



Council Offices, Almada Street  
Hamilton, ML3 0AA

Friday, 25 November 2022

Dear Member

## **Community Wealth Building Commission**

The Members listed below are requested to attend a meeting of the above Board to be held as follows:-

**Date:** Tuesday, 06 December 2022  
**Time:** 14:00  
**Venue:** Hybrid - Council Chamber, Council Offices, Almada Street, Hamilton, ML3 0AA

The business to be considered at the meeting is listed overleaf.

**Yours sincerely**

**Cleland Sneddon**  
**Chief Executive**

### **South Lanarkshire Council**

Councillor Alex Allison  
Councillor Robert Brown  
Councillor Margaret Cooper  
Councillor Joe Fagan (Chair)  
Councillor Kirsten Robb  
Councillor John Ross  
Councillor Margaret B Walker  
Cleland Sneddon, Chief Executive  
Paul Manning, Executive Director (Finance and Corporate Resources)  
Soumen Sengupta, Director, Health and Social Care

Heather Knox, Chief Executive, **NHS Lanarkshire**  
Hisashi Kuboyama, **Federation of Small Businesses**  
Steven Sweeney, Chief Executive, **VASLan**  
Thomas Adamson, Estates Environment Manager, **University of the West of Scotland (UWS)**

## BUSINESS

### 1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 3 - 10  
Minutes of the meeting of the Community Wealth Building Commission held on 6 September 2022 submitted for approval as a correct record. (Copy attached)

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### Item(s) for Consideration

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- 3 **Change in Membership** 11 - 12  
Report dated 11 November 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Community Wealth Building Action Plan - Q2 Update** 13 - 30  
Report dated 18 November 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Quick Quote Update** 31 - 34  
Report dated 7 November 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 **First Scottish Community Wealth Building Conference - 7 October 2022** 35 - 40  
Report dated 14 October 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **Forward Programme for Future Meetings** 41 - 44  
Report dated 24 November 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Social Enterprise Strategy**  
Verbal update by I Ross, Project Manager, Community and Enterprise Resources.

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### Any Other Competent Business

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- 9 **Any Other Competent Business**  
Any other items of business which the Chair decides are competent.

### ***For further information, please contact:-***

Clerk Name:	Helen Calley
Clerk Telephone:	07385370069
Clerk Email:	helen.calley@southlanarkshire.gov.uk

# COMMUNITY WEALTH BUILDING COMMISSION

2

Minutes of meeting held via Confero and in the Council Chamber, Council Offices, Almada Street, Hamilton on 6 September 2022

## **Chair:**

Councillor Joe Fagan

## **Present:**

### **South Lanarkshire Council**

Councillors Alex Allison, Robert Brown, Margaret Cooper, Kirsten Robb, Margaret B Walker  
P Manning, Executive Director (Finance and Corporate Resources)

### **Federation of Small Businesses**

A Aird, Group Chair

### **NHS Lanarkshire**

Dr J Pravinkumar

### **University of the West of Scotland**

T Adamson, Estate Environmental Manager

### **VASLan**

S Sweeney, Chief Executive Officer

## **Also Attending:**

### **South Lanarkshire Council**

### **Community and Enterprise Resources**

I Ross, Project Manager

### **Finance and Corporate Resources**

H Calley, Administration Officer; N Docherty, Administration Assistant; C Fergusson, Head of Finance (Transactions); R Leith, Community, Participation and Development Manager; T Little, Head of Communications and Strategy; G McCann, Head of Administration and Legal Services; N Reid, Improvement and Community Planning Manager; S Somerville, Administration Manager; J Taylor, Head of Finance (Strategy)

### **Social Work Resources**

C Brown, Planning and Performance Manager

## **Apologies:**

### **South Lanarkshire Council**

Councillor John Ross; C Sneddon, Chief Executive; S Sengupta, Director, Health and Social Care

### **NHS Lanarkshire**

H Knox, Chief Executive

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## **1 Declaration of Interests**

No interests were declared.

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## **2 Minutes of Previous Meeting**

The minutes of the meeting of the Community Wealth Building Commission held on 28 June 2022 were submitted for approval as a correct record.

**The Commission decided:** that the minutes be approved as a correct record.

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### 3 Input from CLES/Scottish Government

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N McInroy and T Jackson, Scottish Government gave a presentation on Community Wealth Building (CWB) in Scotland.

Nationally, progress had been made in the following areas:-

- ◆ **Policy**
  - ◆ National Strategy for Economic Transformation (NSET)
  - ◆ engagement across a range of Scottish Government policy areas and planned legislation
- ◆ **Practice**
  - ◆ 5 pilot areas – Clackmannanshire, South of Scotland, Western Isles, Tay Cities/Fife and Glasgow City Region
  - ◆ committed £3million to advance CWB through Ayrshire Growth Deal
  - ◆ well over half of local authorities were looking at or currently implementing CWB
  - ◆ industry and economic sectors were integrating CWB
- ◆ **COVID Recovery Strategy**
  - ◆ support given to all 32 local authorities to develop plans
- ◆ **Partnership with Economic Development Association Scotland**
  - ◆ knowledge sharing

The following was considered as good general practice in terms of CWB:-

- ◆ to develop a CWB Action Plan
- ◆ to develop a baseline and set of outcomes on which to gauge progress on CWB actions
- ◆ to establish CWB commissions linked to community planning partnerships
- ◆ to establish Anchor Charters to ensure all partners understood and advanced their role as employers, purchasers and land and property owners
- ◆ to establish Fair Work/Employment Charters to ensure all partners advanced fair work convention principles
- ◆ to change internal working practices, for example linking economic development and procurement, linking business support, procurement and employability services

Details were given on practical examples in terms of the 5 CWB pillars.

