



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 29 August 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 September 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**
Andy Aird, **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** 5 - 8
Minutes of the meeting of the Community Wealth Building Commission held on 28 June 2022 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

- 3 **Input from CLES/Scottish Government**
Verbal update on Community Wealth Building in Scotland, Neil McInroy and Tracy Jackson, Local Economic Delivery, Scottish Government
- 4 **Local Spend Update** 9 - 16
Report dated 14 July 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Community Wish Lists** 17 - 20
Report dated 15 July 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 **Community Wealth Building - Risk Register** 21 - 30
Report dated 12 August 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **Community Wealth Building Action Plan 2022 Refresh** 31 - 44
Report dated 19 August 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Community Wealth Building - Town Centres** 45 - 66
Report dated 25 July 2022 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 9 **Community Wealth Building Commission - Annual Report** 67 - 88
Verbal update from Tom Little, Head of Corporate Communications and Neil Reid, Research and Improvement Manager. (Copy of Annual Report 2021/2022 attached)

Urgent Business

- 10 **Urgent Business**
Any other items of business which the Chair decides are urgent.

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 Microsoft Teams and in the Banqueting Hall, Council Offices, Almada Street, Hamilton on 28 June 2022

Chair:

Councillor Joe Fagan

Present:

South Lanarkshire Council

Councillors Alex Allison, Robert Brown, Maureen Chalmers (*substitute for Councillor Ross*), Margaret B Walker

C Sneddon, Chief Executive; P Manning, Executive Director (Finance and Corporate Resources); S Sengupta, Director, Health and Social Care

Federation of Small Businesses

A Aird, Group Chair

University of the West of Scotland

T Adamson, Estate Environmental Manager

VASLan

S Sweeney, Chief Executive Officer

Also Attending:

South Lanarkshire Council

N Docherty, Administration Assistant; S Keating, Property 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

Apologies:

South Lanarkshire Council

Councillors Margaret Cooper, Kirsten Robb, John Ross

NHS Lanarkshire

H Knox, Chief Executive

Chair's Opening Remarks

The Chair welcomed everyone to this first meeting of the Commission in the new Council term and stated that he hoped partners and councillors would work together to build on the approach previously adopted.

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Community Wealth Building Commission held on 7 February 2022 were submitted for approval as a correct record.

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

3 Context for Community Wealth Building: Data Digest

A report dated 9 June 2022 by the Executive Director (Finance and Corporate Resources) was submitted presenting data on the social and economic situation in South Lanarkshire as a context for Community Wealth Building.

A joint session of the North and South Lanarkshire Community Planning Partnerships had been held in June 2021 on the topic of tackling inequalities. The Partnership Boards had considered a digest of demographic, social and economic indicators that related to North and South Lanarkshire.

The information had been presented to the inaugural meeting of the Commission in August 2021 and was now updated, where possible, and attached as Appendix 1 to the report.

The data digest covered a range of topics including:-

- ◆ general population
- ◆ claimant unemployment and universal credit claimants
- ◆ child poverty
- ◆ welfare service statistics
- ◆ economic performance, including GVA, business start-ups and failures and businesses per population
- ◆ health
- ◆ impact of Covid on the labour market
- ◆ a range of public health indicators, including road accident casualties, crime statistics and hospital admissions data

C Sneddon advised that monitoring the data would enable decisions to be made in terms of addressing poverty, maximising employment opportunities and giving people choices.

In response to a member's question, T Little advised that the data gave a South Lanarkshire overview, however, the website had a tool to obtain information at ward level, therefore, he could respond to individual's queries.

Councillor Chalmers referred to the level of energy costs and the significant rise in those seeking assistance at Citizens Advice Bureaux. She advised that the Legal Services Agency had been awarded National Lottery funding and could also offer advice.

The Chair thanked officers for the information and highlighted it was important to consider the impact of increasing costs in terms of the real economy in South Lanarkshire and the general levelling up agenda for public health.

The Commission decided: that the report be noted.

[Reference: Minutes of 31 August 2021 (Paragraph 3)]

4 Community Wealth Building Action Plan Q4 Update

A report dated 8 June 2022 by the Executive Director (Finance and Corporate Resources) was submitted providing the Quarter 4 progress update on the Community Wealth Building (CWB) Strategy action plan.

There were 89 actions within the CWB action plan. Of those, 66 were 'Year 1' actions that were due to be started or progressed in 2021/2022. Progress to date against those 66 actions was shown in the CWB Quarter 4 Performance Report 2021/2022, attached as Appendix 1 to the report.

The report used a traffic light format, as outlined in paragraph 4.3 of the report, with the overall summary of progress to date as follows:-

Status	Measures	
	Number	%
Blue	8	12
Green	49	74
Amber	4	6
Red	5	8
Report later	0	0
Totals	66	100

In response to a member's question, T Little advised that measures would be refined over time to make them real and time bound.

C Sneddon intimated that the Executive Director (Community and Enterprise Resources) was meeting with S Sweeney to discuss the social enterprise strategy following the recent appointment of an officer.

The Commission decided: that the Quarter 4 progress update on the Community Wealth Building Strategy action plan be noted.

5 Community Wealth Building Annual Report 2021/2022

A report dated 25 May 2022 by the Executive Director (Finance and Corporate Resources) was submitted presenting a draft of the Community Wealth Building (CWB) annual report for 2021/2022.

On 10 March 2021, the Council approved a Community Wealth Building Strategy. Consequently, the Community Wealth Building Commission was set up to engage a wide range of partners and stakeholders in the CWB agenda.

In August 2021, the Commission approved an action plan for delivery of the CWB Strategy. The action plan contained a range of actions over a 3 to 5-year timeframe, setting out how the aspirations of the Strategy would be progressed for each of the 5 pillars of CWB.

The draft annual report, which allowed a more public-facing and accessible presentation of information using graphics, case studies and design elements, was attached as Appendix 1 to the report. If approved, branding developed for the CWB strategy would be applied to the final document and a communications plan developed to ensure its dissemination to appropriate audiences.

The Commission decided: that the draft annual report for 2021/2022, attached as Appendix 1, be approved.

6 Support for Town Centres

A verbal update was provided by S Keating, Property Development Manager, in relation to support for town centres.

There would be a comprehensive report submitted to the September meeting on the Council's work in relation to supporting town centres and businesses.

A Aird referred to the 'inside out' App and suggested it might be helpful to have an analysis of BIDS.

The Commission decided: that the verbal update be noted.

7 Meeting Timetable 2022/2023

A report dated 23 May 2022 by the Executive Director (Finance and Corporate Resources) was submitted proposing that future meetings of the Commission take place at 2.00pm on the following dates:-

- ◆ Tuesday 6 September 2022
- ◆ Tuesday 6 December 2022
- ◆ Tuesday 28 February 2022

All meetings would be held on a blended basis to allow attendance in person or remotely.

The Commission decided: that future meetings of the Commission be held on the dates detailed above.

8 Any Other Competent Business

There were no other items of competent business.

Chair's Closing Remarks

The Chair advised that a copy of the response sent to a member on matters relating to the work of the Commission would be circulated following the meeting.

Report

4

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

Subject:	Local Spend Update
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ update the Community Wealth Building Commission on the progress made in relation to analysis of local spend and the identification of further opportunities to increase current levels

2. Recommendation(s)

1.2. The Community Wealth Building Commission is asked to approve the following recommendations: -

- (1) note the contents of the report; and
- (2) agree the next steps as outlined in section 8

3. Background

3.1. A report to the Community Wealth Building Commission meeting on 7 February 2022 provided performance information on the level of local spend, a geographical analysis of the 2020/21 spend and wider analysis of the spend.

3.2. The report also identified the following actions to further understand the factors that influence the level of local spend and the identification of further opportunities for local spend:

- Analysis of the mix of South Lanarkshire businesses and how it compares to those in North Lanarkshire.
- Further analysis of council spend across the 5 levels comprising:
 - SLC
 - Pan-Lanarkshire
 - Glasgow City Region
 - Scotland
 - Outwith Scotland
- Analysis of the spend leakage report provided by Grow Local (a Scottish Government reporting tool). This details the areas where spend takes place outwith South Lanarkshire, highlights the availability of potential suppliers in South Lanarkshire and therefore where opportunities may exist to increase local spend with these businesses.
- Put in place the appropriate arrangements to be able quantify the level of sub-contracting spend with South Lanarkshire businesses.

- 3.3. The Council's performance in recent years, compared to the average position across Scotland is summarised below, now including the position for 2021/2022.

Year	SLC performance	Scottish average
2016/2017	13.3%	26.5%
2017/2018	15.5%	27.4%
2018/2019	18.1%	28.7%
2019/2020	18.0%	28.5%
2020/2021	17.0%	29.1%
2021/2022	17.9%	Not yet reported

- 3.4 The Council's 2021/2022 spend with local enterprises has returned to the pre-pandemic position: this is directly related to increased spend with local suppliers for works, good and services adversely impacted by Covid 19, including construction, furniture and transport.

4. **Analysis of South Lanarkshire businesses**

- 4.1. The Improvement Service's Local Government Benchmarking Framework (LGBF) indicators have shown that South Lanarkshire has a lower proportion of procurement spend on local enterprises than North Lanarkshire and the Scottish average.
- 4.2. One of the highest areas of spend where there are clearly opportunities to improve local spend is in construction. As part of the further exploration into the apparent variance in spend on local SMEs in North and South Lanarkshire some high-level analysis of the construction sector has been undertaken.
- 4.3. The latest Enterprise Count data for 2021 complements the Scottish Government's Businesses in Scotland data by showing that there are more medium-to-large sized construction enterprises in North Lanarkshire than in South Lanarkshire.
- 4.4. The table below summarises the key statistics from the 2021 data for construction companies:-

Company Size	South Lanarkshire	North Lanarkshire	% Difference
Small (0-49 employees)	1,320	1,305	+11%
Medium 50-249 (50-249 employees)	30	45	-50%
Large (Over 250 employees)	20	45	-125%

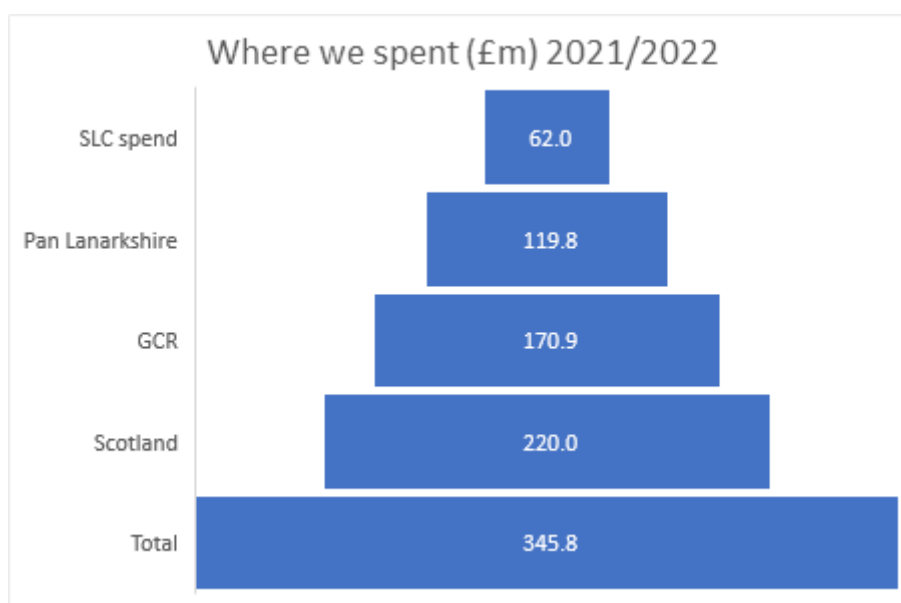
- 4.5. The differences in the number of medium and large companies are believed to be due to the traditionally higher proportion of heavy industry characteristics and industrial land supply in North Lanarkshire compared to the South Lanarkshire business base which has higher numbers of small businesses and the more diverse urban-rural nature of South Lanarkshire.
- 4.6. Additional information below on employees and turnover levels highlights the significance of the higher numbers of medium and large construction companies present in North Lanarkshire.

Measure	South Lanarkshire	North Lanarkshire	% Difference
% of Scottish employees	6.2%	10.3%	4.1%
% of Scottish turnover	5.6%	10.9%	5.3%

- 4.7. The improved scope of quick quote to facilitate more spend with local SMEs will provide opportunity to close this gap. However, further investigation shows there are low numbers of South Lanarkshire construction trades registered with Public Contracts Scotland and are therefore, not actively engaged in public sector procurement. This may be due to there being fewer medium and large companies that have the resources to participate in public sector procurement and/or they do not provide the type and scale of services required by the council.
- 4.8. Feedback through sector engagement tells us that the preferred route to gaining new business for small companies is via business-to-business referral and networking. The perceived complexity of public sector procurement and the required investment in completing tender submissions are potentially deterring some small businesses that may lack sufficient administrative resources.
- 4.9. Further supplier engagement and promotion of the free to access support together with a campaign to encourage businesses to register with PCS will be undertaken to encourage participation in tendering exercises.
- 4.10. A further route to promoting tender activity is through encouraging wider engagement with collaborative opportunities provided by HubSW through subcontracting and Scotland Excel to access wider public sector spend.

