendas such as innovation, social partnership, a just transition to net-zero, health and care, the foundational economy, creating better jobs closer to home and community development. It is essential that social enterprise is embedded and facilitated in local economic development strategies to ensure that the benefits of the triple-bottom line model are achieved across the country.

To develop successful and impactful policy, we need the experiences and insights of social businesses themselves to inform the policy agenda. We will work to amplify the voice of the sector and the people working in it, raising the issues that matter to them most at the highest levels. We will also partner with others inside Wales and beyond where this adds value and strength of voice to our calls.



The Social Business Wales Conference and Awards is a highlight of the year in which the incredible impact of the social enterprise sector is given high profile and success is celebrated. It provides a key opportunity to promote the impact of the sector and a platform for developing networks, recognising success, strategic thinking and developing a cohesive voice for the sector. In 2023, for the first time, we were able to offer bursaries for individuals with specific barriers to attend and the benefit this had to the Conference and those who were able to attend was clearly evident. We will continue to do this to ensure our events are as accessible and impactful as possible.

Obehi's, Wrexham/Wreccsam



## Social Business Wales Awards Winner 2023

Here are the winners of the 2023 SBW Awards – showcasing the extensive and diverse range of social enterprises in the Sector.

### Social Enterprise of the Year Award- Câr-y-Môr

Câr-y-Môr is committed to starting the first commercial seaweed and shellfish farm in Wales, to motivate and inspire others to duplicate. They are a community-owned business using regenerative ocean farming, food security and sustainable job creation to improve the coastal environment and the wellbeing of the local community.

[www.carymor.wales](http://www.carymor.wales)



### One to Watch – The Bike Lock

Cardiff's first secure cycle storage facility. An independent bike storage and coworking space, serving locally roasted coffee in the heart of Cardiff.

With a mission to build a space that encourages people to be more active and engage with their community, The Bike Lock impressed the judges with their passion and drive to support active travel in and around Cardiff, enabling a healthier and happier community.

[www.thebikelock.co.uk](http://www.thebikelock.co.uk)



### Social Enterprise Innovation of the Year – Creating Enterprise

Creating Enterprise, part of Cartrefi Conwy, is an award-winning building and maintenance contractor based in North Wales. The judges were impressed by their plans to build energy efficient, carbon zero homes, certified by Beattie Passive, whilst also employing the people supported by Cartrefi Conwy in the construction of these innovative homes.

[www.creatingenterprise.org.uk/en/home](http://www.creatingenterprise.org.uk/en/home)



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**Creating a more supportive, adaptable, resilient and resourceful environment for every living thing.**

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### **Building Diversity, Inclusion, Equity, & Justice Award – Outside Lives**

With nature as their guide, Outside Lives are committed to connecting both people and communities, creating a more supportive, adaptable, resilient and resourceful environment for every living thing.

[www.outsidelivesltd.org](http://www.outsidelivesltd.org)



### **Community-based Social Enterprise – With Music in Mind**

With Music In Mind is a not-for-profit Community Interest Company based in South Wales offering a regular service for older people in the community.

The judges were impressed by the care and dedication With Music in Mind show towards the people that need their service, and their plans to extend their services to a wider area, ensuring more people suffering with isolation have the support they need and deserve.

[www.withmusicinmind.co.uk](http://www.withmusicinmind.co.uk)





### Social Enterprise Women's Champion – Eleanor Shaw, People Speak Up

Eleanor is the Founder and Artistic and Business director of People Speak Up (PSU). Having spent many years as a leader in further education settings Eleanor felt the call to really make an even bigger impact. After making the brave move to leave her leadership role in FE she took time out and travelled to find healing and purpose. Eleanor found that through storytelling.

[peoplespeakup.co.uk](http://peoplespeakup.co.uk)



**4. We want to build a broad movement, bound by common principles and values. We will develop ethical alliances within a wider movement of socially responsible businesses and movements aiming to build democratic, sustainable and inclusive economies and tackle our climate emergency.**



Social business must be at the heart of securing a sustainable, just transition to net zero. The triple-bottom line model of people, planet, profit will put innovative, community-led enterprise at the heart of the economy. We have already seen the difference this can make in our mission to create stronger, fairer and greener communities.

There has been a considerable increase in the number of social enterprises identifying protecting the environment as a key objective. In the 2022 mapping report, 44% of the social enterprises report this as being one of their missions – up from 26% in 2018 and 29% in 2020. In 2022, additional questions were asked of businesses around commitments to and actions on becoming a business with net zero carbon emissions. Over half of businesses said that mitigating the climate crisis was a ‘high’ or ‘essential’ priority for them.

While continuing to promote social enterprise as a key asset in securing a just transition, we will work with the sector to ensure its ready to make the step up. Led by DTA Wales, we will ensure that specialist support is made available to social enterprises seeking to adapt their way of working to becoming net zero. DTA Wales is delivering Net Zero Services as part of Social Business Wales, helping social enterprises to reach their sustainability goals. Support includes building energy services; tariff advice; action planning; aid in accessing external grant funding; connections to technical industry experts; and project management & implementation support.

In addition, we will expand our work to support peer mentoring and networking within the sector, especially among those social enterprises already dedicated to becoming net zero. We will also promote social enterprises, as key trusted partners across Wales, as key assets for communicating with communities about the climate crisis and the need for behaviour change.

