



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 20 February 2023

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, 28 February 2023

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 Maureen Chalmers

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

Jann Gardiner, Chief Executive, **NHS Lanarkshire**

Josephine Pravinkumar, Director of Public Health, **NHS Lanarkshire**

Hisashi Kuboyama, **Federation of Small Businesses**

Steven Sweeney, Chief Executive, **VASLan**

Thomas Adamson, Estates Environment Manager, **University of the West of Scotland (UWS)**

BUSINESS

1 Declaration of Interests

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

Item(s) for Consideration

- 3 **Membership Update** 7 - 8
Report dated 9 February 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **NHS as an Anchor Organisation** 9 - 44
Report dated 23 January 2023 by the Consultant in Public Health, NHS Lanarkshire. (Copy attached)
- 5 **Community Wealth Building and the Role of Charters** 45 - 62
Report dated 18 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 **Area Profiling Tool for South Lanarkshire** 63 - 94
Report dated 18 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **Community Wealth Building Scottish Government Consultation** 95 - 152
Report dated 3 February 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Meeting Timetable 2023/2024** 153 - 154
Report dated 9 February 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 9 **Forward Programme for Future Meetings** 155 - 158
Report dated 9 February 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Any Other Competent Business

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

For further information, please contact:-

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

COMMUNITY WEALTH BUILDING COMMISSION

2

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

Chair:

Councillor Joe Fagan

Present:

South Lanarkshire Council

Councillors Alex Allison, Robert Brown, Maureen Chalmers, Kirsten Robb, Margaret B Walker
C Sneddon, Chief Executive

Federation of Small Businesses

H Kuboyama, Development Manager

University of the West of Scotland

T Adamson, Estates Environmental Manager

VASLan

S Sweeney, Chief Executive Officer

Also Attending:

South Lanarkshire Council

Community and Enterprise Resources

S Keating, Property Development Manager; K Lean, Economic Development Manager (Rural Funding); I Ross, Project Manager

Finance and Corporate Resources

H Calley, Administration Officer; M Carrigan, Administration Assistant; N Docherty, Administration Assistant; C Fergusson, Head of Finance (Transactions); 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 and John Ross; P Manning, Executive Director (Finance and Corporate Resources); S Sengupta, Director, Health and Social Care

NHS Lanarkshire

J Gardner, Chief Executive

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 6 September 2022 were submitted for approval as a correct record.

In relation to item 7, C Fergusson advised that in relation to whether banks referenced Community Wealth Building within their sustainable investment, he would pick up the matter up with J Taylor.

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

3 Change in Membership

A report dated 11 November 2022 by the Executive Director (Finance and Corporate Resources) was submitted advising of a change to the membership of the Commission and Progress Group.

At its meeting on 8 November 2022, the Progress Group was advised that A Aird, Federation of Small Businesses (FSB), would be stepping down from his role within the FSB and, consequently, his position on the Commission and as Vice Chair of the Progress Group would be undertaken by H Kuboyama.

The Chair, on behalf of the Commission, welcomed H Kuboyama to his first meeting.

The Commission decided: that the change in membership be noted.

4 Community Wealth Building Action Plan – Q2 Update

A report dated 18 November 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the Quarter 2 update of the Community Wealth Building (CWB) Action Plan.

The CWB Action Plan had been approved by the Commission at its meeting on 6 September 2022. The report provided an update on the actions contained within the Action Plan for the 6 month period March to September 2022.

Officers responded to members' questions on various aspects of the report.

Councillor Robb's point, in terms of renewables applying across the board and not just in terms of land and buildings, was noted.

Councillor Chalmers asked for information on the Council's engagement with and support for, the area's Credit Unions. Officers committed to preparing a response.

It was also noted that S Sweeney would bring a paper to the next meeting on Third Sector participation.

The Commission decided: that the Q2 update on the Community Wealth Building Action Plan be noted.

[Reference: Minutes of 6 September 2022 (Paragraph 7)]

5 Quick Quote Update

A report dated 7 November 2022 by the Executive Director (Finance and Corporate Resources) was submitted providing an update on the progress made in relation to the award of Council contracts to local companies under the new Quick Quote arrangements, the engagement activity taking place with businesses and the development opportunities.

A key objective of the Community Wealth Building Strategy was to increase levels of spend by the Council and anchor institutions within the South Lanarkshire area. An action plan supported the Spend pillar of the Strategy and detailed the range of measures to be taken to achieve this.

At its meeting on 22 September 2021, the Council agreed the following changes in the use of Quick Quote opportunities to increase opportunities for local business:-

- ◆ to increase the current financial limit for procuring works contracts using Quick Quote from £50,000 to £2 million
- ◆ the minimum number of quotes to be obtained from local enterprises, where Quick Quote was used, increased to 4 from 5 bids (previously 2 from 5) for goods, services and works where such Small and Medium sized Enterprises existed

Since the implementation of the new Quick Quote arrangements, 32 procurements, to the value of £6.256 million for works contracts over £50,000, had commenced. Of those, 24 had been completed to the value of £4.861 million, a breakdown of which was detailed in the report.

Property Services had completed a Quick Quote exercise for the extension at Castlefield Primary School to gain further insight into the performance of local businesses and any potential barriers to success. There were 4 Quick Quotes issued for the project to a value of £0.360 million and those were detailed in the report.

To evaluate why South Lanarkshire based companies did not have a high success rate with this procurement, contact was made by Economic Development with 4 local mechanical and plumbing contractors who had been invited to bid. Key points from the feedback were provided in the report and analysis showed that there was progress to be made in identifying enough South Lanarkshire based companies to bid and in supporting their efforts to bid. Greater promotion of lower value contracts would also be considered.

Engagement with businesses was an important part of the efforts to increase local spend, so a range of activities had been undertaken to promote future opportunities and support the development of tendering skills and capability.

A Quick Quote training session had been run by the Procurement Team as well as a Talking Tenders session, which encouraged relevant local businesses to be “tender ready” and registered in order that they would be invited to submit a Quick Quote.

To encourage the participation of local businesses in broader procurement activity, engagement with local businesses continued with 3 activities which were detailed in the report.

The Roads Service had prepared a pipeline of projects that focused on a number of footway resurfacing projects. There were 9 footway projects covered by Quick Quote which were split into 3 packages. The first contract had been awarded, the second was on Quick Quote and the third expected to be added towards the end of the calendar year. The Roads Service would complete a review of the effectiveness of the Quick Quote process upon completion of the tendering of the 3 packages.