N McInroy and T Jackson responded to members' questions on:-

- ◆ the extent of the level of engagement developed and buy-in from anchor institutions and how the Scottish Government was looking to address barriers
- ◆ local banking and how it was difficult to capitalise on community banking due to resources
- ◆ strengthening community groups and reviewing community benefits/assets

**The Commission decided:** that the presentation on progress of CWB nationally be noted.

*S Sweeney and T Adamson left the meeting following this item of business*

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### 4 Local Spend Update

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A report dated 14 July 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the Council's current position in terms of local spend to support the Community Wealth Building Strategy.

At its meeting held on 7 February 2022, the Commission noted performance information on the level of local spend. A geographical evaluation of the 2020/2021 spend was also given, together with a wider analysis.

Details were provided on the Council's performance in recent years compared to the average position across Scotland.

The Council's 2021/2022 spend with local enterprises had returned to the pre-pandemic position. This was directly related to increased spend with local suppliers for works, goods and services adversely impacted by COVID-19, including construction, furniture and transport.

The Improvement Service's Local Government Benchmarking Framework (LGBF) indicators had shown that South Lanarkshire had a lower proportion of procurement spend on local enterprises than North Lanarkshire and the Scottish average.

One of the highest areas of spend where there were opportunities to improve local spend was in construction. As part of the further exploration into the apparent variance in spend on local small and medium-sized enterprises (SMEs) in North and South Lanarkshire, some high level analysis of the construction sector had been undertaken. The latest Enterprise Count data for 2021 complemented the Scottish Government's Businesses in Scotland data by showing that there were more medium-to-large sized construction enterprises in North Lanarkshire than in South Lanarkshire.

The improved scope of quick quote to facilitate more spend with local SMEs would provide opportunity to close this gap. However, further investigation had shown that there were low numbers of South Lanarkshire construction trades registered with Public Contracts Scotland (PCS) and were, therefore, not actively engaged in public sector procurement. Feedback, through sector engagement, informed that the preferred route to gaining new business for small companies was via business-to-business referral and networking. The perceived complexity of public sector procurement and the required investment in completing tender submissions were potentially deterring some small businesses that might lack sufficient administrative resources.

Further supplier engagement and promotion of the free to access support, together with a campaign to encourage businesses to register with PCS would be undertaken to encourage participation in tendering exercises. A further route to promoting tender activity was through encouraging wider engagement with collaborative opportunities provided by HubSW through subcontracting and Scotland Excel to access wider public sector spend.

Further analysis of Council spend was given across the following 5 levels:-

- ◆ South Lanarkshire
- ◆ pan-Lanarkshire
- ◆ Glasgow City Region
- ◆ Scotland
- ◆ outwith Scotland

Using the Grow Local tool, the analysis of existing suppliers by the largest active spend categories had indicated that there were SMEs within South Lanarkshire in categories of spend which were largely going outwith South Lanarkshire. Discussions were taking place with services to identify the opportunities presented from the review of the management information that should allow more local businesses to bid for prospective work on a competitive basis.

To ensure the benefits of sub-contracting spend with South Lanarkshire businesses could be measured in a reliable and consistent way, contractors would be asked to quantify the level of subcontracting spend. The changes required to the contract terms and conditions would be implemented as part of the work currently being undertaken to implement the requirements of Scottish Procurement Policy Note 2 /2022 – 'Prompt Payment in the Supply Chain'.

Several actions to support the objective of increasing local spend levels and capturing spend information were detailed at Section 8 of the report.

P Manning responded to a member's question in terms of what happened at the end of Public Private Partnership (PPP) contracts and the revised approach to measure sustainability in contracts.

In response to a member's question regarding analysis of spend for localities, in particular for the Cambuslang/Rutherglen area, C Fergusson advised that he could further analyse the information in terms of types of spend.

**The Commission decided:**

- (1) that the report be noted; and
- (2) that the next steps, as outlined in Section 8 of the report, be agreed.

*[Reference: Minutes of 7 February 2022 (Paragraph 4)]*

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## **5 Community Wish Lists**

A report dated 15 July 2022 by the Executive Director (Finance and Corporate Resources) was submitted providing an update on local work undertaken to develop a Community Wish List approach.

Community benefits were contractual requirements to deliver a wider social benefit in addition to the core purpose of the contract. The Council, through its procurement arrangements and its suppliers, had delivered community benefits for residents, for example training and employability opportunities and local supply chain sub-contacts.

Community Wish Lists were an evolving concept within the public sector where communities were encouraged to put forward requests for specific needs or benefits that could be supported by the selection of suppliers delivering contracts.

Through Glasgow City Region, projects were also delivering community benefits. Work was underway to better align community benefits provided in South Lanarkshire Council and City Deal contracts with the needs of local communities.

All 8 local authorities who were part of the City Region had agreed to work together to develop a regional Community Wish List approach. The City Region had committed to develop a web-based Community Wish List interface which would allow the member authorities to have control over their own process and the content of their web page. This was expected to be available later in 2022.

The Council had identified investment funding which would support a fixed term 0.5 FTE officer post to work with communities to promote understanding and awareness of the Community Wish List approach. The postholder would have a focus on supporting groups to participate in identifying their wishes and on managing their expectations as to what the procurement system might be able to deliver for them and their area. It was anticipated that the post would be filled by September 2022.

A Community Benefits Officer was also being appointed within the Procurement Service of the Council to deliver community benefit outcomes for the Council and Glasgow Region City Deal, with a key focus on those community benefits which maximised the economic impact from the City Deal Procurement Programme and business as usual. This officer would work closely with the Community Wish List Officer.