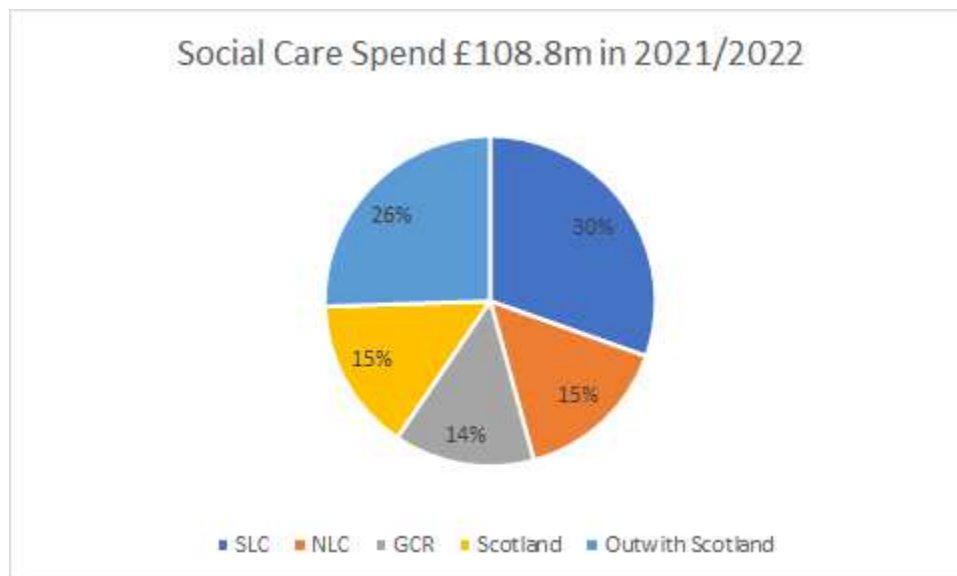
5. Further analysis of council spend

- 5.1 The analysis of Council geographical spend, updated for 2021/2022 spend, is provided in the infographic below with 35% within pan-Lanarkshire and 64% within Scotland.



- 5.2. A further analysis of the Council's highest spend areas, Social Care and Construction, which together represent over 50% of our procured spend in 2021/2022, is below.

5.2.1. Social Care spend accounts for 31% of council spend (£108.8m). Although only 30% of this spend is with local enterprises, the vast majority of this spend is for care delivered within the council area on residential and community services, supporting local employment at a living wage level. Spend outwith the local area will indicate the registration of the company is not in South Lanarkshire, although the care is being delivered, and supported by employment, in the local area.

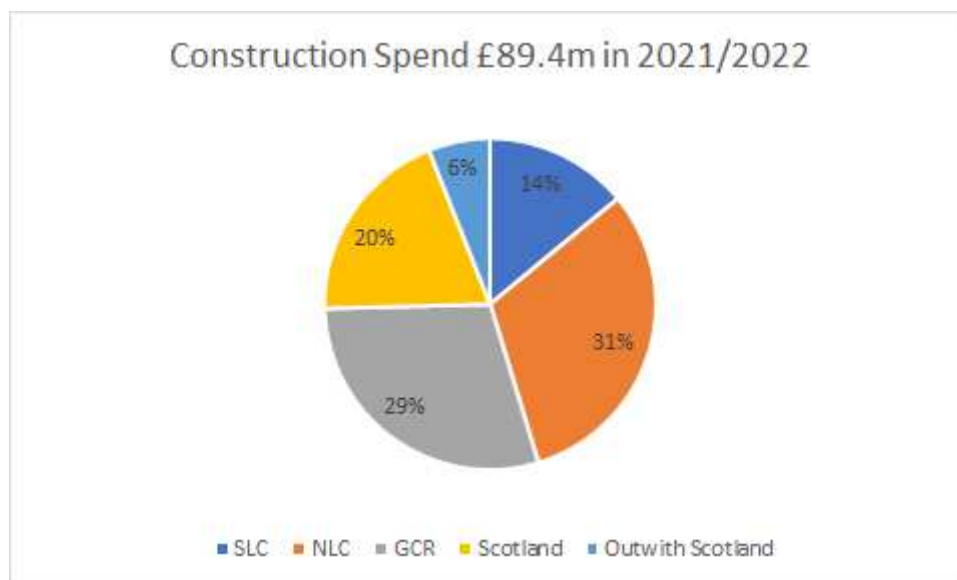


5.2.2. Construction accounts for 25% of council spend (£89.4m) and although only 17% of construction spend is local, there are higher levels of spend retained within Glasgow City Region (75% overall).

5.2.3. Spend for major infrastructure projects with Tier 1 contractors (Cruden, CCG, Wimpey) and Hub South West, based outwith South Lanarkshire, account for a significant proportion of spend leakage. However, as detailed below, South Lanarkshire enterprises benefit from subcontracting opportunities, demonstrating the importance of developing South Lanarkshire SMEs not only to bid for local Council contracts but to access wider opportunities.

- SLC spend with Hub South West 2021/2022: £17.6m
- Subcontracting spend in South Lanarkshire from SLC spend: £7.2m (40%)
- Subcontracting spend in South Lanarkshire from all Hub SW projects: £76m

5.2.4. Improving access for local construction companies to works contracts under £2m and subcontracting opportunities is a key area of focus in the local spend pillar with 14% of construction spend in South Lanarkshire.



- 5.3 Of the £62m spent in South Lanarkshire in 2021/2022 across all spend types, the table below provides a further analysis by locality: this indicates that 70% of our spend is within the larger and industrial areas of Hamilton, East Kilbride and Blantyre.

Analysis of South Lanarkshire spend by locality 2021/2022

Locality	Spend £m	%
Hamilton	£18.560 m	30%
East Kilbride	£16.716 m	27%
Blantyre	£8.256 m	13%
Lanark	£6.614 m	11%
Larkhall	£3.819 m	6%
Rutherglen/Cambuslang	£2.817 m	5%
Carluke	£2.168 m	3%
Bothwell/Uddingston	£2.101 m	3%
Strathaven	£0.996 m	2%
Grand Total	£62.048 m	100%

- 5.4. Spend outwith Scotland in 2021/2022 totalled £125.7m, of which 65% was spent in the South of England or London. Highest categories of spend by business area were Financial Services (PPP contract), Social Care, Waste and ICT. It should be noted that, although spend on Social Care and Waste services were to companies registered outwith Scotland, these contracts are delivered within South Lanarkshire in local care homes and waste facilities and make a significant contribution to local employment.

6. Grow Local Report

- 6.1. The Grow Local tool provides management information to inform initiatives to support development of supply chain activity and encourage local companies to bid for an increased share of the Council's procurement spend.

6.2. The analysis of existing suppliers by the largest active spend categories has indicated that there are SMEs within South Lanarkshire in categories of spend which are largely going out with South Lanarkshire. Discussions are taking place with services, in particular Roads and Transportation and Housing and Technical, to identify the opportunities presented from the review of the management information that should allow more local business to bid for prospective work on a competitive basis.

6.3. A series of buyer and contractor engagement events will require to be arranged to match forthcoming tender opportunities with local contractors and will also involve support from Supplier Development Programme to assist SMEs to develop the required suite of supporting policy and practical documentation to submit bids for council works contracts.

7. Sub-contracting spend with South Lanarkshire businesses

7.1 To ensure the benefits of sub-contracting spend with South Lanarkshire businesses can be measured in a reliable and consistent way, contractors will be asked to quantify the level of subcontracting spend. This will be done by making this a contract requirement and allow the information to be gathered as part of the contract management process.

7.2 The changes required to the contract terms and conditions will be implemented as part of the work currently being carried out by Legal Services and Procurement Services to implement the requirements of Scottish Procurement Policy Note ("SPPN") 2/2022 - 'Prompt Payment in the Supply Chain'. SPPN 2/2022 requires the Council to make changes as to how it currently deals with ensuring prompt payment by suppliers to further embed prompt payment performance for sub-contractors and in the supply chain. The aim is for this work to be completed to allow roll out in procurement exercises from 1 October 2022.

8. Next Steps

8.1. The report identifies several actions to support the objective of increasing local spend levels and capturing of spend information:

- Further supplier engagement and promotion of the free to access support together with a campaign to encourage businesses to register with PCS
- Promote collaborative opportunities provided by HubSW through subcontracting and Scotland Excel to access wider public sector spend
- Identify the opportunities presented from the review of the Grow Local management information that should allow more local business to bid for prospective work
- Supplier Development Programme to assist SMEs to develop the required suite of supporting policy and practical documentation to submit bids for council works contracts
- Enact the changes necessary to the council contract terms and conditions to capture levels of sub-contracting spend

9. Employee Implications

9.1. There are no employee implications arising from the recommendations of this report.

10. Financial Implications

10.1. There are no financial implications arising from the recommendations of this report.

11. Climate Change, Sustainability and Environmental Implications

- 11.1. An increase in local procurement will support the Council's sustainability aims. The Council is working with the Scottish Government's Sustainable Procurement Toolkit, which focuses on the Sustainable Procurement Duty: to improve the social, environmental and economic wellbeing of the local area through contractual spend. Proposals currently being considered include a revised approach to sustainability scoring in contracts.

12. Other Implications

- 12.1. There are no other implications arising from the recommendations of this report.

13. Equality Impact Assessment and Consultation Arrangements

- 13.1. There are no Equality Impact Assessment or consultation arrangement implications associated with this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

South Lanarkshire Council

14 July 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: -

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Report

5

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

Subject:	Community Wish Lists
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Commission on local work to develop a Community Wish List approach

2. Recommendation(s)

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

- (1) that the progress detailed within the report is noted; and
- (2) that partners consider opportunities to promote Community Benefit activity from their own procurement.

3. Background

3.1. Community Benefits are contractual requirements which deliver a wider social benefit in addition to the core purpose of the contract. Through its procurement arrangements, South Lanarkshire Council and its suppliers have delivered community benefits for residents (e.g. training and employability opportunities and local supply chain sub-contracts).

3.2. Community Wish Lists are an emerging concept within the public sector where communities are enabled to put forward requests for specific needs or benefits that can then be supported by selection by suppliers delivering contracts. The main advantage of this approach is in encouraging and providing a more bottom-up approach to delivering community benefits as part of the public sector procurement process, where communities needs are being directly specified by communities and met by contractors.

3.3. Through Glasgow City Region, projects are also delivering Community Benefits. Work is under way to better align community benefits provided in South Lanarkshire Council and City Deal contracts with the needs of our local communities.

4. Current Work

4.1. All eight local authorities who are part of the City Region have agreed to work together to develop a regional Community Wish List approach. The City Region have committed to developing a web-based Community Wish List interface, which would have a shared backroom and individual landing pages. This allows South Lanarkshire and the other member authorities to have control over their own process and the content of their web page. A company is being appointed to design this interface and it is expected to be available later in 2022.

- 4.2. South Lanarkshire Council has identified investment funding which will support a fixed term 0.5FTE officer post to work with communities to promote understanding and awareness of the Community Wish List approach. The postholder will have a focus on supporting groups to participate in identifying their wishes, and on managing their expectations as to what the procurement system may be able to deliver for them and their area. They will exploit existing relationships with communities through the Community Engagement Team and partners. They will work closely with procurement and other council staff to identify potential community wishes which may be linked to upcoming procurement activity, as well as encouraging communities to add their lists to a menu on the website. In addition, the post holder will also directly engage with communities who may be least likely to participate in wish list activity to stimulate and support them to take advantage of these opportunities. It is expected that the post will be filled by September 2022. There will be a great deal of preparatory work with communities to introduce the new concept prior to the interface being live.
- 4.3. A Community Benefits Officer is also being appointed within the Procurement service of South Lanarkshire Council. This post will deliver Community Benefit outcomes for the Council and Glasgow Region City Deal, with a key focus on those community benefits which maximise the economic impact from the City Deal Procurement Programme and Business as usual. As part of this they will monitor and manage the delivery of Community Benefits. The Community Benefits and Community Wish List Officers will work closely together to ensure the effectiveness of the approach.
- 4.4 The NHS also has a Community Benefit Gateway (CBG), a free and easy to use online service that connects NHS Scotland suppliers with third sector community organisations within Scotland. It supports community initiatives such as:-
- Work placement opportunities
 - Volunteering projects
 - The provision of professional advice
 - Assistance with building community facilities
 - Environmental proposals
 - Improving and promoting biodiversity
 - Lifelong learning projects

The purpose of the CBG is to improve the economic, social and environmental wellbeing of local areas and assists in the reduction of health inequalities across Scotland. CBGs purpose is to establish a positive relationship between appropriate suppliers and third sector community organisations through the fulfilment of community needs. The Community Wish List Officer will also promote the CBG to community organisations they engage with. Likewise, any other partner who is delivering community benefits can also promote these through the same route.

5. Next Steps

- 5.1. Once in post, the Community Wish List Officer will begin to speak to other council officers and partners, and to the community groups who may be involved in putting forward wishes for the Community Wish List. This will allow a process to be established, and following this they will design marketing and promotional tools which can be used to publicise the opportunities available to communities. These will be shared with partners to maximise their effectiveness in raising awareness.

6. Employee Implications

- 6.1. There are no direct employee implications.

7.1 Financial Implications

5.2. 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)

15 July 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

Email: Rhonda.leith@southlanarkshire.gov.uk

Report

6

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

Subject:	Community Wealth Building - Risk Register
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ present an update on the risk register for Community Wealth Building

2. Recommendation(s)

2.1. The Community Wealth Building Commission is asked to approve the following recommendations: -

- (1) that the content of the Community Wealth Building risk register is noted; and
- (2) that progress in the delivery of the risk control plan is noted

3. Background

3.1. Recognising that Community Wealth Building (CWB) would signal a fundamental shift in the council's approach across a number of services, a risk register was developed and approved by the Community Wealth Building Commission on 27 October 2021.

3.2. Risks were recorded against each the five pillars noted within the strategy. Those being building the generative economy; finance; land and property; spending; and workforce.

3.3. The purpose of the register is to ensure that the Community Wealth Building Commission is fully aware of its strategic risks; that these risks are prioritised; and controls are in place to eliminate or minimise the impact of the risks.

3.4. Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls).

4. The CWB Risk Register Update

4.1. The Community Wealth Building risk register, and risk control plan has been reviewed, following consultation with the council's CWB lead officers. This work was completed in July 2022.

4.2. The updated risk register, including the recorded control is attached at Appendix One to the report. A new overarching risk has been added with a residual score of 20, making it the highest scoring risk:

'The impact of rising energy prices, inflation and interest rates adversely impacts the delivery of the objectives of the Community Wealth Building strategy. This impact may be exacerbated by a recession.'

Five control measures have been identified including business support for local businesses and cost of living support to residents. A new control action has also been added to the action plan to monitor the availability of support from government.