Procuring resources continued to appraise further opportunities for the use of Quick Quote as part of the development of the approach. The extent of using direct awards and mini competitions from existing procurement frameworks and Quick Quotes under £50,000 would form part of this exercise.

A key feature in the continued development of the pipeline was also ensuring local businesses were given sufficient notice of forthcoming opportunities.

C Fergusson responded to members’ questions on various aspects of the report and undertook to provide information on how many companies had used Quick Quote as well as bring the results of the survey sent to businesses to a future meeting.

The Commission decided: that the Quick Quote update be noted.

[Reference: Minutes of South Lanarkshire Council of 22 September 2021 (Paragraph 5b)]

6 First Scottish Community Wealth Building Conference – 7 October 2022

A report dated 14 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted providing an update on the first Scottish Community Wealth Building Conference.

On 7 October 2022, North Ayrshire Council hosted the first Community Wealth Building Conference in Scotland. Each local authority was invited to send 2 participants and the Community Engagement Manager and Economic Development Manager attended.

The report provided feedback on the event and potential learning considerations.

K Lean responded to members' questions on various aspects of the report.

The Commission decided:

- (1) that the content of the report be noted and
- (2) that the potential learning points, contained within section 5 of the report, be noted.

7 Forward Programme for Future Meetings

A report dated 24 November 2022 by the Executive Director (Finance and Corporate Resources) was submitted advising of the forward programme for meetings of the Commission to date and inviting members to suggest topics for inclusion in the Commission's forward programme.

The Chair advised that he was keen to see how anchor institutions were engaged with Community Wealth Building

Councillor Robb requested that the Community Benefits within contracts included grants going forward. Officers noted the comments.

The Commission decided: that the report be noted.

8 Social Enterprise Strategy

I Ross, Project Manager, gave a verbal update on the Social Enterprise Strategy advising that a Social Enterprise Officer had been appointed in July 2022 and they had made good progress on developing the Strategy with the help of colleagues in VASLAN.

A Steering Group had been set-up and was working on the action plan.

The Social Enterprise Strategy was at an advance stage of preparation and the intention was to take it to a future Council committee for approval and then back to the Commission in terms of an update.

I Ross responded to members' questions on various aspects of the update.

The Commission decided: that the verbal update be noted.

9 Any Other Competent Business

There were no other items of competent business.

Report

3

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Membership Update
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise on an update to the membership of the Commission

2. Recommendation(s)

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

- (1) to note that Josephine Pravinkumar, Director of Public Health, NHS Lanarkshire has been added to the membership of the Commission as an additional representative of NHS Lanarkshire.

3. Background

3.1. A request was received on 9 February 2023 from NHS Lanarkshire to add Josephine Pravinkumar to the membership of the Community Wealth Building Commission in addition to the current representation of Jann Gardner, Chief Executive of NHS Lanarkshire.

4. Employee Implications

4.1. None.

5. Financial Implications

5.1. None.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

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

8.2. All necessary consultation has taken place.

Paul Manning
Executive Director (Finance and Corporate Resources)

9 February 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

Susan Somerville, Administration Manager

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Report

4

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Elsbeth Russell, Consultant in Public Health

Subject:	NHS Lanarkshire as an Anchor Organisation
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Community Wealth Building (CWB) Commission on the work being undertaken by NHS Lanarkshire (NHSL) to harness its ambitions as an inclusive anchor organisation and to describe how this programme of work will be taken forward within the context of the development of the new healthcare strategy *Our Health Together*.
- ◆ highlight to the Commission that, in light of the current cost of living crisis, NHSL has recently developed a cost of living delivery plan, aligned to its role as an anchor. This plan sets out the actions the organisation is taking to support the financial wellbeing of patients, carers and staff.

2. Recommendation(s)

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

- (1) to consider opportunities through the Commission for NHS Lanarkshire to work collaboratively with other local anchors to maximise collective impact across the anchor pillars.

3. Background

- 3.1. CWB is a progressive approach to economic development which aims to retain opportunities and wealth in communities for the benefit of the local population. This is achieved by harnessing the economic and social power of locally rooted organisations, often referred to as local anchors.
- 3.2. Anchor organisations are big and locally rooted organisations including the NHS, local authorities, colleges and universities, and private businesses with local headquarters. As they employ many people, spend substantial amounts of money, own and manage land and assets, and often deliver crucial services, they have a considerable impact on local communities and economies. Further, they are historically rooted in the physical area, intrinsically connected to the local community and are pivotal to wellbeing.
- 3.3. Anchor organisations are pivotal to CWB as a result of the scale at which they operate. They can make a positive influence on a local area by just being there and the decisions they take about how they operate can significantly enhance their contribution to local economic growth and inclusion.
The way in which anchors operate, deliver services, buy goods and interact with other local organisations and the community can add significantly to local

employment, business growth, skills, incomes, health and wellbeing. It can help places to thrive and become places where people want to live and businesses want to invest, setting them on a path to long term success and shared prosperity.

- 3.4. As noted by the Joseph Rowntree Foundation (JRF), there are 5 areas of activity where anchor organisations can make a difference¹:-
- ◆ As an **employer** – policies on recruitment, pay and conditions, progression and health can support inclusion goals and lower paid workers and help organisations to recruit and retain staff and fully tap the talents of their workforce.
 - ◆ Through **procurement** of goods, services and infrastructure, which can be designed to support local business and job opportunities, recirculate wealth and bring community benefits, while still getting buyers the right price and quality, and often improved supply chain resilience, responsiveness and relationships.
 - ◆ Through **environment and assets** – by adopting targets, policies and actions to respond to the climate emergency, reduce energy, waste and pollution, and create better built and natural environments, and collaborating in place making and using assets to support local communities, all of which can also reduce inequalities.
 - ◆ Through **products and service delivery** – public sector and community anchors can deliver services in ways designed to help those facing poverty and disadvantage.
 - ◆ Through **corporate and civic behaviours** – organisations can embed ‘anchors thinking’ across their own ethos, planning and actions, and work with other anchors to systematically share good practice, help each other succeed and deliver enhanced positive impacts for their people and places.
- 3.5. The Scottish Government recently launched a Care and Wellbeing programme which includes an anchor workstream. The aim of this programme is to support Scotland’s health and social care providers to become active anchor organisations to help to mitigate against some of the drivers of socioeconomic inequalities within their area.
- 4. NHS Lanarkshire Anchor Baseline Assessment and Action Plan**
- 4.1. The JRF, in partnership with Leeds City Council, developed an Anchor Progression Framework as a tool for organisations to use to self-assess where they are now against 5 anchor pillars (attached).
- 4.2. In the absence of a Scottish toolkit, work was undertaken in 2022 to scope out the NHSL baseline position as an anchor organisation against each of the pillars using the JRF progression framework. This has entailed sharing the template with key senior leaders and also having focused meetings with leads to assess current position for each pillar, future actions and governance arrangements.
- 4.3. Public Health Scotland is also currently developing a Scottish anchor assessment framework to support the national Care and Wellbeing programme. It is anticipated Boards will be expected to report on this new assessment framework as part of annual performance monitoring in due course.
- 4.4. Overall, NHSL performs well across many of the anchor pillars and this reflects long standing inclusive values and also national and local strategic priorities which have supported action in these areas.
- 4.5. Given the size and reach of the organisation, there are opportunities for NHSL to further enhance its role and influence as an anchor, particularly with regards to