The last three years have seen significant changes within our communities and our economy that make fair work and inclusivity more important than ever. The cost of living crisis has exacerbated existing inequalities within our communities, and the social enterprise sector has a key role to play in leading the way to restructure our local and national economies for the better through empowerment and engagement.

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**In the 2022 mapping report, 44% of the social enterprises report this as being one of their missions – up from 26% in 2018 and 29% in 2020.**

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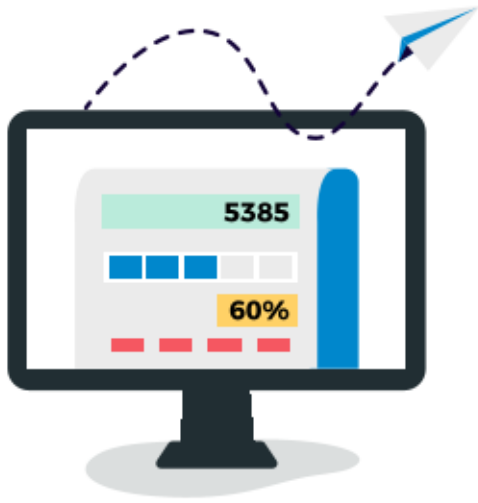
Cynon Valley Organic Adventures, Rhondda Cynon Taf

New legislation and strategies in Wales, such as the Social Partnership Bill and the Wales Anti-Racist Action Plan are putting fair work and equality, diversity and inclusion at the heart of the policy agenda. Our research shows that 66 percent of social enterprises in Wales pay the living wage to all staff, highlighting how Fair Work is at the heart of the business model. However, we want to see this expand further, and we have recently started working with Cynnal Cymru to ensure that every organisation on the Social Enterprise Stakeholder Group is an accredited living wage employer and that we can provide the best possible awareness-raising and support for the sector. In addition, the Community Asset Loan Fund offers interest rate reductions for climate change action and National Living Wage accreditation.

Through collaboration, we are actively working towards making the social enterprise support sector more inclusive through recruiting specialist staff with lived experience, developing more effective outreach by working with inclusion partners and piloting new grants schemes which support marginalised communities. We know we need to do more and will use this experience to refine our practice and share learning with the wider sector.



## 5. Recovering from Covid



At the time of the publication of the Vision and Action Plan, Wales was at the beginning of the Covid-19 pandemic. While the sector, like all parts of our economy and communities, faced huge challenges, the defining memory should be how it stepped up to continue to make a vital social impact at a time of crisis. Organisations pivoted and innovated to ensure people had access to essential services and activities. The Third Sector Resilience Fund was successful in supporting social enterprises through the extreme challenges of the pandemic and we can take our learning from this time of crisis into future challenges that we know are coming, especially around climate change and the cost of living crisis. Whilst the impacts of the pandemic on people and communities continue to roll, the sector has emerged with new ideas and a fresh determination to grow and diversify its impact.

Covid-19 won't be the last crisis in Wales. But we know that whatever comes next, the social enterprise sector will have making a social impact at the centre of its business model, and can provide the innovation, sustainability and community-led drive that we need to make radical change.

As the Social Enterprise Stakeholder Group, we will continue to work to achieve our ambition of making social enterprise the business model of choice in Wales by 2030. We would welcome the opportunity to work with you to ensure this becomes a reality.

Outside Lives



## The next steps

**We know that Wales will face extreme challenges in the coming years as we seek to transform our economy and communities to be more resilient, sustainable and equal. The data and case studies in this document demonstrate that the social enterprise sector in Wales is resilient, growing and optimistic for its future growth potential and the role it can play in creating a fairer, greener Wales. We are in an excellent position to make Wales a true social enterprise nation, with the triple bottom-line business model at the heart of our economy.**

This innovative sector is ambitious for its future and ready to step up in response to the challenges Wales faces in the coming years. The Social Enterprise Stakeholder Group will work with stakeholders to ensure the value of the sector is recognised and that it continues to have access to high-quality support in order to achieve its aims. Despite a complex period of perma-crisis over the first three years of the Vision and Action Plan we have made positive progress against the aims. The sector has rallied in response with life changing impact for people and communities and is in a strong position to continue to be part of a vital response in times of ongoing uncertainty and challenge.

If we want to see the sector continue to grow and flourish in Wales, as a country we need to ensure the right conditions that match the ambitions of social entrepreneurs themselves. We will: continue to provide accessible specialist support that is highly-valued; finance options to support them to start and scale their businesses; and, procurement processes that recognise the social value they produce and the specific needs of social businesses. Importantly, we will continue to push for social enterprise at the heart of national and local economic development strategies with a “social enterprise first” approach. This is how we will achieve our vision of Wales as the leading country in the world for social enterprise.

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**If we want to see the sector continue to grow and flourish in Wales, as a country we need to ensure the right conditions that match the ambitions of social entrepreneurs themselves.**

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If you would like to learn more about the Social Enterprise Stakeholder Group and our work to achieve the ambitions of the Vision and Action Plan, we would be delighted to discuss how we can collaborate.

Please get in touch via Policy and Engagement Officer Daniel Roberts via [\*\*dan.roberts@cwmpas.coop\*\*](mailto:dan.roberts@cwmpas.coop)