The NHS also had a Community Benefit Gateway (CBG), which was a free and easy to use online service that connected NHS Scotland suppliers with third sector community organisations within Scotland. Details were provided on community initiatives it supported. The Community Wish List Officer would promote the CBG to community organisations.

In response to a member's question, R Leith confirmed that the development of Equality Impact Assessments would be kept under review as part of the Community Wish List approach.

**The Commission decided:**

- (1) that progress to develop a Community Wish List approach be noted; and
- (2) that partners consider opportunities to promote community benefit activity from their own procurement practices.

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## **6 Community Wealth Building – Risk Register**

A report dated 12 August 2022 by the Executive Director (Finance and Corporate Resources) was submitted providing an update on the risk register for Community Wealth Building (CWB).

The Commission, at its meeting on 27 October 2021, approved a risk register, with risks recorded against each of the 5 pillars within the Strategy.

In consultation with the Council's CWB lead officers, a review of the risk register and risk control plan was completed in July 2022.

The updated risk register, including the recorded control, was attached as Appendix 1 to the report. A new overarching risk, in terms of the impact of rising energy prices, inflation and interest rates, had been added with a residual score of 20, which made it the highest scoring risk. Five control measures had been identified, including business support for local businesses and cost of living support to residents. A new control action had also been added to the action plan to monitor the availability of support from government. There had also been a number of amendments to control measures.

A summary of progress in the delivery of the Risk Control Plan, which contained 22 actions, was as follows:-

- ◆ 3 actions had been completed
- ◆ 19 actions were currently on target to deliver within the timescales set or were ongoing with no issues identified

C Fergusson responded to a member's question in terms of Quick Quote and buy-in with local businesses. He advised that relevant information was contained in the Action Plan report, which was the next item on the agenda, and an update would be provided to the December meeting in terms of lessons learned and progress.

**The Commission decided:** that the update on the CWB risk register and progress in the delivery of the risk control plan be noted.

*[Reference: Minutes of 27 October 2021 (Paragraph 4)]*

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## **7 Community Wealth Building – Action Plan 2022 Refresh**

A report dated 19 August 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the draft Community Wealth Building (CWB) Action Plan 2022/2023.

At its inaugural meeting on 31 August 2021, the Commission approved an action plan to accompany the CWB Strategy. Following presentation of the Q4 report, the action plan was reviewed to remove completed actions and to refresh the remaining actions for year 2 of the Strategy.

The refreshed Action Plan would continue to be monitored and reported through the Improve system, with updates provided to the Commission at Q2 and Q4.

Officers responded to members' questions on various aspects of the report and in terms of Councillor Robb's comments on how land and buildings were used, T Little advised that this was built into action plans. In terms of how the Council ensured its banks backed community Wealth building and sustainability principles, J Taylor clarified that banks had their own sustainable investment policies; however, she undertook to check they referenced community wealth building.

**The Commission decided:** that the CWB Action Plan, attached as Appendix 1 to the report, be approved.

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## **8 Community Wealth Building – Town Centre Update**

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A report dated 25 July 2022 by the Executive Director (Community and Enterprise Resources) was submitted providing an update on town centre project work across South Lanarkshire which met Community Wealth Building (CWB) objectives.

The Council received funding from the Scottish Government, in common with all local authorities, to support town centres to bring forward transformational change for the communities they served.

The Council chose to invite bids from communities to deliver the most effective programme of projects. The outcome of this approach had been a number of innovative and community focused projects which supported the towns and their communities but were also delivering CWB objectives and supporting 20-minute neighbourhoods. Those projects and initiatives, which linked directly to each of the CWB pillars, were detailed in appendices 1 and 2 to the report.

The Town Centre Action Plan (TCAP) presented an opportunity to continue to build on the work to prioritise town centres as a central economic objective. It was widely recognised that there was no single approach which would address the challenges of all towns and while the TCAP provided a useful baseline, officers and communities required to tailor their approach to maximise the opportunities based on local need. To date, action plans had been delivered for Cambuslang, Hamilton, Blantyre and Larkhall.

Officers in Economic Development were working with all key stakeholders and had commissioned the following 2 key pieces of work to set the direction of the Council's work around town centres going forward which would inform and align with existing and emerging funding opportunities around town centres:-

- ◆ Town Centre Visioning – this would set out how the Council delivered on the strategic aims and objectives at a local level
- ◆ Transition to Net Zero – this would set out a practical approach to working towards net zero across towns

I Ross responded to a member's question in terms of the Council's strategy and approach.

**The Commission decided:** that the report be noted.



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## **9 Community Wealth Building Commission – Annual Report**

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T Little, Head of Communications and Strategy advised that, following approval of the draft Annual Report 2021/2022 at the Commission's meeting held on 28 June 2022, a copy of the final document was attached for information.

**The Commission decided:** that the finalised Annual Report 2021/2022 be noted.

*[Reference: Minutes of 28 June 2022 (Paragraph 5)]*

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## **10 Urgent Business**

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There were no items of urgent business.



# Report

**3**

Report to: **Community Wealth Building Commission**  
 Date of Meeting: **6 December 2022**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Change in Membership**

## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ advise on a change to the membership of the Commission and Progress Group

## **2. Recommendation(s)**

2.1. The Commission is asked to approve the following recommendation(s):-

- (1) to note that Hisashi Kuboyama, Federation of Small Businesses (FSB) to replace Andy Aird, FSB on both the Commission and as the Vice Chair of the Progress Group.

## **3. Background**

3.1. The Community Wealth Building Progress Group, at its meeting on 8 November 2022, was advised that Andy Aird, FSB would be stepping down from his role within the FSB and, consequently, his position on the Commission and as Vice Chair of the Progress Group would be undertaken by Hisashi Kuboyama as his replacement.