¹ Harnessing the power of anchor institutions – a Progression Framework (2020)
<https://www.inclusivegrowthleeds.com/sites/default/files/2022-05/Progression%20Framework%202021%20Updated%20Final.pdf>

targeting opportunities and services to those who are most vulnerable and through further developing employability, procurement and asset strategies.

- 4.6. Actions have been identified by strategic leads to maintain performance or support progression to the next level in the progression framework. Whilst not exhaustive, a snapshot of areas where NHSL has made progress as an anchor are outlined below:-

Anchor Pillar	Examples of Actions to Date
Employer	<ul style="list-style-type: none"> ◆ Living wage employer accreditation maintained ◆ Enhanced staff health and wellbeing support since Covid-19 and staff health and wellbeing strategy in place with action plan in development ◆ Enhanced participation in a range of employability programmes and draft employability strategy developed with a strong focus on supporting employability for key vulnerable groups and equality groups ◆ Reviewing actions to encourage uptake of pensions and other staff benefits, particularly by lower paid staff ◆ As part of the cost of living delivery plan, taking forward actions to support staff to access financial wellbeing supports
Procurement	<ul style="list-style-type: none"> ◆ Procurement Strategy in place with targets to increase local spend ◆ Further embedding a Fair Work First approach within the procurement process ◆ Engagement in the Supplier Development Programme as part of a one-year commitment and participation in 'meet the buyer' events ◆ Promote the NHS Community Benefits Gateway programme
Environment and assets	<ul style="list-style-type: none"> ◆ Use of social value criteria for all new builds and development of a draft community benefits plan for the new University Hospital Monklands ◆ Working with partners on co-location of services and asset transfers ◆ Increasing scores on NHS Scotland Sustainability Assessment Tool (NSAT) and development of a NHSL Sustainability and Climate Change strategy ◆ Developing opportunities for digital appointments and interventions to support reduced need to travel ◆ Use of NHS sites and communication channels to promote awareness of financial wellbeing supports to patients, carers and staff
Service delivery	<ul style="list-style-type: none"> ◆ Connect and build a public health intelligence hub across the system in order to better understand the populations we serve from an inequalities perspective ◆ Embedding use of integrated Equality Impact Assessment across all <i>Our Health Together</i> workstreams. ◆ <i>Our Health Together</i> is being developed with enhanced stakeholder and consultation, as part of commitment towards co-designed approaches ◆ Range of actions in the Cost of living delivery plan which will support patients and carers to access financial wellbeing support, especially routine enquiry for financial wellbeing and social prescribing
Corporate and civic duties	<ul style="list-style-type: none"> ◆ Ensure the role of NHSL as an anchor is a core theme of <i>Our Health Together</i>, both strategically and within all service areas ◆ Further develop opportunities to engage locally, regionally and nationally with other anchors to share practice and learning including participation in Glasgow City Region sub groups ◆ Develop an evaluation framework to demonstrate return on investment in anchor programmes ◆ Work with a range of strategic and local community planning partnerships to embed actions which will contribute to tackling poverty, particularly child poverty and the wider impacts of the cost of living crisis

- 4.7. Going forward, NHSL aims to capitalise on the opportunities afforded through the development of the new healthcare strategy *Our Health Together* to intentionally “do

things differently” and strengthen anchor commitments. Critical to this aim is working collaboratively with other local anchors to share learning and build on the existing strong partnerships already in place locally.

- 4.8. Whilst actions need to be realistic and achievable in the context of financial uncertainty, waiting list backlog, and workforce pressures, maximising organisational commitments as an anchor can positively impact on these pressures over the longer term as actions which address wider determinants of health will help to reduce failure demand, contribute to positive health outcomes and most importantly, reduce health inequalities.
- 4.9. An anchor workshop is being planned for spring 2023 to review the NHSL anchor baseline assessment in light of the national programme and framework. This will help to prioritise key actions and performance monitoring measures going forward.

5. Employee Implications

- 5.1. The employer pillar of the anchor framework includes actions to support staff health and wellbeing. The service delivery pillar includes designing services to be inclusive and inequalities focused. This may require staff to take different approaches to how services are delivered however staff will be fully engaged in service redesign processes where these are required.

6. Financial Implications

- 6.1. Additional resource requirements to support delivery of anchor actions will be identified by strategic leads and escalated where appropriate to the Corporate Management Team.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. The environmental and assets pillar of the anchor framework supports organisations to take actions which support environmental sustainability.

8. Other Implications

- 8.1. None.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Integrated equality impact assessments will be undertaken by each of the *Our Health Together* workstreams and will also be undertaken on the full anchor action plan once this is finalised.

Elsbeth Russell
Consultant in Public Health

23 January 2023

Contact for further information

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

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Harnessing the power of anchor institutions – a Progression Framework

This document sets out a **Progression Framework** to help organisations capitalise upon their power as anchors. It describes what they can do in practice on five dimensions of being an anchor organisation:

- **Employer**
- **Procurement**
- **Environment and Assets**
- **Service Delivery**
- **Corporate and Civic** behaviours

For each, the framework explains the context and shows what anchors can do based on a four-step journey from basic start point (level 1) to best practice (level 4). This is intended to help organisations self-assess where they are now, decide where they want to get to, and to plan the actions needed to make the transition.