- 4.3. There has also been a number of amendments to control measures.
- 4.4. Some of the other key risks on the register are summarised below:
- ◆ Scope to increase spend with local business and social enterprises is limited due to a lack of capacity / ability to meet council requirements
 - ◆ Scope to significantly increase local spend through contract awards is limited by the procurement regulations
 - ◆ Limited scope to collaborate with anchor institutions due to existing contractual commitments or lack of overlap in opportunities
 - ◆ Town centres decline with increased numbers of neglected town centre assets, decreased footfall and reduced spend in the local economy.
 - ◆ Failure to demonstrate improved outcomes as a result of the CWB strategy
- 4.5. The CWB Commission is asked to note the content of the updated register and note that this will remain a live document as CWB work progresses over the forthcoming years.

5. Risk Control actions

- 5.1. A summary of progress in the delivery of the Risk Control Plan, which contains 22 actions is noted below and additional information can be found in Appendix Two.

Status	Summary
Complete	There are three actions that have been completed.
On target/ Ongoing	Nineteen actions are currently deemed to be on target to deliver within the timescale set or are ongoing with no issues identified.
Minor slippage	There has been minor slippage for no actions .
Major slippage	There has been major slippage for no actions .

- 5.2. Progress with completion of Resource Risk Control Actions is monitored by the CWB Group.
- 5.3. The Commission is asked to note that the outstanding actions to mitigate risks within Appendix Two will be progressed by the relevant lead officers.

6. Monitoring and reporting arrangements

- 6.1. As previously agreed by the Commission, the CWB Group will continue to review and update the risk register as required, progress actions and provide an annual risk report to the CWB Commission.

7. Employee Implications

- 7.1. There are no employee implications associated with this report.

8. Financial Implications

- 8.1. There are no financial implications associated with this report.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. There are no implications for climate change, sustainability or the environment in terms of the information contained within this report.

10. Other Implications

- 10.1. Failure to demonstrate that risk is actively considered and managed could adversely affect the delivery of the CWB strategy and could affect the reputation of the council. The work undertaken to identify and review the risks and monitor the progress of the risk control actions will enable the CWB Group to effectively manage the impact of these risks.

11. Equality Impact Assessment and Consultation Arrangements

- 11.2. There are no Equality Impact Assessment or consultation arrangement implications associated with this report.

Paul Manning

Executive Director (Finance and Corporate Resources)
South Lanarkshire Council

12 August 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:-

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Appendix 1

Community Wealth Building Risk Register

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)		
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score
Spend	<ul style="list-style-type: none"> Expand the capability of local business and social enterprises to bid for public sector contracts with support from economic development and procurement teams Increase promotion of tender opportunities to local sectors Increase the levels of pre-market engagement before commissioning to shape the preparation of tender requirement and prepare potential local bidders 	<p>Scope to increase spend with local business and social enterprises is limited due to a lack of capacity and / or inability to meet council requirements</p> <p>SLC services unable to resource a sufficiently robust programme of engagement</p>	4	5	20	<ul style="list-style-type: none"> Ongoing training businesses to bid for contracts via initiatives such as the Supplier Development Programme (SDP). Increase promotion of registration with PCS among SLC businesses Ongoing promotion of tender opportunities across a wide range of platforms. 	3	5	15
Spend	<ul style="list-style-type: none"> Review procurement practices to deliver more local spend where possible 	Scope to significantly increase local spend through contract awards is limited by the procurement regulations	4	5	20	<ul style="list-style-type: none"> Promotion of tender opportunities locally Meet the Buyer events 	3	5	15
Spend	<ul style="list-style-type: none"> Review procurement practices to deliver more local spend where possible 	Increased local spend results in an increase in costs for council budgets	3	5	15	<ul style="list-style-type: none"> Sourcing strategies confirm available budget before commencing a tendering exercise Reports on tender highlight potential budget pressures. 	3	5	15
Spend	<ul style="list-style-type: none"> Increase promotion of tender opportunities to local sectors 	Falling rates of local business and social enterprises successfully bidding for contracts because of wider economic changes that affect capability	4	4	16	<ul style="list-style-type: none"> Ongoing training businesses to bid for contracts via initiatives such as the Supplier Development Programme (SDP). Ongoing promotion of tender opportunities across a wide range of platforms 	4	3	12
Spend	<ul style="list-style-type: none"> Work with anchor institutions to explore further opportunities for local spend 	Limited scope to collaborate with anchor institutions due to existing contractual commitments or lack of overlap in opportunities	3	5	15	<ul style="list-style-type: none"> None, as new activity 	3	5	15
Building the generative economy	<ul style="list-style-type: none"> Continue to develop how business grants can help grow communities 	Low take up of business grants will limit their impact on helping to grow communities	3	2	6	<ul style="list-style-type: none"> Sector specific programmes, new micro-grants scheme for small and start-up businesses, and 	3	1	3

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)		
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score
		<p>Cuts to grant support funding as consequence of budget cuts</p> <p>Reduction in grant support funding as consequence of budget cuts</p>				<p>offering larger recovery and growth grants should widen the appeal of our grants' programmes</p> <ul style="list-style-type: none"> Businesses are also signposted to other sources of help and advice 			
Building the generative economy	<ul style="list-style-type: none"> Promote investment opportunities to regional and national institutions 	Regional and national organisations are not convinced to invest in Lanarkshire	3	3	9	<ul style="list-style-type: none"> We work with Scottish Enterprise, Scottish Development International and Glasgow City Region partners to raise the profile of investment opportunities in South Lanarkshire 	3	2	6
Building the generative economy	<ul style="list-style-type: none"> Develop actions to increase the number and improve the sustainability of social enterprises in South Lanarkshire Develop a new Social Enterprise Strategy and action plan and, in conjunction with the Social Enterprise sector, establish a Social Enterprise Steering Group 	Declining numbers and higher failure rates of social enterprises are recorded in South Lanarkshire	4	2	8	<ul style="list-style-type: none"> Support is provided to all businesses, including social enterprises through the council's Business Support Team and through the Business Gateway Lanarkshire service 	4	1	4
Workforce	<ul style="list-style-type: none"> Promote living wage and fair work practices locally demonstrating this within our own working practices 	Organisations do not adopt fair work practices/Living Wage	3	1	3	<ul style="list-style-type: none"> Living wage campaign group promoting the benefits is attended by partner organisations 	3	1	3
Workforce	<ul style="list-style-type: none"> Identify employability support staff to provide local employability support to applicants 	Employability funding reduces	3	2	6	<ul style="list-style-type: none"> Funding opportunities are maximised via contact with SG, Cosla and relevant professional groups 	3	2	6
Workforce	<ul style="list-style-type: none"> Identify potential numbers and roles for modern apprenticeship opportunities with managers in the council and work with Skills Development Scotland (SDS) to reflect these in the contract 	SDS do not fund suitable MAs	2	3	6	<ul style="list-style-type: none"> Contact via professional groups to highlight areas of need and secure correct contract level 	2	2	4
Workforce	<ul style="list-style-type: none"> Screen vacancies for suitability to local labour market 	Suitable vacancies are not identified	2	3	6	<ul style="list-style-type: none"> Workforce planning activity to project future needs 	2	2	4

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)		
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score
Land and Property	<ul style="list-style-type: none"> Continue to deliver an affordable housing supply programme 	Failure to deliver duties as a statutory housing authority including implementing the Local Housing Strategy and deliver of an affordable housing supply programme	4	4	8	<ul style="list-style-type: none"> Range of management structures and groups in place to ensure progress is made on statutory functions Reporting schedule in place to relevant regulatory authorities and to HTR Committee, Executive Committee and the Scottish Government 	2	2	4
Land and Property	<ul style="list-style-type: none"> Deliver improvements to support the Energy Efficient Scotland programme and encourage homeowners to do the same 	Failure to meet energy efficiency requirements and national targets for domestic and non-domestic properties	4	4	8	<ul style="list-style-type: none"> Annual Housing Investment Programme agreed with funds identified to improve number of properties that meet required standards Reporting schedule in place to monitor progress, through Local Housing Strategy and Sustainable Development and Climate Change Strategy 	2	2	4
Land and Property	<ul style="list-style-type: none"> Repurpose town centre assets to encourage footfall and spend in the local economy Encourage investment and create thriving places where people can access goods and services on foot or via public transport Improve our carbon footprint by making the “20 minute neighbourhood” a reality – promoting local shopping and health facilities, education, green spaces, affordable and diverse housing, safe streets, active travel and public transport, and employment opportunities 	Town centres decline with increased numbers assets requiring investment and repurposing, decreased footfall and reduced spend in the local economy	3	4	12	<ul style="list-style-type: none"> Using the “20-minute neighbourhoods” as one of the key scoring criteria when assessing funded capital scheme bids. Initiatives by Business The council monitors funding opportunities and pursues town centre funding whenever possible We support the Business Improvement Districts (BIDs) to carry out town centre promotional activity Support the rollout of the InsideOut app through increased promotion to stimulate footfall in town centres 	3	3	9
Finance	<ul style="list-style-type: none"> Through our relationship with the council’s pension fund provider, Strathclyde Pension Fund, look to develop and support their work on providing opportunities for more local investment opportunities 	Pensions – lack of interest from other councils	1	3	3	<ul style="list-style-type: none"> Good relationship with other councils and awareness that other councils are also pursuing Community Wealth Building 	1	2	2
Finance	<ul style="list-style-type: none"> Through our relationship with the council’s pension fund provider, Strathclyde Pension Fund, look to develop and support their work on providing opportunities for more local investment opportunities 	Pensions – SPF failure to engage or support request to develop options for community / local investment	2	3	6	<ul style="list-style-type: none"> Relationship with Pension fund through officers 	2	2	4
Finance	<ul style="list-style-type: none"> Building on the relationship we already have with local credit unions, we will work locally 	Credit unions - Lack of cooperation from Credit Unions	2	3	6	<ul style="list-style-type: none"> Good relationships with credit unions 	1	2	2

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)		
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score
	with the credit unions and other community partners to explore ways to encourage use of the saving and affordable credit facilities which they offer								
Finance	<ul style="list-style-type: none"> Building on the relationship we already have with local credit unions, we will work locally with the credit unions and other community partners to explore ways to encourage use of the saving and affordable credit facilities which they offer 	Credit Unions - Lack of uptake for services offered	2	3	6	<ul style="list-style-type: none"> CUs promote their services- current use of CUs is encouraging 	1	2	2
Finance	<ul style="list-style-type: none"> Encourage SLC staff, those of other anchor institutions, local businesses and residents to spend locally and retain investment in local businesses and promote local tourism 	Spend local – local companies fail to promote themselves effectively	1	3	3	<ul style="list-style-type: none"> Our contractor Business Gateway Lanarkshire runs a wide range of free marketing and social media training programmes for varying levels of technical ability 	1	2	2
Finance	<ul style="list-style-type: none"> Encourage SLC staff, those of other anchor institutions, local businesses and residents to spend locally and retain investment in local businesses and promote local tourism 	Spend Local – no support from local trading networks.	2	3	6	<ul style="list-style-type: none"> A shop local message is promoted by many existing local business groups in South Lanarkshire 	2	2	4
Finance	<ul style="list-style-type: none"> Encourage SLC staff, those of other anchor institutions, local businesses and residents to spend locally and retain investment in local businesses and promote local tourism 	Events calendar – attendance at events is low.	2	3	6	<ul style="list-style-type: none"> Events are promoted through the council's website and social channels and via South Lanarkshire Leisure & Culture, Visit Lanarkshire and VisitScotland websites and social media channels 	2	2	4
Overarching	N/A	Failure to demonstrate improved outcomes as a result of the CWB strategy	2	3	6	<ul style="list-style-type: none"> CWB Commission in place to oversee progress Monitoring and reporting framework has been developed and delivered – Q2 and Q4 reporting of action plan to CWB Commission 	2	2	4
Overarching	N/A	Failure to integrate CWB with strategic and operational plans	3	3	9	<ul style="list-style-type: none"> Annual review of Resource Plans reflects CWB aspirations Council Plan and Community Plan have been renewed and are designed to ensure CWB integrates strategically 	3	1	3
Overarching	N/A	Ineffective engagement with communities as part of the CWB strategy	3	3	9	<ul style="list-style-type: none"> Action Plan includes engagement with VASLAN and community groups 	3	1	3
Overarching	N/A	The impact of rising energy prices, inflation and interest rates adversely impacts the delivery of the objectives of the Community Wealth Building strategy. This impact may be exacerbated by a recession.	5	5	25	<ul style="list-style-type: none"> Business support for local businesses Provide more opportunities for local businesses to win contracts from the council and anchor institutions 	5	4	20

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)		
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score
						<ul style="list-style-type: none"> • Cost of living support to residents • The council monitors funding opportunities and pursues town centre funding whenever possible • We support the Business Improvement Districts (BIDs) to carry out town centre promotional activity 			