## **4. Employee Implications**

4.1. None.

## **5. Financial Implications**

5.1. None.

## **6. Climate Change, Sustainability and Environmental Implications**

6.1. There are no climate change or environmental implications as a result of this report.

## **7. Other Implications**

7.1. There are no issues in terms of risk arising from this report.

## **8. Equality Impact Assessment and Consultation Arrangements**

8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy, therefore, no impact assessment is required.

8.2. All necessary consultation has taken place.

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

11 November 2022

**Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, effective, efficient and transparent

**Previous References**

- ◆ None

**List of Background Papers**

- ◆ None

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Susan Somerville, Administration Manager

Ext: 4197 (Tel: 01698 454197)

E-mail: [susan.somerville@southlanarkshire.gov.uk](mailto:susan.somerville@southlanarkshire.gov.uk)

# Report

4

Report to: **Community Wealth Building Commission**  
 Date of Meeting: **6 December 2022**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Community Wealth Building Action Plan: Q2 Update**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present the Q2 progress update on the Community Wealth Building Strategy action plan

## 2. Recommendation(s)

2.1. The Commission is asked to approve the following recommendation(s):-

- (1) that the contents of the report be noted.

## 3. Background

3.1. The Commission approved the 2022/2023 Community Wealth Building action plan at its meeting on 6 September 2022.

3.2. This report presents an update on the actions contained within the action plan for the 6 month period March to the end of September 2022.

## 4. Progress Update

4.1. In line with the reporting arrangements for other key plans and strategies, the CWB action plan has been uploaded to the performance reporting system Improve.

4.2. There are 84 actions within the CWB action Plan for 2022/2023. Progress to date against these actions is shown in the CWB Quarter 2 Performance Report 2022/2023, attached as Appendix 1.

4.3. This report uses a traffic light format with the following definitions to give a status report on the progress of the actions:-

Status	Definition
<b>Blue</b>	Action complete
<b>Green</b>	The timescale or target has been met as per expectations
<b>Amber</b>	There has been minor slippage against timescale or minor shortfall against target
<b>Red</b>	There has been major slippage against timescale or major shortfall against target
<b>Report later</b>	The information is not yet available to allow us to say whether the target has been reached or not. This will be reported when available

4.4. The overall summary of progress to date is as follows:-

Status	Actions	
	Number	%
Blue	3	4
Green	68	81
Amber	5	6
Red	0	0
Report later	8	9
<b>Totals</b>	<b>84</b>	<b>100 %</b>

(Data correct as at 18 November 2022)

- 4.5. A full-year report on progress against the action plan will be brought to a future meeting of the Commission.

## **5. Employee Implications**

- 5.1. There are no direct employee implications.

## **6. Financial Implications**

- 6.1. There are no direct financial implications.

## **7. Climate Change, Sustainability and Environmental Implications**

- 7.1. There are no climate change implications as a result of this report.

## **8. Other Implications**

- 8.1. None.

## **9. Equality Impact Assessment and Consultation Arrangements**

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

18 November 2022

## **Link(s) to Council Priorities/Values/Outcomes**

- Accountable, effective, efficient and transparent

## **Previous References**

- CWB Commission Report – CWB Action Plan 2022 Refresh

## **List of Background Papers**

- None

## **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Tom Little, Head of Communications and Strategy

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E-mail: Tom.Little@southlanarkshire.gov.uk



# Community Wealth Building - Plan

## Performance Report 2022-23

### Quarter 2 : April 2022 - September 2022

(This represents the cumulative position to September 2022)

