

# Report

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

Subject:	<b>Community Wealth Building Action Plan 2022 Refresh</b>
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## 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	
		<b>12.2</b> 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
<b>13</b>	Screen vacancies for suitability to local labour market	<b>13.1</b> 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
		<b>13.2</b> 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)
<b>14</b>	Identify potential numbers and roles for Modern Apprenticeship opportunities with Managers in the council and work with SDS to reflect these in the contract.	<b>14.1</b> 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
		<b>14.2</b> 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
		<b>14.3</b> 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
		<b>22.2</b> 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
<b>23</b>	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.	<b>23.1</b> 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	<b>24.1</b> 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	<b>25.1</b> 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	<b>26.1</b> 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
		<b>26.2</b> 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