Developed and Written by

Les Newby at Les Newby Associates Ltd
and Nicky Denison at Wordfern Ltd



What is an anchor institution?

Anchor institutions are big and locally rooted organisations like councils, FE colleges, universities, hospitals and big businesses with local HQs. Because they employ many people, spend substantial amounts of money, own and manage land and assets and often deliver crucial services, they have a weighty impact on local communities and economies. And as they have a long history in their places and are unlikely to move, they are intrinsically connected to them and are pivotal to their success and wellbeing.

In addition, smaller community organisations, often in disadvantaged neighbourhoods, can act as ‘community anchors’ in their own areas. These have a positive and lasting local presence, support local communities and connect their residents to opportunities.

Why do they matter and what can they achieve?

Because of their size, anchor institutions make a positive contribution to a local area by just being there. But the decisions they take about how they operate can make that contribution a far bigger one, and one which can support growth and inclusion hand in hand. The way in which anchors run their businesses, deliver services, buy goods and interact with other local organisations and the community can add significantly to local employment, business growth, skills, incomes, health and wellbeing. It can contribute to climate change and environmental goals. And it can support recovery from the impact of the Covid-19 pandemic and help places to thrive and become ones where people want to live and businesses want to invest, setting them on a path to long-term success and shared prosperity.

How can anchor institutions make a difference?

There are lots of ways in which anchors institutions can act. These will vary in emphasis and over time for different organisations. However, there are five areas of activity where all anchors can make a difference and themselves gain benefits:

- As an **employer** – policies on recruitment, pay & conditions, progression and health can support inclusion goals and lower paid workers – and help organisations to recruit and retain staff and fully tap the talents of their workforce.
- Through **procurement** of goods, services and infrastructure – which can be designed to support local business and job opportunities, recirculate wealth and bring community benefits – while still getting buyers the right price and quality, and often improved supply chain resilience, responsiveness and relationships.
- Through **environment and assets** – by adopting targets, policies and actions to respond to the climate emergency, reduce energy, waste and pollution, and create better built and natural environments; and collaborating in place making and using assets to support local communities – all of which can also reduce inequalities.
- Through products and **service delivery** – public sector and community anchors can deliver services in ways designed to help those facing poverty and disadvantage.
- Through **corporate and civic behaviours** – organisations can embed ‘anchors thinking’ across their own ethos, planning and actions, and work with other anchors to systematically share good practice, help each other succeed, and deliver enhanced positive impacts for their people and places.

What does it mean to be an inclusive anchor organisation?

Areas for action

Dimensions	Includes content on	Anchor institutions can...
Employer	<ul style="list-style-type: none"> Recruitment Pay and conditions Training, development and progression Healthy workplaces 	<ul style="list-style-type: none"> Recruit in ways that provide equality of opportunity and maximise scope for local people to secure good jobs, including young and unemployed people Pay the real living wage, go further to support people in stretching take home pay e.g. via pensions and non-pay benefits, and provide secure work Commit to lower paid staff reaching their potential via inclusive personal and professional development, flexible working, transparent progression pathways and excellent management Support mental and physical health, e.g. via facilities, policies, culture, advice
Procurer	<ul style="list-style-type: none"> Local supply chains Social Value (SV) from procuring goods and services New buildings and developments 	<ul style="list-style-type: none"> Engage with local suppliers and increase the proportion of spend with them Use procurement processes to deliver social value, e.g. for communities, employees, environment Procure developments in ways which benefit the environment and create local jobs and skills with focus on young people and those facing disadvantage
Environment and assets	<ul style="list-style-type: none"> Climate change Energy, waste and resource use Transport, built & natural environment Social benefit from estate and assets 	<ul style="list-style-type: none"> Adopt stretching environmental policies, targets and management systems Take action on energy, resource use, waste and pollution Enhance impacts related to transport and the built and natural environment Design/manage land, buildings and other assets to maximise local and community benefits
Service delivery	<ul style="list-style-type: none"> Core service delivery and disadvantaged communities Links to community anchors Links to local businesses and education 	<ul style="list-style-type: none"> Design and deliver services so that they reach and benefit disadvantaged communities Work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities Contribute resources or expertise to support the local economy, businesses and education, e.g. through supporting innovation or building links to schools
Corporate and civic	<ul style="list-style-type: none"> Internal anchor ownership External civic role and partnerships 	<ul style="list-style-type: none"> Recognise the organisation as being an anchor, then embed inclusive anchor dimensions into organisational vision/mission, values, culture/communications, behaviours, leadership, corporate planning and budgeting Champion anchor collaboration, take civic responsibility, learn, share, promote the services of other anchors, lead by example

Anchor action: employer

What does it cover?

- This dimension is about what anchors can do to provide good jobs for all their employees, and in particular those who work in lower paid roles. It covers how anchors recruit, the pay and conditions they provide, the training and development they offer and the emphasis they place on health and wellbeing.

Why does it matter and what can it achieve?

- 'Good' jobs are defined by decent income, fair terms and appropriate flexibility and security; where effort is recognised and rewarded, and where people have the opportunity to learn, contribute, progress and work in a safe and healthy environment. Given the numbers of people that anchors employ, providing good jobs has the potential to reach and make a positive difference to the lives of many thousands of people, and go on to benefit their families and the communities they live in.
- Good jobs are good for business too. They help to attract and retain talented people; reduce levels of sickness and stress; and boost staff engagement and morale. They can underpin competitiveness and help drive productivity gains that in turn lead to higher wages.
- Low pay is a feature of our national labour market. Today, eight million working-age adults live in poverty, earning too little to make ends meet and relying on in-work benefits. There is much more employers can do – at little or no cost – to help their lower-paid workers to stretch their take-home pay. Tackling low pay is good for the economy – it brings about a lower social security bill, a higher tax take, and stimulates more local circulation of wealth.

What types of things can anchors do?