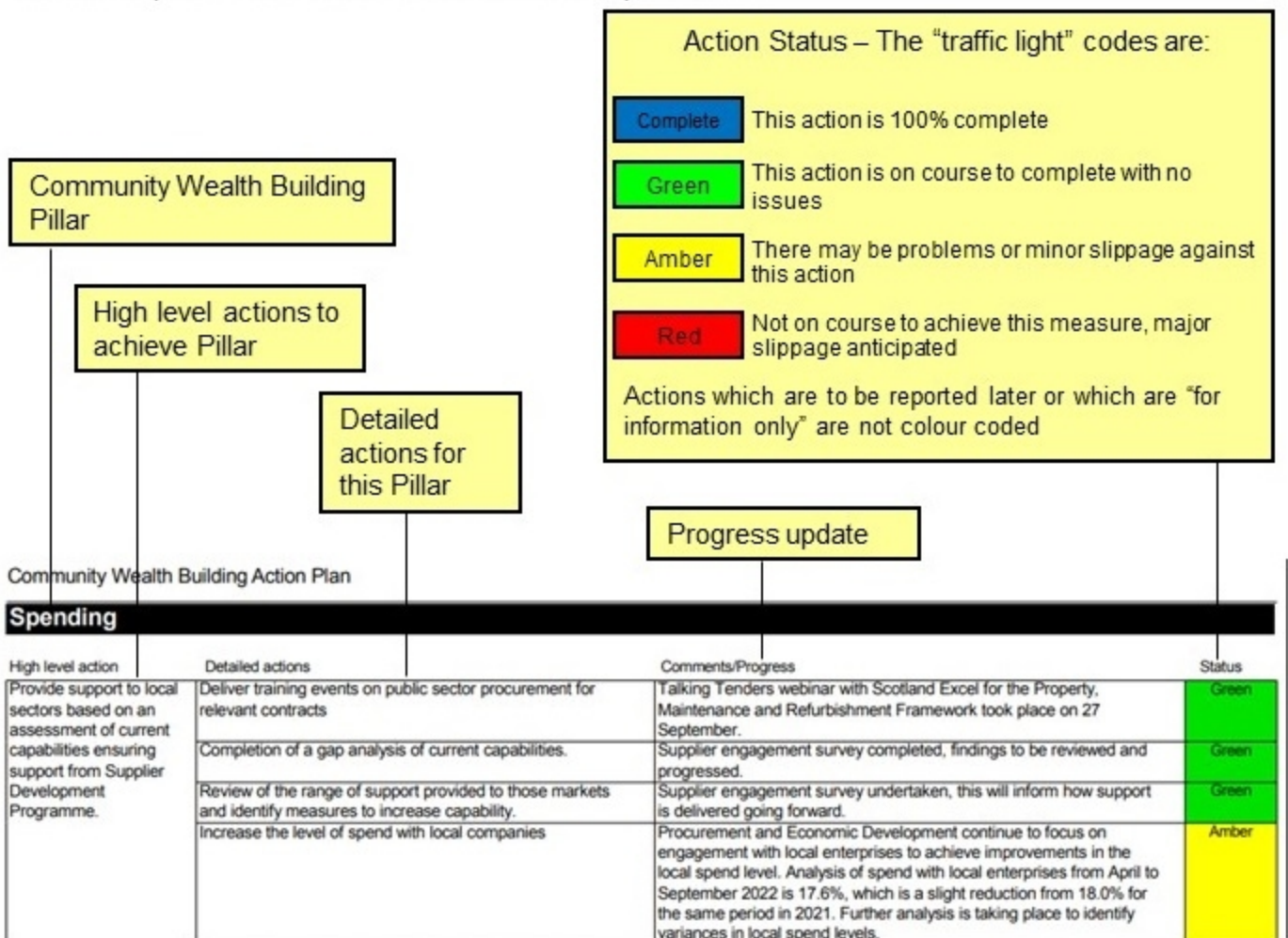


Summary - number of detailed actions complete, green, amber and red under each Community Wealth Building Pillar

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
<b>Total</b>	<b>3</b>	<b>68</b>	<b>5</b>	<b>0</b>	<b>8</b>	<b>84</b>

## 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

## 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

## Community Wealth Building Action Plan

### 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

## 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

## Community Wealth Building Action Plan

### 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



## 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

## Community Wealth Building Action Plan

### 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 and 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

# Report

**5**

Report to:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>6 December 2022</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Quick Quote Update</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to: -

- ◆ provide the Community Wealth Building Progress Group with an update on the progress being made in relation to the award of council contracts to local companies under the new Quick Quote arrangements, the engagement activity taking place with businesses and the development of the opportunity pipeline

## **2. Recommendation(s)**

2.1. The Community Wealth Building Progress group is asked to approve the following recommendation(s): -

- (1) that the update be noted

## **3. Background**

- 3.1. A key objective of the Community Wealth Building strategy is to increase the levels of spend by the council and anchor institutions within the South Lanarkshire area. An action plan supports the Spend pillar of the strategy detailing the range of measures to be taken to achieve this. The measures cover reviewing the processes for how the council procures, engagement and support with businesses and the provision of appropriate tender opportunities.
- 3.2. Quick quote allows the Council to select and invite suppliers to quote for contracts without public advertising and targeted at local businesses and SMEs (Small and Medium sized Enterprise), where they exist. Prospective bidders can register their interest in receiving quotes and online quotes are requested by the Council, following selection of an appropriate group of suppliers. The process is quicker and simpler for both the Council and bidders and a suitable route to market to encourage local SMEs to engage with Council contract opportunities.
- 3.3. The Council, as its meeting held on 22 September 2021, agreed changes in the use of quick quote opportunities to increase opportunities for local business:
- to increase the current financial limit for procuring works contracts using quick quote from £50,000 to £2million
  - For all Quick Quotes, the minimum number of quotes to be obtained from local enterprises where quick quote is used was increased to 4 from 5 bids (previously 2 from 5) for goods, services and works where such SMEs exist.
- 3.4. Other procurement routes would continue to be used, as appropriate, including call offs from existing frameworks. The choice of procurement route would be guided by the availability of suitable suppliers and the timescales for delivering projects.

#### **4. Progress Update**

- 4.1. Since the implementation of the new quick quote arrangements, 32 procurements to the value of £6.256m for works contracts over £50,000 have commenced. Of these, 24 have been completed to the value of £4.861m with:
- 203 bidders invited
  - 79 South Lanarkshire based business invited to bid (39%)
  - 25 bids received from South Lanarkshire based businesses (32% of South Lanarkshire businesses invited)
  - 8 contracts awarded to South Lanarkshire based businesses (33% of total contracts awarded)
- 4.2. Property Services recently completed a quick quote exercise for the extension at Castlefield Primary School to gain further insight into the performance of local businesses and any potential barriers to success. There were four quick quotes issued for this project to a value of £0.360m:-
- 30 companies were invited
  - 13 companies were South Lanarkshire based (43%)
  - 3 South Lanarkshire companies bid (23% of South Lanarkshire businesses invited)
  - 1 contract was awarded to a South Lanarkshire based company (25% of total contracts awarded)
- 4.3. To evaluate the reasons why South Lanarkshire based companies did not have a high success rate with this procurement, contact was made by Economic Development with four local mechanical and plumbing contractors who were invited to bid. Key points from the following feedback are provided below:-
- Quick Quote got lost in emails
  - Would benefit for some support on ensuring their PCS (Public Contract Scotland) registration is up to date. *Action: were referred to SDP (Supplier Development Programme).*
  - Not confident in submitting a tender. *Action: were referred to SDP and the Business Gateway for Expert Help.*
  - Could take too long to price and it is not economical to do. Small contracts up to £10,000 are preferred. Feel jobs are weighted towards larger companies.
- 4.4. This analysis shows there is progress to be made in identifying enough South Lanarkshire based companies to bid and in supporting their efforts to bid. Greater promotion of lower value contracts should also be considered.