Appendix 2

Community Wealth Building Risk Control Plan

Pillar	Risk Description	Further actions required to control risk	Action target date	Risk Lead Officer	Status Update
Spend	Scope to increase spend with local business and social enterprises is limited due to a lack of capacity and / or ability to meet council requirements	<ul style="list-style-type: none"> Do further work with partners such as SDP to improve the capacity of social enterprises to bid for public sector contracts. Increase levels of pre-market engagement. Increase promotion of tender opportunities across a wide range of platforms 	Year 1 (March 2022) then annual reviews.	Head of Planning and Economic Development	On target/ Ongoing
		<ul style="list-style-type: none"> Completion of gap analysis 	Year 2 (December 2022)		On target/ Ongoing
Spend	Scope to significantly increase local spend through contract awards is limited by the procurement regulations	<ul style="list-style-type: none"> Greater focus on low value spend requirements, sub-contracting opportunities and community benefits. 	(March 2023) then annual reviews.	Head of Finance (Transactions)	On target/ Ongoing
		<ul style="list-style-type: none"> Manage pipeline of projects for Quick Quote for Works under £2m process 	Ongoing		On target/ Ongoing
Spend	Increased local spend results in an increase in costs for council budgets	<ul style="list-style-type: none"> Monitor contract award values against budgets with operational managers 	Ongoing	Head of Finance (Strategy)	On target/ Ongoing
Spend	Falling rates of local business and social enterprises successfully bidding for contracts because of wider economic changes that affect capability.	<ul style="list-style-type: none"> Increase promotion of tender opportunities across a wide range of platforms Completion of gap analysis 	Year 1 (March 2022) then annual reviews. Year 2 (December 2022)	Head of Enterprise and Sustainable Development	On target/ Ongoing
Spend	Limited scope to collaborate with anchor institutions due to existing contractual commitments or lack of overlap in opportunities	<ul style="list-style-type: none"> Assess collaborative opportunities over a longer period Continue engagement with anchor institutions, including NHS 	Ongoing	Head of Finance (Transactions)	On target/ Ongoing
Building the generative economy	Low take up of business grants will limit their impact on helping to grow communities Cuts to grant support funding as consequence of budget cuts	<ul style="list-style-type: none"> Review annually. Adjust business support programmes if take-up levels are lower than anticipated 	Year 1 (March 22) then annual reviews.	Head of Enterprise and Sustainable Development	On target/ Ongoing
Building the generative economy	Regional and national organisations are not convinced to invest in Lanarkshire.	<ul style="list-style-type: none"> New inward investment officer and improved marketing materials should result in more demand and secure investment Monitor and review indicators. Take additional action if necessary. Increase investment in property and infrastructure to provide range of modern business accommodation 	Year 1 (March 2022) then annual reviews	Head of Enterprise and Sustainable Development	On target/ Ongoing
Building the generative economy	Declining numbers and higher failure rates of social enterprises are recorded in South Lanarkshire.	<ul style="list-style-type: none"> The development of a social enterprise strategy and action plan. Monitor and review indicators. Take additional action if necessary 	Year 1 (March 2022) Then annual reviews.	Head of Enterprise and Sustainable Development	On target/ Ongoing
		<ul style="list-style-type: none"> Formation of a steering group 	Year 2		On target/ Ongoing
		<ul style="list-style-type: none"> recruitment of a dedicated Social Enterprise Officer should ensure higher success rates via the provision of additional tailored support to social enterprises in South Lanarkshire 	Year 1 (September 2021)		Complete
Land and Property	Town centres decline with increased numbers of neglected town centre assets, decreased footfall and reduced spend in the local economy.	<ul style="list-style-type: none"> Monitor and review indicators. Take additional action if necessary 	Year 1 (October 21) then annual reviews.	Head of Enterprise and Sustainable Development and Head of Planning and Regulatory Services	On target/ Ongoing

Pillar	Risk Description	Further actions required to control risk	Action target date	Risk Lead Officer	Status Update
Finance	Pensions – lack of interest from other councils.	<ul style="list-style-type: none"> Early engagement with neighbouring councils 	Ongoing	Head of Finance (Strategy)	On target/ Ongoing
Finance	Credit unions - Lack of cooperation from Credit Unions.	<ul style="list-style-type: none"> Named link person identified to develop Credit Union network and be first point of contact for CUs 	Year 2	Community Engagement Manager	On target/ Ongoing
Finance	Credit Unions - Lack of uptake for services offered.	<ul style="list-style-type: none"> CPP Communications Group actively promotes Credit Unions as part of their activity 	By October 2022	Community Engagement Manager	On target/ Ongoing
Finance	Spend Local – no support from local trading networks.	<ul style="list-style-type: none"> Monitor and take additional action if necessary 	Year 1 (March 2022) Then annual reviews.	Head of Planning and Economic Development	On target/ Ongoing
Finance	Events calendar – attendance at events is low.	<ul style="list-style-type: none"> Monitor and take additional action if necessary 	Year 1 (March 2022) Then annual reviews.	Head of Planning and Economic Development	On target/ Ongoing
Overarching	Failure to demonstrate improved outcomes as a result of the CWB strategy	<ul style="list-style-type: none"> Monitoring and reporting framework to be developed and delivered – quarterly reporting of action plan to CWB Commission 	n/a	Head of Communications and Strategy	Complete
Overarching	Failure to integrate CWB with strategic and operational plans	<ul style="list-style-type: none"> Complete Review of Council Plan and Community Plan which will ensure CWB integrates strategically 	n/a	Head of Communications and Strategy	Complete
Overarching	Ineffective engagement with communities as part of the CWB strategy	<ul style="list-style-type: none"> Ensure Progress Group considers engagement with communities and exploits existing links with communities to support CWB 	Year 2 (March 2023)	Head of Communications and Strategy	On target/ Ongoing
Overarching	The impact of rising energy prices, inflation and interest rates adversely impacts the delivery of the objectives of the Community Wealth Building strategy. This impact may be exacerbated by a recession.	<ul style="list-style-type: none"> To monitor the availability of support from government 	Ongoing	Head of Finance (Transactions)	On target/ Ongoing

Report

7

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

Subject: **Community Wealth Building Action Plan 2022 Refresh**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide the Commission with the Community Wealth Building (CWB) Action Plan for 2022/2023, following a review of the actions at the end of the first year of the CWB Strategy.

2. Recommendation(s)

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

- (1) that the draft CWB action plan, attached at appendix 1, be approved.

3. Background

3.1. At the first meeting of the Community Wealth Building Commission on 31 August 2021, the Commission approved an action plan to accompany the Community Wealth Building Strategy.

3.2. Performance reports detailing progress against the action plan were presented to the Commission at Q2 (October 2021) and Q4 (June 2022). 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.

3.3. This report presents the refreshed action plan for 2022/2023.

4. CWB Action Plan – 2022 Refresh

4.1. All actions within the action plan have been reviewed by lead officers for the CWB pillars to remove completed actions and refresh the remaining actions, adding new actions or rewording actions as required.

4.2. Through the CWB Progress Group, the revised action plan has benefited from Partner feedback and input. The action plan also strengthens links between CWB and the climate change and sustainability agenda. The importance of “place” and the role of spatial planning in CWB has also been taken into account.

4.3. The refreshed action plan will continue to be monitored and reported through the Improve system. Progress updates will be provided to the CWB Commission at Q2 and Q4.

5. Next Steps

- 5.1. If approved, the draft CWB action plan will be uploaded to the performance monitoring system Improve, which will be used to provide progress reports to the Commission at Q2 and Q4.

6. Employee Implications

- 6.1. There are no direct employee implications.

7. Financial Implications

- 7.1. There are no direct financial implications.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no direct climate change, sustainability and natural environment implications arising from this report.

9. Other Implications

- 9.1. Considering the detail of the report and identifying actions as appropriate contribute towards effective risk management.

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.
- 10.2. Consultation was undertaken internally via the officer group for CWB and with partners via the CWB Progress Group.

Paul Manning

Executive Director (Finance and Corporate Resources)

19 August 2022

Link(s) to Council Values/Priorities/Outcomes

- Promote Performance Management and Improvement

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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Spending

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
1	Expand the capability of local business and social enterprises to bid for public sector contracts with support from economic development and procurement teams.	1.1 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.	March 2023 (Annual)
			Completion of a gap analysis of current capabilities.	December 2022
			Review of the range of support provided to those markets and identify measures to increase capability.	January 2023
			Increase the level of spend with local companies	March 2023 (Annual)
			Increase the number of registrations with Public Contracts Scotland tendering portal	March 2023 (Annual)
			Increase the number of registrations with Supplier Development Programme	March 2023 (Annual)
			Increase the contracts awarded to local companies	March 2023 (Annual)
			Consider long term economic development growth opportunities across South Lanarkshire	March 2024
2	Build on our knowledge of market supply through further analysis of local capacity to identify new opportunities for local business to grow	2.1 Assess local markets, their existing capacity and willingness of business to grow together with the identification of appropriate contract opportunities.	Complete local market analysis to identify opportunities for local growth working with the Lanarkshire Economic Development Forum.	February 2023
			Encourage local suppliers to bid for Scotland Excel contract opportunities	March 2023 (Annual)
			Promote the council's contract register and annual report pipeline as a source of information to interested parties	March 2023 (Annual)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
			Manage the pipeline of projects utilising the flexibility provided by new Quick Quote process	March 2023 (Annual)
			Complete a Market Capacity Assessment to understand the capability of the food and drink sector to supply food and drink to the council	March 2023
3	Increase the levels of pre-market engagement before commissioning to shape the preparation of tender requirement and prepare potential local bidders	3.1 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.	March 2023 (Annual)
			Maintain liaison with Tier 1 contractors to promote SME engagement for sub-contract opportunities and, where possible, obtain details of successful awards	March 2023 (Annual)
4	Increase promotion of tender opportunities to local sectors	4.1 Use a range of communication methods to advertise opportunities to potential bidders.	Conduct supplier events and increase the use of social media.	March 2023 (Annual)
			Supplier Development Programme to raise market awareness of opportunities using their marketing and social media channels, plus webinars.	March 2023 (Annual)
5	Improve the environmental outcomes from procurement including support for the transition to net zero	5.1 Review sustainability requirements for contracts.	Review the scope and scoring of sustainability requirements in contracts to maximise environmental benefits.	March 2023
			Implement the Flexible Framework Sustainability action plan to further embed good procurement practice.	March 2023
6	Work with anchor institutions to explore further opportunities for more local spend	6.1 Identify those anchor organisations willing to participate and promote	Assessment of tender opportunities and development of collaborative procurement routes.	March 2024

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
		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.	March 2023
7	Maximise our approach to community benefits	7.1 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.	March 2023
			Identify specific community benefits that can be delivered from contracts that can support communities.	January 2023
			NHS Lanarkshire will support and encourage the use of the National NHS Scotland Community Benefits Portal	March 2023
8	Ensure contractors deliver social investment	8.1 Review of the range of measures that can be put in place to deliver greater levels of social investment from contractors.	Review the scope and scoring of contracts to maximise social investment	March 2024
			Put in place greater levels of monitoring in relation to compliance with the range of charters.	March 2024
9	Review procurement practices to deliver more local spend where possible	9.1 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.	September 2022
			Report on the progress of the new Quick Quote arrangements	December 2022
			Review the contract evaluation criteria for regulated spend.	January 2023
			Identify the spend in scope based on the requirements of the procurement regulations, reflecting changes to standing orders and evaluation criteria.	February 2023
			Identification of local contract opportunities where viable local markets exist based on changes to standing orders and evaluation criteria.	March 2023

Workforce

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
10	Promote Living Wage and Fair Work practices locally demonstrating this within our own working practices	10.1 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.	March 2023
		10.2 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.	March 2023
			Provide webinars and support to understand impact of Fair Work, for employers and communities.	March 2023
		10.3 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.	March 2023
				March 2023
11	Identify employability support staff to provide local employability support to local applicants	11.1 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.	March 2023
12	Identify areas of anticipated future demand through workforce planning and put in place training programmes and access to qualifications to match this	12.1 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, including skills needed for the transition to a net-zero 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	March 2023

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
			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	
		12.2 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 will work with new businesses to ensure residents are upskilled prior to launch date through pre-employment training and employability support.	March 2023
13	Screen vacancies for suitability to local labour market	13.1 Promote the Council and partners 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 vacancies with the council and partners as well as receiving pre-employment training where required. Use available funding to support job opportunities for local people within council.	March 2023
		13.2 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.	March 2023 (Annual)
14	Identify potential numbers and roles for Modern Apprenticeship opportunities with Managers in the council and work with SDS to reflect these in the contract.	14.1 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.	March 2023
		14.2 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.	March 2023
		14.3 Work with Education Resources to identify suitable Foundation and	Monitor progress of Foundation apprenticeship candidates who are ready/suitable for Modern Apprenticeship	March 2023

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
		Modern Apprenticeship journeys	opportunities. Put in place any additional supports required.	
15	Explore with Scottish Government the possibility of using Youth Guarantee funding to support these additional Modern Apprenticeship roles	15.1 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	March 2023
		15.2 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.	March 2023

Land and property

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
16	Continue to deliver an Affordable Housing Supply Programme	16.1 Increase the supply of affordable housing across South Lanarkshire	Deliver the Strategic Local Programme Agreement (SLPA)	October 2022 (Annual)
			Preparation and approval of the Strategic Housing Investment Plan (SHIP)	
			Implement policy on affordable housing in new private developments in Local Development Plan 2	March 2023 (Annual)
17	Continue to operate and further develop the Open Market Purchase Scheme	17.1 Identify and purchase appropriate properties to meet specific housing needs	Specific content within SHIP approved in relation to Open Market Purchase Scheme.	October 2022 (Annual)
			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.	October 2022 (Annual)
18	Identify opportunities for housing led regeneration projects	18.1 Continuous assessment of regeneration priorities as part of Local Housing Strategy process.	Considered as part of annual review of Local Housing Strategy.	November 2022 (Annual)
			Identified priority projects included as part of SHIP development.	October 2022 (Annual)
			Ensure priority projects are included as part of the preparation of the next Local Development Plan 3	March 2023 (Annual)
19	Support owners of empty homes to bring them back into use	19.1 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 2022/23.	Establish a Matchmaker Scheme to link empty properties with interested buyers.	November 2022 (Annual)
			Set up an empty home grant scheme providing financial support for owners to improve property condition.	