Recruitment

- Reach out to a wider pool of candidates and think innovatively about how to support these people to secure roles then monitor and track your success in doing so
- Find ways to recruit a diverse range of apprentices, using pre-apprenticeship support, paying a decent salary and offering clear onwards progression
- Commit to making more quality part time and flexible jobs available at all levels and use it to attract and progress the best talent

Support people to stretch their take home pay

- Become an accredited Living Wage Foundation employer, or if not immediately possible, plan to move towards it
- Target pension take-up amongst lower paid staff and help people to access good financial support
- Provide a non-pay benefit package that helps to reduce the cost of living then make sure it is widely communicated and accessible not solely via IT




Training, development and progression





- Make opportunities accessible to all. Do this by creating and communicating clear progression pathways. Use tools such as redesigning roles to be shared or flexible, job rotation and softer skill development to help people build confidence. Back this up with excellent, open leadership and management and recognition of great work.




Health and wellbeing


- Make the physical and mental health and wellbeing of staff a priority, provide facilities or support at work to do that, and develop a culture of care

Progression framework: employer

Anchors can...	Feature	1	2	3	4
a) Recruit in ways that minimise discrimination, provide equality of opportunity and maximise scope for local people to secure good jobs	Methods of recruitment 	Meets legal requirements of Equality Act 2010 preventing against unlawful discrimination	Some additional efforts made to draw attention to roles from a wider pool of candidates	Clear job descriptions that welcome all applicants, advertised in accessible formats and wide range of outlets, removal of specific information from applications to avoid bias	As 3, plus targeted local outreach and work with local partners to reach potential candidates, innovative interview techniques, targets set for diversity in recruitment at all levels then monitored and reported on. Use Equality Impact Assessments
	Nature of apprenticeship and work experience offer 	No or minimal action, meet legal requirements on conditions and pay appropriate to age and stage of apprenticeship	Standard offer, but with some extra allowances (e.g. for travel) and wage progression over time	Pay at least National Living Wage, with wage progression reflecting role and experience. Ethos of investment in future workforce, and commitment to quality on and off job training and mentoring. Work experience available but no specific policy in place	As 3, but pay Foundation Living Wage and with same terms and conditions as wider staff. Diverse and innovative routes for engaging and recruiting candidates including in targeted communities and cohorts e.g. part-time apprenticeships. Strong pastoral care. Celebrate success. Participate in local Apprenticeship Levy transfer schemes. Policy on fair access to work experience and paid internships, proactively used to engage young people
	Flexible working 	No policy in place and any instances of flexibility are isolated and 'earnt'	Some flexibility, but discretionary and not applied evenly across organisation or roles	Flexible working more widely spread, specific goals to open up more jobs to be quality part time and flexible working	Specific policy to use wide range of flexible working tools, applied at all levels to attract and progress the best talent, advertised as this at point of hire, monitored and targeted

Anchors can...	Feature	1	2	3	4
b) Pay the living wage and then go further to support people in stretching take home pay	Living Wage 	National Living Wage employer	As 1, but taking action to raise pay of staff	Pay real Living Wage but not accredited by the Living Wage Foundation	Accredited Living Wage Foundation employer
	Pensions 	Auto-enrolment to workplace pension for those staff who are legally eligible	As 1, with some proactive communications on the benefits of saving	Review of pension information through low pay perspective, proactive communication of benefits and options	Analysis of low take-up groups, targeted focus on enrolment (including for casual workers) including at point of contract, shared practice, use of technology to demonstrate value, work with Credit Union to deliver good financial education
	Non-pay benefits 	No package in place	Standard package, open to all staff	As 2, but proactively communicated, mainly via staff intranet, use of technology to demonstrate value. Some effort to include elements that benefit low paid staff and to promote these	Package explicitly designed and procured to support lower paid, shared practice, reinvestment of salary sacrifice savings in benefits for lower paid, active engagement to drive take-up and design offer going beyond IT systems where necessary
	Contract types 	No or little consideration of social impact in determining contract types	Zero hours contracts generally avoided but with contingent temporary/casual workforce used	As 2, plus focus on shift to more secure contract types. Better planning of work schedules, notification in advance and guaranteed minimum hours. Engagement with workers/unions in agreeing contract types and conditions. Pay for all hours worked, including additional time	As 3, plus no use of zero hours contracts unless mutually favoured and if so regularly reviewed, agency/casual workers protected from effects of low pay and used as a route to more stable employment where relevant, no use of exclusivity clauses or 'false agencies', work with supply chain, paid time off and sick pay. Autonomy within roles encouraged and scope to vary work explored

Anchors can...	Feature	1	2	3	4
c) Commit to lower paid staff reaching their potential	Training, development and progression 	No or limited provision in place and generally focused in and above mid-level roles	Ad hoc training, including but not specifically targeted at lower paid roles and at this level typically focused on skills needed to do the current job. Internal jobs advertised.	Skills enhancement opportunities targeted at lower pay bands including provision for basic (ESOL, literacy and numeracy) and softer/transferable skills and delivered so as to avoid barriers to access, e.g. shift patterns or location. Internal progression supported and encouraged. Skills recognised as central to driving productivity	As 3, with strong communication of offer and its links to progression. Inclusive strategy for personal and professional development in place to attract and retain talent with delivery via a range of solutions including via Unions. Focus on reducing institutional barriers and monitor progress. Use of specific tools e.g. functional flexibility, skills matrices, job rotation, career pathways, coaching, celebrating success
	Leadership and management 	No or limited provision in place	Systems in place for developing leadership and management at top end of organisation and with ad hoc application	Awareness of need for leadership and management spread throughout organisation. Efforts being made to ensure even application via corporate set of leadership expectations, monitoring of consistent application of HR policy. Some element of good practice adopted	Even and visible use of leadership and management to build positive work environments and open communication at all levels of the organisation, where effort is recognised and there is focus on engendering pride, trust, teamwork, values, confidence, wellbeing, management performance assessed. Use of specific tools to assist progression, improve job quality, boost wellbeing and performance, excellent use of communications to give staff voice and influence
	Measuring performance 	No or limited provision in place	Performance management system in place but ad hoc in its application and not used to its potential	Regular appraisals and one-to-ones with managers to assess performance, progress towards agreed goals and development opportunities	As 3, but actively connected to corporate values and competencies and to progression with use of innovative tools in communicating, acknowledging, rewarding high performance

Anchors can...	Feature	1	2	3	4
d) Support mental and physical health through facilities, policies, culture, advice, etc.	Supporting physical and mental health, wellbeing and resilience 	Statutory requirements in place	Health, safety and wellbeing included in induction and monitored, plus sporadic training. Some positive policies in place, such as return to work policy to prevent presenteeism, taking breaks, promotion of national campaigns	As 2, but with senior management buy-in, staff engagement and positive policy and practice in place. Alignment to training, and encouragement of behaviour change, e.g. showers and secure cycle parking places to encourage exercise, access to mental health support, positive/pleasant work environment	As 3, with health and wellbeing prioritised with charter in place recognising different life stages, and culture embodied by leaders. Health & wellbeing offer for all that is widely communicated and targeted. Environment that supports healthy choices and physical activity. Pride in being a caring and supportive employer, with workplace health related campaigns/activities; mental health champions; provision for health and eye tests; and signposting and assistance for wider support including financial wellbeing

Anchor action: procurement

What does it cover?