#### **5. Engagement with Businesses**

- 5.1. Engagement with businesses is an important part of the efforts to increase local spend, therefore a range of activities are being undertaken to promote future opportunities and support the development of tendering skills and capability.
- 5.2. On 15 February 2022, a Quick Quote training session was run by the Procurement team. This was attended by 78 business representatives with 23 from South Lanarkshire. The session covered the changes to the quick quote process, accessing opportunities and best practice in responding to tenders.
- 5.3. A Talking Tenders session is being held on 24 November to encourage as many relevant local businesses to be “tender ready” and registered with PCS in order that they can be invited to quick quotes, to increase local economic benefits and the pool



of potential suppliers. Resource representatives will also be present to give an overview of forthcoming tender opportunities. Key objectives of the session are:-

- to inform existing and new local suppliers on the change to the procurement process
- to highlight to businesses the common mistakes made by bidders
- educate businesses on the use of PCS and the quick quote process
- dispel pre-existing fears about using IT-based online tendering
- promote SDPs (Supplier Development Programme) range of free training

5.4. To encourage the participation of local businesses in broader procurement activity, engagement with local businesses continues with three activities of note:-

- significant marketing/awareness raising efforts have been carried out by Economic Development to advise the local business base of the Scotland Excel Property Maintenance and Refurbishment Framework opportunity. A webinar was delivered by the Supplier Development Programme (SDP) on 27 September-2022 to give businesses information on how to submit a tender for this framework. 39 businesses attended, unfortunately only 4 of these businesses were based in South Lanarkshire. Representatives of the following organisations including Federation of Small Business, Lanarkshire Chamber of Commerce and Lanarkshire Business Group were also asked to cascade promotional information to any relevant businesses they engage with. 315 local businesses were also emailed on 4 October 2022 to advise of the opportunity
- a pre-tender information event for the new Roads and Infrastructure framework is being held on 15 December 2022 to encourage local enterprises to bid for the new framework, which will include roads, traffic management, structures, and outdoor infrastructure works
- a Meet the Real Buyer event is being held on 22 February 2023 in conjunction with North Lanarkshire Council. This will provide an opportunity to engage and promote tender opportunities on a wider scale with many more businesses

## **6. Pipeline Development**

- 6.1. The Roads service has prepared a pipeline of projects focussing on a number of footway resurfacing projects. There are 9 footway projects in the East Kilbride, Rutherglen, and Cambuslang area covered by Quick Quote, split into three packages.
- 6.2. The first contract has been recently awarded to JH Civil Engineering Ltd (based in NLC) at a cost of £116,427. A South Lanarkshire based company did bid with a lower cost, however, they did not provide a completed bid rendering it invalid and this was advised to them. The second package is expected to go to Quick Quote within the next two weeks at an estimated value of £149,780. The final batch will go to quick quote towards the end of the calendar year at an estimated value of £171,000.
- 6.3. The Roads service will complete a review of the effectiveness of the Quick Quote process upon completion of the tendering of the 3 packages.
- 6.4. The next project from Housing and Property Services which will be made available for quick quote is First Steps Nursery. This project valued at £1.2m with various trades to be procured.

- 6.5. Procuring Resources continue to appraise further opportunities for the use of Quick Quote as part of the development of the approach. The extent of using direct awards and mini competitions from existing procurement frameworks and quick quotes under £50,000 will form part of this exercise.
- 6.6. A key feature in the continued development of the pipeline is also ensuring local businesses are given sufficient notice of forthcoming opportunities.
- 7. Employee Implications**
- 7.1. Resources from Procurement, Economic Development, Roads and Property Services and Economic Development are committed to the activity covered in the report.
- 8. Financial Implications**
- 8.1. None.
- 9. Climate Change, Sustainability and Environmental Implications**
- 9.1. Increased local procurement can assist in meeting climate change and sustainability targets.
- 10. Other Implications**
- 10.1. There is a risk that the level of local spend by the council and other anchor institutions does not increase. This may arise as a result of significant economic factors that influence business activity and performance and the scale and mix of local businesses in South Lanarkshire performance. The measures within the Spend Pillar action plan can mitigate some of this risk.
- 11. Equality Impact Assessment and Consultation Arrangements**
- 11.1. None.

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

7 November 2022

**Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, effective. Efficient and transparent

**Previous References**

- ◆ None

**List of Background Papers**

None

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact: -

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# Report

6

Report to:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>6 December 2022</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>First Scottish Community Wealth Building Conference - 7 October 2022</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Commission on the first Community Wealth Building Conference held on 7 October 2022 and the potential learning for South Lanarkshire.

## 2. Recommendation(s)

2.1. The Commission is asked to approve the following recommendation(s):-

- (1) that the contents of the conference detailed within the report be noted; and
- (2) that the Commission consider how the potential learning contained within section 5 could be implemented in South Lanarkshire.

## 3. Background

3.1. On 7 October 2022, North Ayrshire Council hosted the first Community Wealth Building Conference in Scotland at Saltcoats Town Hall. Each local authority was invited to send two candidates along to participate, and the Community Engagement Manager and Economic Development Manager attended. This report contains feedback on the event and some potential development areas of learning.

## 4. The Conference

4.1. The full day conference was comprised of four sessions, with a welcome and conclusion. The programme for the day, detailing all presenters and the organisations which they represent, is attached as Appendix 1.

4.2. The welcome session, chaired by the Chief Executive of North Ayrshire Council, Craig Hatton. This session set the scene for what was to come by explaining the history of CWB in North Ayrshire. Tom Arthur, the Minister for Public Health, Finance and Community Wealth Building discussed the Scottish Government aspirations for CWB, including the introduction of a national policy and interest in any feedback to the consultation around this regarding what the Government could do to support local implementation.