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
			Provide practical advice and assistance to empty property owners.	
20	Promote and support the Community Asset Transfer process	20.1 Provide direct support to applicants	A Community Asset Transfer Development Officer has been recruited and will promote and support the asset transfer process	March 2023 (Annual)
		20.2 Community Asset Transfer to be promoted to communities across South Lanarkshire	Process for promotion of Community Asset Transfer to be agreed	March 2023
21	Deliver improvements to support the Energy Efficient Scotland programme and encourage homeowners to do the same	21.1 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 (EESH2). A target of 10% has been set for 2022/23.	April 2022 (Annual)
		21.2 Continue to implement energy efficiency measures across council and partner 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.	April 2023 (Annual)
			Reduce embodied carbon from construction (new builds and refurbishment)	
		21.3 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.	April 2023 (Annual)
22	Repurpose neglected town centre assets to encourage footfall and spend in the local economy, and create thriving places where people can access goods and services on foot or via public transport.	22.1 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	October 2022 (Annual)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
		22.2 Implement national planning policy on 20 minute neighbourhoods and community wealth building in NPF4	Through the LDP process develop a spatial strategy and associated policy direction that supports the creation of 20 minute neighbourhoods and the principles of community wealth building. Submission of Evidence Report Approval of proposed Plan Adoption of Plan	March 2024 Oct 2025 March 2027
23	Look to ensure that Council-led physical regeneration schemes have input from other anchor institutions and key partners and enable sharing and participation from the community and voluntary sectors.	23.1 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	October 2022 (Annual)

Finance

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
24	Through our relationship with the councils Pension Fund provider, Strathclyde Pension Fund, look to develop and support their work on providing opportunities for more local, sustainable investment opportunities	24.1 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.	March 2023
25	Building on the relationship we already have with local Credit Unions, we will work locally with the credit unions and other community partners to explore ways to encourage use of the savings and affordable credit facilities which they offer	25.1 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	March 2023
			Establish a Credit Union Network	March 2023
			Develop and promote new financial services to communities	October 2023
26	Encourage SLC staff, those of other anchor institutions, local businesses and residents to spend locally and retain investment in local businesses and promote local green tourism	26.1 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	March 2023
			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	March 2023
			Encourage local trading networks	March 2023
			Case-study local businesses via our website and the local press	March 2023
		26.2 Raise awareness of what is on offer for days out/recreation/culture, events in South Lanarkshire	Provide an events calendar	March 2023

Building the generative economy

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
27	Continue to develop how business grants can help grow communities	27.1 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)	March 2023 (Annual)
			Tailor SLC grants to business needs with a new micro-grants scheme for small and start up businesses with minimum red tape.	March 2023 (Annual)
			Offer larger growth and recovery grants to business, based on jobs created and increased turnover.	March 2023 (Annual)
			Signpost businesses to other sources of help and advice	March 2023 (Annual)
28	Promote investment opportunities to regional and national institutions to market South Lanarkshire as a place to visit and do business	28.1 Develop a marketing/investment strategy, including a promotional programme with targeted/seasonal events and promotions around key employment sectors.	Create a site prospectus	March 2023 (Annual)
			Improve web presence/ on line material	
			Ensure planning and other statutory advice is up-to-date and accessible	March 2023 (Annual)
29	Work with our partners to support organisations which offer volunteering opportunities	29.1 New Volunteering strategy for the Community Planning Partnership	Develop a comprehensive Volunteering Strategy	Agreed by CPP in June 2022
			Implement Strategy	September 2022 and reviewed annually
30	Create a positive environment for third sector organisations where local anchors offer development support	30.1 Develop a comprehensive mapping of anchor Third Sector organisations	Engage with Third sector to map key anchor organisations and existing strategic relationships	December 2022
		30.2 Develop a new strategic agreement with the Third Sector	Establish a high level review group and comprehensive engagement process for the review	March 2023
		30.3 Implement the new strategic agreement with the Third Sector	High level strategic agreement group overseeing actions	October 2023 then annual review

Ref	We will:	High Level Actions	Steps we will take to deliver this action	Timescales
31	Support our social enterprises and key Third Sector organisations to generate more of their own funding	31.1 Review funding to the Third Sector	Establish a cross-partner review group and agree terms of reference	March 2023
			Conduct review agree proposals	Year 2
			Implement new funding arrangements for Third Sector	Year 3
32	Develop a new Social Enterprise Strategy and Action Plan and, in conjunction with the social enterprise sector, establish a Social Enterprise Steering Group	32.1 New SE Strategy & Action Plan produced	Establish a Strategy Development Group including partners and representatives of the social enterprise sector	March 2023
			Social enterprise advisor recruited into Economic Development	March 2023
		32.2 Social Enterprise Steering Group established	Agree membership and terms of reference	February 2023
33	Encourage Partnership and Consortium development in the social enterprise sector to compete for public contracts	33.1 Clear understanding of the market for social enterprise across South Lanarkshire	Work with the social enterprise sector and SDP to understand the market and supply chain	March 2024
		33.2 Coproduction of key responses to social enterprise market	Identify, publicise and market opportunities for the social enterprise sector	March 2024
		33.3 Develop consortia and partnership responses to social enterprise market opportunities	Work with procurement on meeting market demand through social enterprise interventions	March 2024 Then annual reporting

Report

8

Report to:	Community Wealth Building Commission
Date of Meeting:	6 September 2022
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Community Wealth Building – Town Centre Update
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ Update the commission on town centre project work which meets CWB objectives

2. Recommendation(s)

2.1. The Community Wealth Building Commission is asked to approve the following recommendations: -

- (1) that the way in which town centre activity supports CWB as set out in this report is noted

3. Background

3.1. The nature of town centres across the UK is in a transitional stage. The range of issues involved in the challenges town centres are facing are broad and complex. Factors such as the economic downturn, internet shopping, the growth of out of town shopping malls, changes in retailers' business models and consumer expectations have resulted in a decline in footfall.

3.2 Some of the issues are local and specific to individual towns, however, many are issues seen across the country influenced by wider economic patterns, consumer behaviour and corporate decisions. Supporting town centres remains a Council priority and officers continue to work in partnership with groups and organisations in each town to achieve our common goals.

3.3 The role town centres have in our communities is significant and therefore their role in CWB cannot be understated. Town centres support and contribute to each of the 5 community wealth building pillars and are often the location of many of the anchor organisations who are vital to the delivery of CWB objectives.

3.4 Around 70% of businesses and jobs in the economy are located in town centres and they are the principal location for leisure and hospitality. They retain a vital social importance as a meeting and events and performance space.

4. CWB In Action

4.1 The Council received funding from the Scottish Government, in common with all Local Authorities, to support our town centres to bring forward

transformational change for the communities they serve. Unlike many authorities South Lanarkshire chose to invite bids from communities to deliver the most effective programme of projects across our communities.

4.2 The outcome of this approach has been a number of innovative and community focussed projects which support the towns and their communities but are also delivering CWB objectives and supporting 20-minute neighbourhoods. These projects and initiatives are listed in appendix 1 and 2 to this report which shows the CWB pillars for each and include:

- In **Carnwath** the local Community Council have brought forward development proposals on a disused site at the edge of the town centre. The initial funding has allowed the site to be acquired and acted as a catalyst for other funders to get behind the project. The previous owner carried out decontamination works as part of the project and the community are now progressing to the delivery phase of their building prioritising local contractors where possible.

Following the success of this initial phase a subsequent application was supported under the Place Based Investment Programme to support the acquisition and refurbishment of an empty retail unit in the town which the community will run on a not for profit basis with any surplus reinvested in community events and initiatives. The combination of these initiatives will support this community over many years through the delivery of CWB.

- **Forth** – the Community Council applied to the Council to support their community cinema and café located in the hall of one of the churches at the centre of the town. The community have delivered all aspects of the project using local contractor and suppliers where possible.

The community are now in the process of delivering a second phase through the Place Based Investment Programme which will combine this facility with an outdoor community facility at the heart of the town centre and potentially buying the asset from the church.

- **Bothwell** – the Community Council applied to the Council to support the delivery of a community facility in the town library which was not being used to its full potential. The application covered the cost of refurbishing the property which has a number of backlog maintenance issues and acted as a catalyst to apply to other funders to cover the cost of a community asset transfer from the council and additional refurbishment / conversion works. The group have pulled together an extensive and ambitious scheme which will see the completed project become an important community facility generating income for a range of other community projects, events and initiatives. The community are delivering all aspects of the project using local contractor and suppliers where possible.
- **Hamilton Newcross** - The Hamilton Hub @ New Cross sees the development of a £1.5 million regeneration project which will transform 920sqm of vacant retail space into a thriving community and enterprise hub in the heart of Hamilton town centre. The Hamilton Hub will be a dynamic centre for business start-ups and local enterprise and will be a focal point for the delivery of projects, initiatives and services with an employment, skills and health and wellbeing focus and will have a

significant impact on the economic, physical and social regeneration of Hamilton Town Centre.

The Hamilton Hub @ New Cross, as a multi-agency centre, will ensure vital services and organisations are accessible for local people. As well as bespoke, dedicated office space, the hub will offer IT enabled meeting room, event and near to home working space for the wider community. The council has used its commercial property asset and the availability of funding from the Town Centre Capital Fund, Place Based Investment Programme and the Regeneration Capital Grant fund to deliver a facility which will become an important focal point for business, the community and the third sector.

5. CWB Pillars in town centres

5.1 The work in town centres which supports CWB is broad and links directly to each of the CWB pillars. While town centres are more directly tied to the delivery of some pillars. The examples below illustrate practical delivery under each pillar.

- Building a Generative Economy - Community assets funded through town centre funding which will give communities an asset to support community projects – see Carnwath, Forth and Bothwell above
- Finance - supporting the introduction of the Scottish Government's Scotland Loves Local Gift Card aimed at keeping spend in local communities
- Land and Property - use of Public assets such as the Newcross centre and the Vogue in Hamilton to bring forward development and improve wellbeing in town centres
- Spending - focus on local procurement for construction and other contracts. Use of the Council's financial scale to support the relocation of UWS to a new campus in South Lanarkshire with a South Lanarkshire based development partner and
- Workforce - working with the Landlords in East Kilbride to ensure new leases in developments have clauses designed to increase engagement with local employment markets and training programmes

6. Town Centre Action Plan (TCAP) in South Lanarkshire supporting CWB

6.1. The TCAP presents an opportunity to continue to build on the work of Local and Scottish Government to prioritise town centres in a way which has not previously happened, with the goal of positioning them as a central economic objective.

6.2 Officers continue to work closely with all our communities to tailor solutions to the specific challenges to each of our towns. It is widely recognised that there is no single approach which will address the challenges of all towns and while the TCAP provides a useful baseline, officers and communities must tailor our approach to maximise the opportunities based on local need. To date actions plans have been delivered for Cambuslang, Hamilton, Blantyre and Larkhall.

6.3 Town centre priorities are at the heart of the Community Plan and Community Wealth Building strategies and the TCAP gives strong support to the delivery of these wider objectives.

6.4 Officers in Economic Development are working with all key stakeholders across our towns and have commissioned 2 key pieces of work to set the direction of the Council's work around town centres going forward. These will

inform and align with existing and emerging funding opportunities around town centres

- Town Centre Visioning – this will set out how the Council delivers on the strategic aims and objectives at a local level. As noted above, while all towns have similar challenges, the solutions are not always the same. This work will set out how the Council, communities and partners should deliver meaningful and sustainable change within our town centres through a series of projects and action plans.
- Transition to Net Zero – town centres are major contributors to pollution and although a number of early wins have been achieved, the ways to deliver long term meaningful and sustainable reductions are complex and not always palatable to business or customers. This work will set out a practical approach to working towards net zero across our towns.

6.5 In parallel, officers across Planning and Economic Development and Roads and Transportation services are liaising to consider how the delivery of the Council's statutory services can complement the ever-changing requirements of our town centres.

7. Next Steps

7.1. The town centre strategies and action plans and the delivery of capital projects along with our ongoing engagement with appropriate partners across each of our town centres is complementary to the objectives of the TCAP. The format used for our 4 Town Centre Strategies and Action Plans (Hamilton, Cambuslang, Larkhall and Blantyre) is likely to evolve moving forward to reflect the changes in planning legislation and increased alignment to the CWB strategy.

7.2. The delivery of exiting projects funded through the Town Centre Capital Fund, Regeneration Capital Grant Fund and Place Based Investment Programme are key to supporting the continued recovery and realignment of our town centres.

7.3 Continued engagement with the key stakeholders and communities in each town is also vital in the delivery of projects and initiatives.

7.4 The continued roll out and promotion of the InsideOut app will support business and communities allowing them to communicate and engage in ways not previously possible.

7.5 There are also a number of other emerging initiatives at a regional and national level which could have a positive impact on our town centres not least the Shaping Places for Wellbeing initiative recently confirmed in Rutherglen on which officers across the Council are working with colleagues in NHS Lanarkshire and the third sector to look at how we can deliver meaningful change in our communities.

8. Employee Implications

8.1. There are no employee implications associated with this report.

9. Financial Implications

9.1. There are no financial implications associated with this report.

10. Climate Change, Sustainability and Environmental Implications

10.1. There are no implications for climate change, sustainability or the environment in terms of the information contained within this report.

11. Other Implications

11.1. Failure to demonstrate that risk is actively considered and managed could adversely affect the delivery of the CWB strategy and could affect the reputation of the council. The work undertaken to identify and review the risks and monitor the progress of the risk control actions will enable the CWB Group to effectively manage the impact of these risks.