- This dimension is about what anchor institutions buy. It covers the goods, services and buildings and infrastructure they procure, the processes they use to do this, and how they engage with suppliers.

Why does it matter and what can it achieve?

- Decision about what to buy, how it is bought, and who it is bought from can make a surprisingly big difference to local areas.
- Buying more from local businesses (or social enterprises) will help them to survive, grow, employ more people and pay better wages. Over years, this recirculation of money in the local economy can amount to many millions of pounds and help meet local goals on jobs, apprenticeships, incomes and community wellbeing. It can also improve supply chain resilience in the face of economic shocks, changes or barriers to international or long distance trade.
- It is also possible to design the specifications for what you buy, and the processes for choosing and engaging with suppliers, to take account of your organisation's goals on the community, environment and economy – summed up as 'social value'. This will help make the most of your money by directing it to suppliers who can deliver goods and services at the required price and quality *and* advance your wider social value goals.
- A well-designed procurement process for new infrastructure can create opportunities for local people, including those who have not been in work, to secure a job or apprenticeship. It can encourage construction companies to engage with schools and colleges, subcontract with local businesses and set high environmental standards.
- Doing all of this involves some technical work on policies, specifications, tender scoring systems, monitoring processes, etc. It takes time and there are some rules and limitations to stay within. But it is wholly possible and has succeeded elsewhere. Get the detail right and there are big dividends that can be reaped.

What types of things can we do?





Local Supply Chains





- Monitor your spending using a consistent and comparable method so you know how much you are spending locally, can track change and benchmark with others
- Help SMES with cash flow by insisting that your suppliers pay subcontractors promptly, and by splitting big contracts into smaller lots to make it easier to bid for them
- Communicate with potential local suppliers so they know what opportunities are coming up, how to bid, and what you expect of them (e.g. on social value)
- Identify key areas of spend where there are no or few local supply options, and see if new enterprises or groups of local firms working together can close them





Social Value

- Adopt a social value policy, build social value into most or all contract specifications, and award a significant proportion of tender scoring (e.g. 15%+) based on this
- Include fair pay and conditions for workers as one of the scored criteria - covering points such as the real living wage, skills/progression and good employment practice
- Include wider criteria such as social/community, health and environmental impacts and benefits and include clear criteria and goals on these
- Monitor and enforce the implementation of the actions that contractors said that they would deliver, and track and share any wider good practice by suppliers

Progression framework: procurement

Anchors can...	Feature	1	2	3	4
a) Engage with existing and potential new suppliers of resources, products and services and increase the proportion of spend with local suppliers	Monitor/analyse local spending 	No or minimal action	Sporadic analysis of % local spend	Annual analysis of local spend using consistent methodology	As 3, plus analysis benchmarked against other localities and stretching targets set to increase local spend
	Enable SMEs to submit proposals 	No or minimal action	Pay contractors promptly; very large contracts sometimes broken into lots	As 2, plus clauses on prompt payment of subcontractors; large contracts often split into lots, avoidance of complex application forms/processes and of unnecessary types or levels of insurance	As 3, but large contracts routinely split into lots; SMEs engaged in designing standard application processes, and fast payment of all suppliers/subcontractors
	Engage with local suppliers on contract opportunities and requirements 	Local suppliers invited to tender, but no more so than others	Basic or ad hoc communication of some contract opportunities to local suppliers	Proactive and routine engagement with local suppliers to communicate opportunities and identify their current SV (good) practice	As 3, plus sessions and advice for local suppliers on SV and other requirements and how to meet them
	Identify and address local supply gaps 	No or minimal action	Ad hoc identification of areas of spend that lack local supply options	Thorough analysis of main local supply chain gaps	Plug large local supply chain gaps by connecting businesses, helping relevant SMEs to expand, or supporting new social enterprises

Anchors can...	Feature	1	2	3	4
b) Use procurement to deliver social value (for communities, employees, environment)	Apply SV goals and scoring widely in competitively tendered contracts 	Usually only included when legally required (EU threshold+) with just a few exceptions	Not systematically applied, but SV goals made clear and scoring often included in large contracts (e.g. £100k+)	Systematically applied to all contracts above £50K with just a few exceptions	Systematically applied to all contracts above around £25k
	% of total marks allocated to SV in scoring of tenders 	Less than 5%	5%-9%	10%-19%, often with some factors also core requirements of contract	Always 20%+, with some elements also covered in core requirements/subject matter of contract
	Coverage of workforce issues – employment, pay and conditions 	No specific criteria or scoring of workforce issues (e.g. real living wage, fair conditions, progression, health)	Part of overall SV criteria - taken account of in scoring at a general level but not singled out	Specific goals/scoring on workforce pay & conditions, including reference to real living wage, contracts, training and progression. Local job/apprenticeship opportunities sought where work will be done locally	As 3, but payment of real living wage sought as far as legally possible (e.g. in contracts where budgeted for or through seeking prices with and without living wage compliance). Specific and strengthened clauses on recruitment in and around the area for contracts that require local work
	Coverage of wider social, health and environmental issues 	No specific criteria or scoring of social, health and environmental issues	Identified within SV criteria and taken account of in scoring at a general level	Specific goals and criteria set out and scored on social/community benefits, health and environmental good practice	As 3, but with more stretching specifications and a wider range of specific goals cited under each of the main categories (social/community, health and environment)