4.3. The first session, chaired by Russell McCutcheon the Executive Director (Place) of North Ayrshire Council, focused on some success stories from work which has already taken place and how these supported the five CWB pillars. A film presentation showcased the impact of CWB work in Ayrshire on the life of a young person who lived there. This can be viewed at [Community Wealth Building - A Day in the life of a young person in North Ayrshire – YouTube](#) . A second film presented the work of the Ayrshire Growth Deal around CWB [Ayrshire's Community Wealth Building Programme | A bold](#)

[approach to Economic Development - YouTube](#) . North Ayrshire Council staff spoke about examples such as work to link procurement activity with development support for local businesses, with an increase in the percentage of local spend and local contracts as a result. The development of two solar PV farms was discussed, being built on sterile ground which had previously been landfill. This is estimated to be capable of providing two thirds of the energy needed by the Council estate, with the surplus being sold to the grid and a percentage of the income generated by this invested back into community benefits once the farms are live.

The vice principal of Ayrshire College, Michael Breen, discussed local work around fair employment, including the lead of NHS Ayrshire and Arran around inclusive recruitment techniques and the support of the local Third Sector Interface, VASA, in developing volunteering opportunities. Finally, Stewart McGregor from Scottish Enterprise spoke about the importance of the plural economy and new models of business ownership to developing CWB initiatives.

- 4.4. The second session, chaired by Professor Sarah Deas from the Wellbeing Economy Alliance, discussed ways in which CWB can be used to influence policy and overcome local economic issues. Speakers included council staff, Sarah McGinley from Democracy Collaborative and Stuart McDonald from CLES. This session explored the transformative capacity of CWB when it is regarded as a fundamental change of approach to economic development and not a way of mitigating difficulties in existing systems. In particular, attention should be given to impact on the four groups most commonly excluded from economic development benefits – young people, females, those with longterm health conditions and those experiencing inwork poverty. Advice given included that we regard CWB as a movement and learn from each other, being open and honest about successes and improvement areas; that we are really clear about our purpose in implementing CWB; and not to be afraid to act now in a constructive way rather than react to crises.
- 4.5. Session three was chaired by Emma McMullen, the North Ayrshire Council Senior Manager for Economic Policy. This session highlighted how CWB can be used in rural and island communities. Callum Ian Maciver of Western Isles spoke about the unique situation there where 77% of land is in community ownership, and the challenges and opportunities are very different from much of the rest of Scotland, with difficulties around housing and shrinking public services, and opportunities being taken to promote community ownership through asset transfer, peatland restoration and embedding services within the local community rather than centrally. Artemis Pana of Scottish Rural Action discussed specific ways that rural communities are embracing CWB, for example within Highland Council where the curriculum in schools has been pivoted to meet CWB aims. Plural ownership of the care sector was also presented as way to help small providers be competitive in markets without putting pressure on them to grow businesses beyond sustainability. This requires connections, collective resilience and networks, not just business planning. The North Ayrshire Local Island Plans were discussed including how these link to the work of the local Community Planning Partnership and locality planning.
- 4.6. The final learning session was chaired by Dr Audrey Sutton, North Ayrshire Council's Executive Director of Communities and Education and brought the conversation back to how communities can be involved in CWB and what is needed to make sure this happens effectively. Dr Sutton discussed how we intentionally involve the community in CWB as a principle, and the overlap between this and the existing framework of community development approaches in use. Communities were presented as anchor organisations in their own rights, and the importance of building human, economic, social and natural capital as a key to individual wellbeing. Community economic

development and the importance of linking community groups with wider social and environmental resources which can help them achieve their aims was highlighted. Examples were presented by community members, including the Training Station in Stevenston, where a karate club were introduced to “friends with talents” such as Scotrail, sportscotland and other council officers who supported them to take ownership of disused space at the railway station and develop a well used community hub. A local Member of the Scottish Youth Parliament spoke about their links to the work, including input around climate change work and the importance of being able to access some unrestricted funding to allow groups to overcome hurdles in their projects. Approximately £3million has been distributed to date through locality partnerships, which has levered in additional investment of around £6.7 million; this has created 48 local jobs, 786 volunteering opportunities, and over 40 sustainable asset transfers to communities. The importance of communities as leaders, and as thought leaders as well as within projects, was highlighted. Finally, Elaine Young from NHS Ayrshire and Arran spoke about the national NHS Benefits Gateway Portal, the local resource being used to help third and community sector groups and suppliers link with each other, and the NHS input to the CWB board and executive leadership in Ayrshire.

- 4.7. Neil McInroy, Scottish Government Advisor on CWB, then closed the event with some reflections and inspiring comments to the attendees.

## **5. Potential Learning Considerations**

- 5.1. The Commission is asked to consider the following key points, which contain suggestions and potential learning for South Lanarkshire:

- ◆ Key to the successful implementation of CWB approaches in Ayrshire so far has been shared leadership around the pillars, for example the work which NHS Ayrshire and Arran has led on around inclusive recruitment. This may be an approach which can be developed between the anchor organisations in South Lanarkshire.
- ◆ Embedding CWB as an approach across all staff groups within the anchor organisations may require awareness raising and learning opportunities; this can help to embed new approaches in staff practice.
- ◆ As the CWB work in South Lanarkshire matures, it should be built into the start of project planning processes and not considered as a bolt on at the end.
- ◆ It is important to consider how communities are involved in the delivery of CWB, the contribution they can make to the agenda, and the difference which this work is intended to make to the lives of people living in South Lanarkshire.
- ◆ Just transition and climate challenge work can be a key feature of CWB and there is an opportunity to create stronger linkages between these two agendas.

## **6. Employee Implications**

- 6.1. There are no direct employee implications.