12. Equality Impact Assessment and Consultation Arrangements

12.1. There are no Equality Impact Assessment or consultation arrangement implications associated with this report.

David Booth

Executive Director (Community and Enterprise Resources)

25 July 2022

Contact for Further Information

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

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Appendix 1
Years 2021/2022 – Current Progress Report

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
1 TCCF	Royal Oak, Lanark	Social rented housing development on the site of a derelict hotel.	Development has all statutory consents in place and work began on site in April 2021 with completion expected in mid-2022	£345k / c£4m	✓	✓	✓	✓	
2 TCCF	Former Hamilton Advertiser Building, Hamilton	Social rented housing development on the site of a former print works	Demolition works are complete, and the main works are progressing well. Completion spring 2022.	£300k / £3.2m	✓	✓	✓	✓	
3 TCCF	East Kilbride Shared Workspace	To create 10,000 sq. ft. of business start-up space on floor 7 of Plaza Tower.	Private sector match funding could not be secured,	n/a					

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
		Funds of £200k reallocated to the Civic Centre feasibility project	project not proceeding						
4 TCCF	Vogue Site, Hamilton	<p>Social rented housing development on the site of a former bingo hall</p> <p>Progress has been slower than anticipated due to COVID restrictions and changes in personnel however programme should still be achievable.</p>	<p>Planning application lodged. Site investigations and essential repairs carried out. Contracts in place to proceed. Council approval to dispose of site to RSL obtained March 2021.</p>	£440k c£4.3m	✓	✓	✓	✓	
5 TCCF	Former Poundstretcher, Hamilton	<p>Redevelop the Poundstretcher site as a mixed use residential/retail development.</p> <p>Funds of £180k put back into the</p>	Property could not be secured - project not proceeding	n/a					

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
		programme to support phase 1 delivery.							
6 TCCF	Cambuslang Streetscape	Streetscape improvements including pavement resurfacing.	Works progressing well despite some delays around materials. Completion mid 2022	£845k	✓	✓	✓	✓	✓
7 TCCF	South Lanarkshire Heritage App	Development of a South Lanarkshire wider town centre app.	Second phase role out in progress with the 7 more towns part of the launch. Promotional activity underway.	£150k / £240k	✓		✓		
8 TCCF	Forth Café and Cinema	To create a cinema and kitchen café in town centre hall for community town centre events and increase town centre footfall.	Works complete	£60k	✓	✓	✓		

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
9 TCCF	Carnwath site assembly	Acquisition of a derelict site to facilitate a community project	Acquisition will be finalised on completion of remediation works by existing owner. Development subject to other funding which is now in place.	£336k / £650k	✓	✓	✓		
10 TCCF	Hunters Close, Lanark	Removal of a derelict building and creation of town centre car parking / market space.	Works complete	£275k			✓	✓	
11 PBIP	Rankin Gait, Carluke	Regenerate the Rankin Gait Precinct creating the Rankin Gaitway Community Space.	Design and procurement work progressing in line with programme	£100k				✓	
12 PBIP	Carnwath Community and Enterprise Hub)	Acquire retail premises and hold for the future benefit of the community.	Initial delay regarding issues in relation to ownership issues. Checked and	£25k	✓	✓	✓	✓	

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
			corrected. Negotiations and legal work being finalised.						
13 PBIP	Forth Business and Outdoor Development	Creation of an outdoor space to expand the Rainforest Cafe at Forth St Paul's church and provide a safe space for various activities	Design complete and procurement works progressing. legal search uncovered sale issue. Being progressed	£95k	✓	✓	✓		
14 PBIP	Welcome to Larkhall	The project aims to improve the appearance of the main shopping street, making it more attractive to shoppers and visitors.	Project 1 heating complete Project 2 streetscape – Progressing material hold up. Project 3 – consultation on John street completed	£100k				✓	
15 PBIP	Rutherglen Town Centre Business	Creation of a business hub providing space for	Works completed April 2021	£100k	✓	✓			✓

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
	Support	new starts and/or existing business. A design improvement to extend the frontage of the shopping centre to include all shops.							
16 PBIP	Development of the Thomson Suite in the Town Mill, Strathaven	Development of the Thomson Suite in the Town Mill, provision of a tourist information point in the town centre and further development of the Strathaven InsideOut app.	Strathaven Mill 90%complete Tourist point 50% complete Strathaven heritage app addition 100% complete	£100k				✓	
17 TCCF PBIP RCGF	Newcross Centre Hub	Community/business/enterprise hub which will include office space, private and shared facilities for businesses, a community café, youth activities and business start -up space Cost saving exercise required which has delayed programme	Design complete and works out to tender	£550k / 1.57m	✓	✓	✓	✓	✓

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
18 TCCF	EK Civic Masterplan	Feasibility work regarding the potential to move out of the Civic Centre which is underutilised and no longer fit-for-purpose investigate, and commission design work aimed at relocating remaining Council services into the East Kilbride shopping mall.	Negotiations proceeding with Town Centre Owners and design progressing Following a period of transition, the new asset team representing the Town Centre have renewed the commitment to working with the council to deliver on this programme.	£201k / TBC			✓		
19 TCCF	Near to Home Working	Pilot project to provide flexible business space for people who are working from home	Transport Scotland have put the project on hold due to concerns over budget and the availability and cost of materials.	£175k					

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
20 RCGF	EK Zone	Community / business / enterprise business space alongside other public and voluntary sector partners	Funding application unsuccessful. Project on hold until alternative funding secured. Refreshed application being prepared for RCGF 2021	N/A					
21/1 PBIP (feasibility)	Lesmahagow	Lesmahagow Development Trust	Feasibility planning for Mc Curdy Park and town centre streetscape improvements. Group not able to complete application and works in required timescale, slipped to 2022/23 program	Now in 2022/23 project costs				✓	
21/2	Rutherglen	Grow 73	Feasibility of additional community	£10k	✓		✓		

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
PBIP (feasibility)			garden at allotment site						
21/3 PBIP (feasibility)	Blackwood	Blackwood Estate Community Organisation	Delivery of access to outdoor learning areas at Loch Wood, Blackwood Estate	£10k			✓		
21/4 PBIP (feasibility)	Lanark	Discover Lanark –	Feasibility on options for outdoor seating	£10k					
21/5 PBIP (feasibility)	East Kilbride	Kirktonholme pavilion	Feasibility for improvements to make DDA compliant –	£10k					
21/6 PBIP (feasibility)	Hamilton	Regent Centre	Master-planning project	£50k					
21/7 PBIP (feasibility)	Cambuslang	Silverbank car park – Adjacent to Cambuslang town centre.	Car Park Resurfacing	£50k		✓			✓
21/8	Bothwell	Library CAT	Asset transfer agreed	£28k	✓	✓	✓		

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
PBIP (feasibility)									
21/10 PBIP (feasibility)	Allanshaw Industrial Estate	Entrance Signage Improvements	Specialist legal issues re existing signage, procurement delayed by 12 months. Currently being costed	Now in 2022/23 project costs					
21/11 PBIP (feasibility)	Allanshaw Industrial Estate	Roads design and repair	Completed	£25k		✓			✓
21/12 PBIP (feasibility)	Biggar	Solar energy pilot	Community group not in a position to complete	n/a					
21/13 PBIP	SLLC Bid	Avon Bridge design and procurement –	Survey of structure to assess repair needs. Specialist procurement delayed by 12 months.	Now in 2022/23 project costs		✓			✓

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
22 PBIP	Halfway Community Council	Park refurbishment at Halfway Park including play equipment, drainage, and paths	Design and procurement work progressing. Material and tendering delay post Covid due to price	£100k			✓	✓	
23 PBIP	David Livingston Centre	Allow works which had to be removed from the original scope to achieve cost savings to be reinstated. These include external features such as landscaping, play and picnic areas and paths linking to the Clyde and town centre.	Design and procurement work progressing in line with programme	£400k	✓	✓	✓	✓	✓
24 PBIP	Mitchell Arcade Rutherglen	Bring forward a package of improvements which will support the town centre, business and social enterprise.	Design and procurement work progressing in line with programme	£370k	✓	✓	✓		✓
25	Newcross Centre HUB (Project 17)	Allow works which had to be removed from the original	See project 17		✓	✓	✓	✓	✓

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spd	WF
PBIP		scope to achieve cost savings to be reinstated.							
26 PBIP	Bothwell Community Council	Support projects in the Bothwell Futures community plan.	Design and procurement work progressing in line with programme	£150k	✓	✓	✓		

**Appendix 2 –
2022/2023 - Proposed Project List**

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spnd	WF
30 - PBIP	Larkhall	SLLC - Larkhall Liesure Centre	Support for construction of new Leisure Centre on site of existing pool facility.	£550,000	✓	✓	✓	✓	✓
31 -PBIP	Carluke	Carluke Development Trust- Feasibility	Feasibility study of town centre derelict properties for Asset Transfer and refurbishment.	£10,000			✓		
32 - PBIP	East Kilbride	East Kilbride United – Kirktonholme pitches	Kirktonholme all-weather sports field designed specifically for use by disabled athletes. (Now potential 23-24 project)	£ -			✓		

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spnd	WF
33 - PBIP	East Kilbride	East Kilbride United – Kirktonholme - changing rooms	Upgrade and environmental improvements to separate the showers and toilet areas to allow full use by male, female, older and disabled members, athletes and visiting clubs.	£185,000					
34 - PBIP	Biggar	Feasibility - Biggar Youth Project -	Biggar Youth Project (BYP) 's premises refurbishment to improve insulation and energy efficiency and redesign the internal space.	£55,000			✓		
35 - PBIP	Lanark	Discover Lanark - Outdoor space construction on High Street	The construction of an outdoor community space in the town centre.	£289,000				✓	

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spnd	WF
			Successfully trialled during COVID.						
37 - PBIP	Hamilton	SLC - Allanshaw	Signage Project brought forward from 2021	£50,000					
38 - PBIP	Hamilton	SLC - Avon Bridge	Assessment and repair project brought forward from 2021.	£126,000				✓	
39 - PBIP	Rutherglen	Grow 73 - Allotment space	New community growing space (now 23-24 potential project)	£ -					
40 - PBIP	Forth	Forth Development Trust – Asset Transfer and improvements	Asset transfer from the church of Scotland to the community and roof repair of church hall	£160,000	✓	✓	✓		
41 - PBIP	Hamilton	SLC - Quarry Street	18 – 22 Quarry Street purchase	£75,000		✓	✓	✓	

Project Number FUND	Name	Summary	Update	Project Value Grant / project value	GE	Fin	L&P	Spnd	WF
42 - PBIP	Rutherglen	SLC - Fernbrae	Enlargement of the car park	£60,000					
43 -PBIP	Lesmahagow	Feasibility - Lesmahagow Development Trust –	Upgrade and environmental improvements to Billy's store. Development trust owned asset on Main Street to RIBA Stage 4. Moved from 21/22	£60,000					
22 - PBIP	Halfway Community Council	SLC - Park refurbishment at Halfway Park including play equipment, drainage, and paths	Design and procurement work progressing. Material and tendering delay post Covid due to price. Moved from 21/22	£100,000			✓	✓	
44 - PBIP	Lanark	SLC - Lanark racecourse Masterplan	Support delivery of a masterplan for Lanark Racecourse site.	£20,000			✓		



Community Wealth Building Annual Report

2021-22



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Introduction

In March 2021 South Lanarkshire launched its Community Wealth Building Strategy. The strategy set out an aspiration to work in a new way for the people of South Lanarkshire, to use the power and Influence of the council and other organisations to support communities and the South Lanarkshire economy.

We live in uncertain times, and the challenges we face – from the impact of the pandemic to the effects of climate change to geo-political upheavals – show us more clearly than ever before the value of local services rooted in local places and communities.

South Lanarkshire Council and the South Lanarkshire Community Planning Partners are committed to improving the lives and prospects of everyone in South Lanarkshire. We recognise and celebrate our role as key anchor organisations, delivering services across the area, championing South Lanarkshire and working ceaselessly for the benefit of those who live, work, visit and do business here.

This annual report reflects on the first year of delivering our Community Wealth Building Strategy. It highlights the progress we have made so far and reaffirms our determination to continue the journey, continually seizing opportunities to build the wealth, capacity and resilience of our communities. We have drawn upon a wide range of case studies to illustrate Community Wealth Building in action, showing how the council and partners, working alongside communities, can use their energies, influence and resources to generate real change across South Lanarkshire.

Chair of the Community Wealth Building Commission

What is Community Wealth Building?

Community Wealth Building is an alternative approach to traditional economic development, which seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base.

Community Wealth Building reorganises local economies to be fairer and aims to reduce wealth flowing out of our communities, towns and cities by helping local investments and assets to generate more and better jobs for local residents and businesses.

To achieve this transition, CWB harnesses the power of anchor institutions to enable local economies to grow and develop from within. Anchor institutions are large commercial, public and social sector organisations which have a significant stake in a place and can exert considerable influence on their local economies.

CWB changes how anchor organisations work to maximise local and regional economic opportunities. This includes the goods they buy, the people they employ, the assets they own and the powers they exercise to bring about long-term, sustainable economic change for the benefit of local communities and local businesses.

5 strategy areas are identified relating to the pillars of community wealth building. These are:

- **Building the generative economy** - Develop and grow small, locally owned enterprises which are more financially generative for the local economy - locking wealth into place.
- **Finance** - Increase flows of investment within local economies by harnessing and recirculating the wealth that exists, as opposed to attracting capital.
- **Land and property** - Deepen the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens.
- **Spending** - Utilise public sector procurement and commissioning to develop dense local supply chains of businesses likely to support good employment and retain work locally.
- **Workforce** - Exercise fair employment practices and work to develop a more just labour market to improve the prospects and wellbeing of local people.

Our Community Wealth Building journey

From the start we have been clear that we need to build CWB into everything we do. We need to ensure that CWB becomes part of a new culture and way of working – and to do this we need the change in thinking to be led from the top. That is why we moved quickly to establish a Community Wealth Building Commission which has cross-party political support and engages senior officers from South Lanarkshire’s anchor organisations.

The Community Wealth Building Commission is a key vehicle for setting vision and promoting the development of a strategic approach to CWB in South Lanarkshire. By working together collaboratively across the five pillars of CWB, anchor organisations can multiply their effectiveness and deliver far-reaching transformational change.

Turning strategic aspirations into action on the ground is the job of the CWB Progress Group. This group is chaired by VASLan, and aims to take the practical steps necessary to deliver the actions underpinning the CWB strategy.

Our Community Wealth Building journey is shown below.

SLC established a working group to examine the CWB approach and develop recommendations	November 2020
SLC approves a CWB strategy	March 2021
SLC agrees to the creation of a CWB Commission	May 2021
CPP Board considers a report on the creation of a CWB Commission	June 2021
CWB Commission established – first meeting	August 2021
Detailed action plan agreed for Strategy	August 2021
Progress Group agreed by Commission	October 2021
Progress Group established – first meeting	January 2022

As our timeline shows, much of our effort has gone into getting the right people into the right place to ensure the strategy works as a whole, across all 5 pillars, from the strategic to the operational level. This strategic, whole-systems approach is still in the early stages, but is already bearing fruit, as this annual report illustrates.

In our strategy we set out what we would do under 5 pillars of Community Wealth Building. We developed an action plan to support our strategy, setting out detailed actions we would take in the first years of Community Wealth Building in South Lanarkshire. Our progress is illustrated in the remainder of this report.