Anchors can...	Feature	1	2	3	4
	Extent and nature of supplier engagement (with new and existing suppliers) 	No or minimal action	Communication of SV requirements in contract information, ad hoc engagement with suppliers on SV	Engage with suppliers for larger new contracts to communicate SV requirements. Engage with existing suppliers to identify current SV (good) practice	As 3, but done for all significantly sized contracts, and with sessions for potential and current local suppliers on how to meet SV requirements and to discuss what they can do to go beyond their current (good) practice
	Monitoring and enforcement 	No or weak monitoring and enforcement	Some monitoring and reporting of delivery, but not systematic. No follow up if SV actions are not delivered	Regular monitoring and reporting of delivery of SV in all relevant contracts. Consequences for non-delivery specified in contracts	Strong and systematic monitoring for all contracts, with evidence of delivery sought and verified. Reporting of benefits at senior level at least annually. Enforcement with penalties for non-compliance
c) Procure new developments in ways which deliver social value and local benefits 	Use procurement to create jobs and skills benefits from the construction and end use of large developments	No additional requirements set out in tenders and contracting	Ad hoc approaches to specific contracts, to create local job / apprenticeship opportunities	Requirements to create local work opportunities via large construction projects (e.g. 12 months+ or £1m+ in value) included in core contract subject matter	As 3, but applied more widely – contracts of £500K+, and to end use of developments as well as design and building work
	Put focus on those who most need work and skills – e.g. unemployed people and those leaving education 	No requirements or specific emphasis on these groups	Encouragement and ad hoc measures to reach this audience, but no specific requirements or incentives to do so	Specific focus on this and requirements for employment of 'first job opportunity' workers/ 'new entrant trainees' e.g. 26-person-weeks per £1m of spend	As 3, plus supply side and brokerage mechanisms to help developers recruit from this group locally, and higher person weeks targets applied (e.g. 52 person-weeks per £1m and more for labour intensive contracts)

Anchor action: environment and assets

What does it cover?

- This dimension is about the impact that anchor institutions have on climate change and the environment and the impact of their land, buildings and operations on the places and communities they are based in or near, or otherwise influence.

Why does it matter and what can it achieve?

- Anchors can have a major impact on environmental quality and targets – including leading the way in tackling the climate emergency. Their practices around energy and resource use, waste generation and management, transport, buildings, green spaces and wildlife can have a big influence on the health and wellbeing of local communities (including disadvantaged ones often worst affected by poor environments), and make a positive local contribution to tackling global environmental issues.
- The design specification and location choices for buildings, spaces and other infrastructure can make a massive difference to how accessible and well used they are by communities, and can support or hinder physical activity and mental health and wellbeing. Opening up assets for community use can provide hubs for people and groups to meet, run session or do activities such as education, training, sport and leisure. It can strengthen communities and help people to be active. There is also potential for some anchors (e.g. local authorities) to use asset transfer to turn potential liabilities into community hubs and thriving resources.

What types of things can we do?

Adopt stretching environmental policies, targets and management systems

- Adopt ambitious targets and actions to respond to the climate emergency and achieve net zero carbon
- Put in place robust systems to identify, manage, reduce and monitor environmental impacts across operations and areas of influence

Take action on energy, resource use, waste and pollution

- Minimise energy use through efficiency measures and insulation, generating renewable energy on or off site, and buying energy via 'green tariffs'
- Minimise waste, non-renewable resource use and pollution – including through waste avoidance and re-use, recycling and circular economy collaborations





Enhance impacts related to transport and the built and natural environment




- Reduce car/vehicle mileage, use clean/low carbon vehicles, promote cycling, walking and public transport, and use online working and local sourcing to reduce travel
- Manage and retrofit buildings/estate to improve environmental impact and create healthy, high quality workplaces. Design new buildings to high standards.
- Create, enhance, manage and provide access to green spaces and wildlife habitats, support tree planting, and reduce flood risks (e.g. through sustainable drainage)



Design/manage land, buildings and other assets to maximise local and community benefits

- Build positive 'good neighbour' relationships with local communities and enable local groups/people to use buildings/land for enjoyment and positive uses
- Embrace high quality design and collaborate with other anchors on current estates, new developments and place making

Progression framework: environment and assets

Anchors can...	Feature	1	2	3	4
a) Adopt stretching environmental policies, targets and management systems	Climate emergency response 	No carbon emissions targets or monitoring in place	Carbon monitoring and reduction goals or targets adopted, but no net zero ambition	Long-term net zero carbon target adopted, with actions identified and being taken and monitoring in place	Ambitious net zero carbon target for 2035 or earlier, with carbon offset elements of this kept to a minimum. A plan to achieve targets and monitoring in place, and good progress being made
	Environmental Policy and Environmental Management Systems (EMS) 	Environmental policy either not in place, or not supported by action or an EMS	Significant environmental policies, actions and monitoring in place, but not systematic or ambitious	Clear and substantive environmental policy backed by targets, actions an EMS/ monitoring and delivering tangible progress. But could be higher priority, more ambitious and better communicated	As 3, but with high levels of ambition, progress and priority apparent; strong communication and training in place across the organisation; and valuation of environmental benefits taken account in decision making. Demonstrable success in reducing impacts year on year
b) Take action on energy, resource use, waste and pollution	Energy use and efficiency and renewables 	Little or no action to reduce energy use or utilise renewable energy	Significant but patchy actions to reduce energy use, improve efficiency, generate renewable energy and buy energy through 'green' tariffs	Strong, systematic actions to reduce energy use, improve energy efficiency, generate renewable energy and buy energy through green tariffs	As 3, but with a clear goal to achieve net-zero non-renewable energy use and actions to achieve that, backed by internal training and communication, and ongoing innovation and partnership
	Waste, resource use and pollution 	Little or no action to reduce resource use, waste and pollution	Significant but patchy actions to reduce resource use, waste and pollution	Strong, systematic actions to reduce resource use, waste and pollution, including via procurement choices (e.g. of 'green' products)	As 3, but with zero waste to landfill achieved or in sight; ongoing training, communication and innovation; and involvement in circular economy collaborations (e.g. to use waste as resource)