## **7.1 Financial Implications**

- 6.1. There are no direct financial implications.

## **8 Climate Change, Sustainability and Environmental Implications**

- 8.1. There are no climate change implications as a result of this report.

## **9. Other Implications**

- 9.1. None.

## **10. Equality Impact Assessment and Consultation Arrangements**

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

14 October 2022

### **Link(s) to Council Values/Priorities/Outcomes**

- Accountable, efficient, effective and transparent

### **Previous References**

- None

### **List of Background Papers**

- None

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Rhonda Leith, Community Engagement Manager

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# Celebrating Community Wealth Building

Friday 7 October 2022

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## 10:00-10:35 Welcome Session

Chaired by: Craig Hatton, Chief Executive North Ayrshire Council

Councillor Marie Burns, Leader of North Ayrshire Council

Tom Arthur MSP for Public Finance, Planning and Community Wealth

Ted Howard, Co-Founder and President of the Democracy Collaborative

## 10:40-11:30 Morning Session 1: CWB in Practice – Success Stories and Challenges Aligned to the Pillars

Chaired by: Russell McCutcheon, North Ayrshire Council

Financial power: Ayrshire Growth Deal CWB video

Procurement: Lisa Burns, Procurement Development Manager, North Ayrshire Council

Land and Assets: David Hammond, Head of Sustainability, Corporate Property & Transport, North Ayrshire Council

Fair Employment: Michael Breen, Vice Principal, Ayrshire College

Plural Ownership: Stewart Macgregor, Specialist – Inclusive Models, Scottish Enterprise

Discussion and Q&A session

## 11:30-11:45 Morning Break

## 11:50-12:45 Morning Session 2: How can CWB be used by policy makers to overcome local economic issues?

Chaired by: Sarah Deas, Wellbeing Economy Alliance

Community Wealth Building as an economic model: Sarah McKinley, Democracy Collaborative

North Ayrshire Council's CWB journey: Caitriona McAuley, North Ayrshire Council

Ayrshire Regional Economic Strategy: Stuart MacDonald, CLES

Discussion and Q&A session

## 12:45-1:45 Lunch and Networking

## 1:50-2:45 Afternoon Session 1: CWB and Rural and Island Communities

Chaired by: Emma McMullen, North Ayrshire Council

Calum Iain MacIver, Comhairle Nan Eilean Siar

Artemis Pana, Scottish Rural Action

Arran and Cumbrae Islands Recovery and Renewal Pilot: Sarah Baird, North Ayrshire Council

Discussion and Q&A session

## 2:50-4:00 Afternoon Session 2: What about the 'community' in CWB?

Chaired by: The 'community' in CWB: Audrey Sutton, North Ayrshire Council

NHS Ayrshire & Arran Community Benefits Portal: Elaine Young, NHS Ayrshire & Arran

Networking and Community Stalls

## 4:05-4:30 Reflection and Closing Remarks

Neil McInroy, Democracy Collaborative

Craig Hatton, Chief Executive, North Ayrshire Council





# Report

7

Report to:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>6 December 2022</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Forward Programme for Future Meetings</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise members of the forward programme for the meetings of the Community Wealth Building Commission
- ◆ invite members to suggest topics for inclusion in the Committee's forward programme

## 2. Recommendation(s)

2.1. The Commission is asked to approve the following recommendation(s):-

- (1) that the report and the outline forward programme for the meetings of the Commission, attached as an appendix to the report, be noted.

## 3. Background

- 3.1. At the last meeting of the Commission there was a wide-ranging discussion of Community Wealth Building in response to the input from Neil McInroy and the Scottish Government. Members of the Commission expressed an interest in bringing forward items to future meetings which would explore each of the 5 pillars in detail and allow constructive discussion on how collectively to progress the CWB agenda in South Lanarkshire.
- 3.2. In a similar vein, it has been noted at previous meetings that the updates on the action plan at Q2 and Q4 provide only an overview of progress, with brief summaries of the actions that are being taken. For a detailed understanding of the context, progress and challenges under each pillar, it is necessary to look at specific topics in detail.
- 3.3. To assist in shaping the future deliberations of the Commission, an outline forward programme is attached as an appendix to the report. Members are invited to consider the programme and suggest topics that they would like to see addressed at future meetings.

## 4. Employee Implications

4.1. There are no employee implications.

## 5. Financial Implications

5.1. There are no financial implications.

**6. Climate Change, Sustainability and Environmental Implications**

- 6.1. There are no Climate Change, Sustainability or Environmental implications in terms of the information contained within this report.

**7. Other Implications**

- 7.1. There are no risk implications in terms of the information contained within this report.

**8. Equality Impact Assessment and Consultation Arrangements**

- 8.1. The report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 8.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

24 November 2022

**Link(s) to Council Values/Objectives/Ambitions**

Value – Accountable, Effective, Efficient and Transparent

**Previous References**

None

**List of Background Papers**

None

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Tom Little, Head of Communications and Strategy

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E-mail: Tom.Little@southlanarkshire.gov.uk

## APPENDIX – CWB COMMISSION OUTLINE FORWARD PROGRAMME

Meeting Date	Item	Responsibility
28 February 2023	<ul style="list-style-type: none"> <li>NHS Anchor Benchmarking and Self-Assessment Tool</li> <li>CWB and the Third Sector</li> <li>The Role of Charters in CWB</li> <li>Social Economy Strategy</li> </ul>	NHSL  VASLAN SLC SLC
Future meetings	<ul style="list-style-type: none"> <li>Employability and the Employment Pillar</li> <li>Asset Transfer</li> <li>Planning for Place and CWB</li> <li>Community Benefits within Contracts</li> </ul>	SLC SLC SLC SLC