Spending

The spending pillar is about leveraging public sector procurement and commissioning to develop dense local supply chains of businesses likely to support good employment and retain work locally.

Our Strategy set how we would achieve this, starting with analysis of our spend and a range of actions to make procurement processes simpler and more accessible to local businesses.

Key achievements

- Changes to the council's Quick Quote process have enabled the council to use this route for more contracts and to make it more accessible for local suppliers. A bespoke event on these changes was delivered in February 2022 (see case study below)
- The council has undertaken a Gap Analysis and identified a need for work to be done with SMEs to build skills and knowledge to help them access and navigate opportunities to secure council contracts.
- A local market analysis has been completed to identify opportunities for local growth working with the Lanarkshire Economic Development Forum.
- Meet the real buyer events and quickquote webinars – together with increased use of Facebook, Twitter and LinkedIn) – have advertised opportunities to potential bidders.
- The benefits of the Supplier Development Programme have been promoted, with NHS Greater Glasgow and Clyde and NHS Lanarkshire commissioning SDP to deliver a project to increase diversity in their supply chains (see case study below)
- New ways of identifying and delivering community benefits are being explored. NHS Lanarkshire, for example, has used the NHS Community Benefits Gateway to connect NHSScotland suppliers with local third sector community organisations (see case study below).
- A new Community Benefits Officer post has been created within the council to take forward increased levels of community benefits and identification of opportunities to improve community outcomes.

How it's working in South Lanarkshire:

Case study 1: South Lanarkshire Council Quick Quote developments

Initial Quick Quote pilot exercises generated 9 procurement processes: in total, 17 local companies were among those engaged in the competitive process with 2 local awards being made. The value of works awarded in the South Lanarkshire area totalled £30k, with other successful contractors including 6 awards to companies based in Glasgow City Region and only 1 to the wider Scottish area. These initial quick quotes generated useful lessons learned for new local companies which were shared through the webinar. A programme of projects to be progressed through Works Quick Quotes in 22/23 is being considered as part of the Procurement Service Planning exercise and outcomes will continue to be reviewed to monitor the

impact of the change and ensure that appropriate guidance can be offered to local SMEs.

Successful Quick Quote webinar hosted by Council Procurement Team and Supplier Development Programme in February 2022 with 78 SME attendees, including 23 South Lanarkshire based business and 18 from North Lanarkshire. The event focused on guidance to local suppliers on how to approach bidding for Quick Quotes, with emphasis on the lessons learned from the pilot exercises. This included the importance of adhering to the Council's programme timescales, providing a full response to all technical questions (seeking clarification through the messaging facility on PCS/PCSt if required) and ensuring that all required attachments, including insurances, are provided. The Supplier Development Programme also provided a training session on how to bid through Public Contracts Scotland and positive feedback was received from attendees in respect of both the presentations and training.

Case study 2: NHS Lanarkshire Community Benefits Gateway

NHS Community Benefits Gateway (CBG) is a free and easy to use online service that connects NHSScotland suppliers with third sector community organisations within Scotland. CBGs purpose is to establish a positive relationship between appropriate suppliers and third sector community organisations through the fulfilment of community needs.

It supports community initiatives ranging from work placement opportunities and volunteering projects to environmental proposals and assistance with building community facilities.

In South Lanarkshire, NHS Lanarkshire has worked with VASLAN to promote the CBW to third sector organisations in the area. One example of how this has worked for the benefit of communities is ARCO and Action for Children.

Arco's funding of the Silverton Hub has enabled Action for Children to employ a Community Short Breaks Practitioner to support families with disabled children in Lanarkshire to have greater access to community-based support. The Community Support Worker is based at the recently refurbished Silverton Community Hub, a centre specially designed to support children and young people with complex learning difficulties and a range of physical health needs in Hamilton. Staff at the community hub provide personalised support, helping children to overcome barriers that may hinder their involvement in the local community. Staff facilitate access to local community-based facilities, resources, networks and amenities, including swimming pools, gyms, youth groups, green spaces and museums. This empowers the children to pursue their own personal interests and preferences while growing their confidence, social skills and reducing isolation by supporting children to form new friendships.

ARCO's funding has enabled Action for Children to run groupwork sessions for young people, including Halloween activities and planning sessions with the children to discuss ideas for "side-by-side" trips at Easter. For many of our families these opportunities rarely exist to create long-lasting memories. Activities like this

unsupported can be stressful occasions for a child with autism that then impacts on the whole family. But our professional team will be on standby to step in to support the family and allow them to feel less anxious and more present, and to see their child have fun.

ARCO's funding has also enabled Action for Children to employ a Trainer/Qualifications Assessor to support Action for Children's Youth Employability Project. This helps young people breakdown barriers to employment, addressing these through valuable employability skills and vocational training, developing their aspirations, ambition and future job goals by encouraging their interest in learning.

Over the first three months of utilising the ARCO funding we have been working to increase our capacity to deliver accredited qualifications and learning opportunities for young people we support. This funding is enabling us to include previously ineligible young people to our training programmes and we are now able to offer accredited learning opportunities to our wider services across Action for Children in our Fostering, residential, housing support, youth justice, family, and community-based services.

Case study 3: NHS Lanarkshire Supplier Development Programme

Addressing inequalities across Lanarkshire has been identified as an overarching aim of the new NHS Lanarkshire healthcare strategy, 'Our Health Together'. There has been a strong commitment to maximising our role as an anchor institution and as part of this we have been undertaking a baseline assessment over the last few months.

Part of the baseline assessment was to review our procurement processes against the following anchor objective: Engage with existing and potential new suppliers and increase the proportion of spend with local suppliers.

In the financial year 2020/21 approximately 50% of NHS Lanarkshire's external expenditure was via contracts awarded by the health board through local contracting activity. The remaining 50% was via contracts awarded by NHS Scotland National Procurement or other collaborative procurement organisations. NHS Lanarkshire therefore has significant scope to direct external expenditure in a way that optimises our influence as an anchor institute. To do this we identified improvements which could be made in relation to engagement with and the diversity of our procurement supply chain.

Our colleagues in NHS Greater Glasgow and Clyde (GGC) recently had a successful bid to the Health Foundation to undertake a pilot in partnership with the Supplier Development Programme and we intend run a parallel project in NHS Lanarkshire and work alongside NHS GGC to implement improvements in this area.

This will ensure that all local authorities and NHS boards across the Glasgow City Region are maximising their influence on the economy of their local area through progressive procurement methods. It will also bring us in line South Lanarkshire Council's procurement and our collective Community Wealth Building aspirations.

NHS Lanarkshire's Procurement and Public Health/ Health Improvement teams will work in partnership with the Supplier Development Programme to deliver a project that aims to diversify its supply chain.

The project aims to encourage a wider pool of suppliers, support more local SMEs to become suppliers, and will focus in particular on increasing diversity.

The analysis stage of the project will: start with a review of existing supplier data by NHS Lanarkshire; gathering knowledge about the local SME base; and, more widely understand diversity within the supplier base in Lanarkshire. This will include businesses led by, for, and with, people with protected characteristics (supporting both the Equalities Act Scotland & the Fairer Scotland Duty).

This intelligence will inform the development of an SME engagement programme. The project will explore how supplier pathways can be enhanced, identify what supports they need, and encourage them, to become an NHS Lanarkshire supplier. This work will upskill targeted businesses by offering a bespoke range of supports, including tender training, bespoke supplier events, tools, and guidance.

This development will contribute to building relationships and sharing practice and we will seek to do this locally through our participation as key partners in the CWB strategy for South Lanarkshire.

The Supplier Development Programme has significant experience in developing engagement strategies with SMEs and will be able to support NHSL to deliver this initiative quite quickly. Funding has been agreed and the project will run from March 2022.

Case study 4: UWS relocation

Following a review of their portfolio the University Court agreed that a new campus should be found in Lanarkshire to deliver the University's ambitions for the next generation. UWS identified two options, one of which would have involved UWS leaving South Lanarkshire with a loss of c£72m GVA to the local economy. The Council worked with UWS to secure a campus within South Lanarkshire and retain the economic benefits for the local area. Following a lengthy negotiation and preparation of a detailed business case and economic model, UWS were persuaded that a Hamilton based campus was the best solution for them, their students and the local community, with the council bringing innovative approaches to funding, procurement and delivery of the projects.

These two anchor institutions worked in partnership in the delivery of these common objectives both in terms of a move to a new build campus on the edge of Hamilton and the regeneration of their existing site, including the Council's significant land holdings. The new campus was delivered by a local development company working substantially with local contractors and providing significant community benefit. The previous site is partially redeveloped for student accommodation with the remainder going through the planning system for a residential scheme which will include a significant proportion of social housing. The project has delivered transformational

change to the University's provision of higher education in Lanarkshire and secured this important economic asset for the local economy.

Workforce

The Workforce pillar of Community Wealth Building required anchor organisations to adopt and champion fair employment practices and work to develop a more just labour market to improve the prospects and wellbeing of local people.

In our strategy and action plan we set out our intention to promote fair work practices and the living wage, leading by example and encouraging all businesses and third sector organisations in Lanarkshire to follow suit. We said we would use our employability programmes and our training and recruitment activities to maximise opportunities for local people.

Key achievements

- The Living Wage campaign group ran a successful event in November 2021 promoting the benefits of paying the living wage, including presentations from employers and employees. South Lanarkshire has now reached over 100 Living Wage accredited employers.
- The council's employability projects helped identify pre-employment training and skills required for entry level jobs as well as preparing our local residents for interview and improve their employability.
- The Kickstart programme has provided 44 opportunities for applicants from SIMD areas to secure work with the council and 8 to take up entry-level posts with NHS Lanarkshire (see case study below).

How it's working in South Lanarkshire:

Case study 1: East Kilbride leisure HUB

The Council and Leisure Trust worked closely with the owners of the town centre in East Kilbride to deliver a new leisure HUB. Although a mainly commercial venture these three anchor institutions have brought together their assets and investment to secure an important leisure facility for the town for the next 25 years. As part of the town centres community benefit contribution they inserted a new and innovative clause into all the new leases which asked the incoming tenant to engage with the council's employability team and to recruit locally where possible. This clause has been extremely successful in assisting local people into jobs and on to better outcomes.

Case study 2: NHS Lanarkshire Kickstart South Lanarkshire

The UK Government Kickstart Scheme provides funding for a 6-month work placement for 16-24 year olds who are unemployed or at risk of long term unemployment.

Currently there are 8 young people from South Lanarkshire on placement within NHS Lanarkshire in roles such as Healthcare Support worker, Clerical Officer and various housekeeping positions.

Although these are entry level posts to employment with NHS Lanarkshire, support is provided to open up the potential to establish a career in the health and social care sector in a wide range of settings and roles requiring different levels of skills and academic ability.

This ties in with our vision to “effectively grow the future Health and Social Care Workforce from our local population by encouraging more Lanarkshire residents to choose a career from the broad spectrum of options in Health and Social Care.”

Health improvement staff are working with the manager, team leader or appointed buddy of the newly employed young person to offer tailored health information and access to a range of services and supports that will improve their health and wellbeing.

Land and Property

This pillar looks to deepen the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens.

Our strategy highlighted the importance of affordable housing and the potential of Community Asset Transfer as a means of giving community more control over local places. The strategy aimed to encourage investment and create thriving places where people can access goods and services on foot or via public transport.

Key achievements

- Throughout 2021/22, a total of 582 additional properties were made available for social rent across South Lanarkshire. This included 362 new council properties, 53 purchased by the council from the open market and 167 new homes built by Registered Social Landlord Partners
- Through its Open Market Purchase Scheme, the council was able to increase available stock that meets specific needs across different areas of South Lanarkshire.
- Construction is currently underway as part of the Whitlawburn Masterplan to deliver the final phase of development with another 60 new homes to be completed. These are being developed in partnership with West Whitlawburn Housing Co-operative, who will take ownership of the properties once they are complete.
- A Community Asset Transfer officer was appointed in March 2022 to promote Community Asset Transfer to communities across South Lanarkshire and to provide direct support to applicants.

How it's working in South Lanarkshire:

Case study 1: Delivering affordable homes that improve communities and change lives

The Council's Homes+ programme, supported by funding from the Scottish Government's Affordable Housing Supply Programme, continues to deliver significant numbers of high quality, affordable homes across South Lanarkshire.

Despite the ongoing challenges of the Covid-19 pandemic, the council have continued to invest in communities and make good progress throughout 2021/22. Over the course of the last year, a total of 415 new council homes across 11 housing developments, comprising a mix of semi-detached, terraced, bungalows, cottage flats and low-rise flats have been delivered. The housing mix for each development is based on the size and location of the site and takes into account assessed local housing needs.

The delivery of these new homes results in improved outcomes for the local communities, providing the right type of accommodation in the right places to enable households to live near local services and amenities. A large proportion of the new properties delivered in 2021/22 have already been let to families with children, to those waiting with specific medical needs and to households with registered disabilities. In addition, a significant number of subsequent lets to homeless households has also been achieved.

A summary of the key developments that were completed as part of the Homes+ programme in 2021/22 has been provided below:

Biggar

The Edinburgh Road development in Biggar was completed in February 2022. This 24-unit development comprises semi-detached family homes and bungalow conversions which are within walking distance of all local amenities including shops, public transport and health services. The design and materials used in the construction are in keeping with the surrounding area.

Carluke

In December 2021, 14 new homes were completed at the former Roadmeetings Hospital site in Carluke, comprising semi-detached and terraced family homes as well as cottage flats. In addition a further 20 new homes were completed on the site of the former Law Primary School in September 2021 including semi-detached/terraced family homes and cottage flats.

East Kilbride

The Jackton site in East Kilbride comprises 24 amenity flats and was completed in March 2022. This development was constructed by Cala Homes as part of the wider new Community Growth Area which is offering around 2,000 private and affordable homes in the area.

The Shields Road development of 67 homes at Benthall Farm by Taylor Wimpey is also progressing well and so far 28 homes, made up of cottage flats, terraced homes and detached family homes have been completed. Tenants started moving into these homes in September 2021 and the remaining 39 properties are scheduled for completion by early August 2022.

Cambuslang

The landmark housing-led regeneration of Whitlawburn has seen the completion of 160 new homes, with a further phase of new homes being constructed in partnership with West Whitlawburn Housing Co-operative.

In addition, the Gilbertfield Road development completed in October 2021 with 57 new homes and Auld Kirk Road completed in January 2022 with 48 homes providing a range of accommodation options including cottage flats, terraced homes, semi-detached bungalows and family homes.

Hamilton/Blantyre/Larkhall

In Hamilton, the Highstonehall Road development of 48 units completed in February 2022. The St Joseph's development in Blantyre is also now well underway with the first tenants having moved into their terraced bungalows and terraced family homes. Full completion of this site is expected by June 2022.

Drumgray Avenue, Uddingston saw the completion of 20 new homes consisting of one and two bedroom cottage flats in December 2021. The Glengonnar development in Larkhall completed in March 2022 adding a further 20 new two and three bedroom detached and semi-detached homes, and one bedroom cottage flats to the area.

South Lanarkshire Council are committed to increasing the provision of affordable homes across South Lanarkshire, working with a range of services and partners to ensure the investment continues to deliver significant improvements for households and communities.

Case study 2: Encouraging local food growing through Community Asset Transfers

Several organisations have approached the council over the past few years to take over land with all or some of the land being set aside to grow food. Transferring assets for food growing contributes to achieve the objectives of the Council Food Growing Strategy and overall Good Food Strategy aiming at supporting the development of food growing activities in the council's area.

For instance, the charity Grow 73 was delivering weekly community gardening sessions in Overtoun Park in Rutherglen and wanted to expand their activities by using the greens of the Bowling Club which were not in used. Approaching the council to discuss how this land could be better used made perfect sense.

According to the co-founder and coordinator of Grow 73 "the land had been lying vacant for over 15 years right at the heart of our local park but was fenced off from the public, making a piece of land of just under 8000m² inaccessible. This could add so many benefits to our community from learning how to grow food, maybe for those who are on a waiting list to have an allotment but wanting to gain confidence in growing food, to upskilling or training young people with skills leading up to employment, tackling mental health issues, and caring for the environment."

With this additional piece of land, Grow 73 is now developing a local community garden so that anyone can access the opportunity to grow their own food. The

Community Garden will have four areas: a social zone with a meeting space, orchard, picnic area; a woodland zone with a kids play area; a biodiversity zone with a wildflower garden, a sensory garden and a pond; and finally, a growing zone with raised beds and poly-tunnel.

The group have also carried their passion and endeavours out into the local community and schools helping them to get their hands dirty and learn about self-sufficiency and the benefits of outdoor pursuits. The co-founder also said “The beneficiaries of this project would be anyone who is interested, but the connections we have made so far are with Advinia care home, Rutherglen health centre, 18 local schools, local groups such as community groups and scout, brownies as well as churches and Universal connections. We are very keen to do Intergenerational work too, which we had done for our mural at Rutherglen train station and for sculptures in the park, celebrating local heritage”.

Following their application, the council granted a lease of ground extending to 7,852 square meters for a period of 15 years with rental of £1 per annum.

Case study 3: Asset Transfer for community recreational space in Blantyre

In 2021 the charitable organisation Blantyre Soccer Academy took over an open space at Birch Place. The objectives of the Soccer Academy are to advance public participation in the amateur sport of football and to advance community development by providing a safe environment to encourage and promote the development of health, self-esteem, health and friendship within the community.

The open space was adjacent to Blantyre Soccer Academy's Community Hub and the organisation was seeking to extend its community activities in partnership with other local organisations and create a community food growing area, Covid-19 memorial area, wild growing area and outdoor recreational space.

Following their application to the council, Blantyre Soccer Academy were able to acquire the open space of approximately 1,943 square meters, enabling them to progress their plans for community recreational space in Blantyre.

Finance

The Finance pillar focuses on efforts to increase flows of investment within local economies by harnessing and recirculating the wealth that exists, as opposed to attracting capital.

Our strategy aims to encourage and support financial growth for communities, including building and attracting development and investment opportunities and encouraging local spend.

Key achievements

- A dedicated Investment and Marketing officer has been appointed within the council's Business Support Team to market the council area and support local spend initiatives and messaging
- Established town centre App promoting local trade, community activities by promoting local businesses and communities.
- 'Scotland Loves Local' Gift Card trial approved and in place, 1 year pilot scheme in all SL town centres.
- Strategies to boost South Lanarkshire town centres have been developed, covering Hamilton, Cambuslang, Larkhall and Blantyre, under rolling 5 year review.

How it's working in South Lanarkshire:

Case study 1: Cambuslang Community Council BankHUB

During 2020-21, the Cambuslang BankHUB project piloted a new form of high-street banking involving financial institutions cooperating to offer banking services from a single unit. The project originated in the resilience shown by community organisations in Cambuslang who refused to accept the loss of banking facilities in their town, and the negative consequences for businesses and residents. Following the successful pilot in Cambuslang, the BankHUB model is being rolled out to other communities across the UK.

What happens when a town becomes unbanked? This was the challenge faced by Cambuslang in 2018 - the third largest town in South Lanarkshire, with c.28,600 people - following the closures of all three bank branches in quick succession. The branch closures had overwhelmingly negative effects on local residents. Getting access to cash became difficult, and the closures were a cause of substantial financial hardship for a significant minority of residents.

Many businesses also experienced financial difficulties and had major problems with alternative banking facilities. Most experienced a loss of trade as local residents shopped less on Cambuslang Main Street. The commercial viability of the town centre suffered, threatening to undermine a regeneration strategy for the town.

Cambuslang Community Council took the lead in advocating the restoration of a banking service. Its report on the consequences of branch closures made headlines

in Scottish and UK media, and its submission to a House of Commons inquiry led to the Scottish Affairs Committee launching a report on access to cash in Cambuslang.

This evidence gathering enabled Cambuslang Community Council to apply successfully for Cambuslang to become a Community Access to Cash Pilot (CACP) in summer 2020. Cambuslang was one of nine pilots across the UK and one of two in Scotland, each having the aim of testing different ways of improving access to cash,

A working group of local community organisations, led by the Community Council, and a community survey of 1100 respondents showed an overwhelming demand for face-to-face banking services in Cambuslang. Working with the CACP team and the Post Office, the outcome of extensive discussion was the BankHUB concept. This involved the PO and the five banks with major market share in Cambuslang collectively – for the first time - offering services in one place. The PO would provide a daily over-the-counter service for cash deposit/withdrawal and bill payment, while each of the five banks would offer account management services, each providing a community banker one day a week in turn.

The Cambuslang BankHUB opened in April 2021 for a six-month pilot period and was an immediate success. Very quickly it had high levels of use, with excellent customer assessments for the quality of service. The BankHUB has significantly improved local access to cash; people no longer have to travel to other towns for banking transactions. Being able to conduct banking business on the Main Street has led people to spend more money in the town centre. Cash is being kept in the local economy and businesses are feeling the benefit.

The lessons from Cambuslang, and a similar pilot in Rochford, have been recognised nationally, and the Community Access to Cash Review recommended replicating the model elsewhere. BankHUBs are now being slowly rolled out elsewhere, and Cambuslang Community Council is providing peer support to share its experience of improving access to cash with other towns and communities across the UK.

Building the generative economy

Action under this pillar seeks to develop and grow small, locally owned enterprises which are more financially generative for the local economy - locking wealth into place.

Our strategy outlined how we would work to support local businesses, not-for-profit organisations and communities to safeguard and create local jobs and address post-Covid recovery.

Key achievements

- A new Small Business Support Grant has been introduced and Business Gateway has been resourced to pilot offer of a new Start Up grant
- During the last year there have been key events to offer support to businesses and signpost sources of help:
 - Meet the Real Buyer
 - Women in Business
 - Build Lanarkshire
 - Lanarkshire Business Hub
- A Working Group looking at a volunteering strategy for the Community Planning Partnership has been established led by VASLan. A survey of partner volunteering has been completed and writing group established to progress the strategy.

How it's working in South Lanarkshire:

Case study 1: Working with communities to target town centre funding

The Council received funding from the Scottish Government, in common with all Local Authorities, to support our town centres to bring forward transformational change for the communities they serve. Unlike many authorities South Lanarkshire chose to invite bids from communities to deliver the most effective programme of projects across our communities.

In **Carnwath** we have been able to work with the local Community Council to bring forward development on a disused site at the edge of the town centre. The community have had aspirations to regenerate the site for a number of years and the availability of funding and strength of their application has allowed the proposals to proceed. The initial funding has allowed the site to be acquired and acted as a catalyst for other funder to get behind the project. The previous owner carried out decontamination works as part of the project and the community are now progressing to the delivery phase of their building prioritising local contractors where possible. Despite the challenges in the construction industry the strength of the application has allowed the Council to provide additional funding to offset cost increases allowing the community to deliver their ambitions.

Following the success of this initial phase a subsequent application was supported under the Place Based Investment Programme to support the acquisition and

refurbishment of an empty retail unit in the town which the community will run on a not for profit basis with any surplus reinvested in community events and initiatives. The combination of these initiatives will support this small community over many years through the delivery of CWB under most of the CWB pillars

In **Forth** the community Council applied to the Council to support their ambitions to run a community cinema and café from the hall of one of the churches located at the centre of the town. The funding has allowed the purchase and installation of high quality projection equipment along with the refurbishment and installation of new kitchen equipment to bring the hall up to a suitable standard. The community have delivered all aspects of the project and despite the challenges in the construction industry the strength of the application has allowed the Council to provide additional funding to offset cost increases allowing the community to deliver their ambitions.

The community are now in the process of delivering a second phase through the Place Based Investment Programme which will combine this facility with an outdoor community facility at the heart of the town centre

Bothwell community Council applied to the Council to support their ambitions to deliver a community facility in the town library which was not being used to its full potential. The application covered the cost of refurbishing the property which has a number of backlog maintenance issues and acted as a catalyst to apply to other funders to cover the cost of a community asset transfer from the council and additional refurbishment / conversion works. The group have pulled together an extensive and ambitious project which will see the completed project become an important community facility which will generate income for a range of other community projects, events and initiatives.

Case study 2: The Hamilton Hub @ New Cross

The Hamilton Hub @ New Cross sees the development of a £1.5 million regeneration project which will transform 920sqm of vacant retail space into a thriving community and enterprise hub in the heart of Hamilton town centre. The Hamilton Hub aims to secure better outcomes for everyone and increased opportunities for the people and communities of Hamilton to shape their own lives securing transformational change through the provision of more and better integrated services and opportunities for local people and enterprise. The Hamilton Hub will be a dynamic centre for business start-ups and local enterprise and will be a focal point for the delivery of projects, initiatives and services with an employment, skills and health and wellbeing focus and will have a significant impact on the economic, physical and social regeneration of Hamilton Town Centre.

The Hamilton Hub @ New Cross, as a multi-agency centre, will ensure vital services and organisations are accessible for local people. As well as bespoke, dedicated office space, the hub will offer IT enabled meeting room, event and near to home working space for the wider community. The council has used its commercial property asset and the availability of funding from the Town Centre Capital Fund, Place Based Investment Programme and the Regeneration Capital Grant fund to deliver a facility which will become an important focal point for business, the community and the third sector.

Case study 3: Lanarkshire Larder Regional Food Group

Lanarkshire Larder is a membership organisation made up of local food and drink businesses who want to raise awareness of the local Food and Drink industry to residents and visitors. The group was officially formed in April 2021 with funding from Scotland Food & Drink, North Lanarkshire Council and South Lanarkshire Council. 61 members are now part of the network including farmers, food retails and food hospitality businesses.

During its first year, the group focused on creating a strong food and drink identity for Lanarkshire Larder. This has included the creation of a strong brand logo, website, and social media presence. For instance, regular stories on producers are shared on social media and in the newsletter.

A food and drink trail has also been developed and promoted across Lanarkshire to increase access to locally produced food and drink and reduce supply chain which in turn benefits the local economy. The network has also helped to foster collaboration as many of the members are now actively working together particularly the food retail outlets. The group has also started to collaborate with New College Lanarkshire and the Royal Highland Education Trust to educate pupils on agriculture and the food and drink industry.

Case study 4: NHS Lanarkshire Hospital Therapeutic Growing

Clydesdale Community Initiatives (CCI) in partnership with NHS Lanarkshire have been delivering a hospital gardening programme of work to support individuals in our community who face barriers to inclusion.

The project has supported hospital inpatients, outpatients, community volunteers and NHS staff who have experienced significant levels of stress and anxiety because of the Covid 19 pandemic.

Utilising adjustments due to the social restrictions, work continued to ensure participants could benefit from this therapeutic growing and additional space was identified for vegetable growing. Through the programme this past year, community grower participation contributed to an impressive 852kg of fresh produce donations to the Clydesdale Foodbank and delivery of 668 food parcels to local vulnerable residents this year.

Conclusion

This annual report has highlighted our progress over the first year of Community Wealth Building. We have made great strides in bringing the energies, skills and resources of anchor organisations in South Lanarkshire to a focus around our Community Wealth Building ambitions.

But this is only a start. We have been inspired by examples of what CWB can achieve in the UK and abroad, however we recognise that these successes have been years in the making.

That is why our strategy looks to achieve results across a five-year period as a starting point. We will refresh our 5-year action plan in the light of what we have achieved so far. We will extend the reach and scope of our actions by working together – partners, stakeholders and communities – to generate ideas, pool resources and harness our collective energy to bring about lasting change.

Our ambition, as we set out in our strategy, is to develop a resilient, inclusive local economy, with more local employment and a more diverse business base. As we embark on the second year of our strategy, we will benefit from the strong foundation we have established so far. Over the coming year we will take co-ordinated action across the five pillars of CWB to develop a fairer, more inclusive economy that works for the people and businesses of South Lanarkshire.

Further information

To find out more, visit [Community Wealth Building - South Lanarkshire Council](#)