Anchors can...	Feature	1	2	3	4
c) Enhance impacts related to transport and the built and natural environment	Transport 	Little or no action to reduce impacts from work related travel (freight, travel during work, and commuting)	Fuel efficient vehicle fleet, some remote working, some policies to support public transport use and active travel	Vehicle fleet largely non-petrol/diesel, strong policies to promote public transport use (e.g. discount schemes) and active travel by staff (e.g. showers, good bike parking). Avoidance of car dependent locations. Frequent remote working	As 3, but vehicle fleet entirely non-petrol/diesel, office/site locations close to main bus and rail stations, car parking minimised, financial incentives to use active travel or public transport, reduction in vehicle mileage a factor in procurement decisions
	Buildings and infrastructure (existing and new) 	Little or no work to improve environmental impact of estate. Basic standards adopted for new build (e.g. BREEAM 'Pass' or 'Good')	Some works to improve the impact and working environment of the current estate. Raised if unambitious specifications for new build (e.g. BREEAM 'Very Good')	Significant scale retrofit/works to enhance estate and its environmental performance, and the health and wellbeing of workers. Very high standards for new build (e.g. BREEAM 'Excellent')	Proactive, large scale retrofitting to enhance the current estate, its quality as a healthy and productive workplace, and its environmental performance. Leading edge, top level specifications for new build (e.g. BREEAM 'Outstanding')
	Natural Environment/ Green Infrastructure 	Basic maintenance of green spaces, but access to them and habitat value a minor concern	Some work to manage and improve wildlife value of sites and land, and to provide staff access to green/open space	Sustainable land management to support biodiversity. Proactive in improving staff access to green/open space. Support off-site tree planting or peat restoration	As 3, but with work to create and enhance green infrastructure throughout the estate (buildings as well as land) and support flood risk reduction, sustainable drainage systems, and positive health and wellbeing impacts

Anchors can...	Feature	1	2	3	4
d) Design/manage land, buildings and other assets to maximise local and community benefits	Community use of facilities and 'good neighbour' role 	No community use of facilities now or planned. Impact of activities on neighbouring communities rarely considered	Low level community access to some facilities (e.g. for recreation or meeting space). Effort to minimise any adverse impacts on neighbouring communities	As 2, but with a significant level of community use/access, including for disadvantaged and diverse users. Positive communication and links to neighbouring communities. Some asset transfers to communities if appropriate to the anchor's role/estate	As 3, but with some assets operating as multi-use facilities that benefit many users and communities, including disadvantaged and diverse ones. Potential users involved in design of new facilities. Excellent connections to local communities and good use of asset transfers where appropriate
	Strategic planning, regeneration and good design 	Little or no interaction with others in the locality. Design quality a minor concern	Some discussion with neighbouring land/asset owners around management and planning of current and future estate. Good design quality and attractiveness sought but not a priority	A good level of cooperation with neighbouring land and asset owners to plan together, improve an area and support regeneration. Effort to use good design to enhance perceptions of a place and create good working environments	As 3, but proactively participate in strategic partnerships as part of masterplanning and place shaping. Align development and use of land and assets, and insist on high quality design to maximise benefits e.g. to enhance a town/city centre and its attractiveness or regenerate an area

Anchor action: service delivery

What does it cover?

- This dimension is about how anchor institutions deliver their core business. It will differ depending on the type of institution, so the content here is general in nature. But the principle is – are you going about your business in a way that delivers the best possible inclusive outcomes for the economy, people and places you serve?

Why does it matter and what can it achieve?

- This is best demonstrated through an example such as healthcare. A local hospital exists first and foremost to treat and care for people, including high numbers of people from its immediate community. As demand for its services grow, the hospital has a vested interest in understanding the determinants of health in its local area. We know that too often this pressure is borne through the growing gap between the best and worst off. Being poor or living in poverty unequally affects your health.
- From an anchor perspective, the hospital can use its size and scale to shape these determinants, allowing it to intervene earlier to transform the lives. As well as via its hiring and purchasing, understanding the make-up of the local community, allows for more intelligent design, delivery and targeting of services – a win-win scenario.
- It follows that aligning across anchors also makes sense. So, for example, how can a hospital work with a Council to deliver employment and skills support to help local people secure good employment; or with a college to promote health and wellbeing; or with a university to create the conditions for business growth and innovation?
- Anchors can innovate in their partnerships and can work with local businesses, communities and schools. Community anchors have a rich track record in reaching people and communities that big agencies often struggle to get to. Partnering on this basis can extend impact across many policy areas, and across the lives of many. It can also in the long term manage demand for public services by building community capacity and resilience and creating opportunities to deliver services differently.

What types of things can we do?

Design and deliver core services so that they reach and benefit disadvantaged communities

- Know your place and your audience/service users and their needs, including communities facing poverty and disadvantage
- Use this intelligence in setting strategy and the design and delivery of services then monitor take up and impact, especially by those in poverty and disadvantage
- Work with other anchors to co-design, simplify and streamline solutions that will extend your reach and impact, and deliver multiple outcomes more effectively
- Communicate widely and make your services real to people



Work with community anchors




- Recognise and draw on the reach/influence of community anchors, and tap into their ability to communicate, broker dialogue and facilitate community-led solutions
- Support them to be the best they can be, maximising their role as a driving force for community renewal and social change in geographically defined neighbourhoods
- Connect community anchors to the strategic debate and formalise the relationship so they can influence the decisions that affect their communities

Contribute knowledge, resources, data or expertise to support the local economy, businesses and education

- Support local business growth and resilience through sharing your expertise and intelligence and fostering innovation
- Forge strong and supportive links to schools, colleges and universities, including focus on disadvantaged areas, students and social mobility

Progression framework: service delivery

Anchors can...	Feature	1	2	3	4
a) Design and deliver core services so that they reach and benefit disadvantaged communities	Knowing your place and service users, including those facing poverty and disadvantage 	Little intelligence on diverse needs, hard to identify and reach different groups and places as a result	Some mining of data to generate a high level picture of need and some segmenting of approach	Ready access to reliable data/baselines with target groups and communities mapped and fed into strategy for service delivery	As 3, with wider techniques used to gather intelligence, targeted consultation to identify need and barriers, refreshed regularly to see how needs change over time
	Reviewing service delivery to reach and benefit diverse and disadvantaged communities 	No review or targeting of activity, universal provision	Universal provision but with some additional efforts to communicate offer and then support specific groups	Evidence based review of activity and delivery and enhancements made as a result. Strong communication of how to make services relevant to different lives, use of non-standard venues	As 3, with co-design of services, regular review of take up and outcomes, innovative use of diverse communication channels including trusted community intermediaries, and extensive multi-agency working to connect services, align priorities and link to mainstream services in targeted/priority places

Anchors can...	Feature	1	2	3	4
b) Work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities	Embedding joint working 	No joint working, reluctance to share or collaborate	A number of links and projects with community organisations, but somewhat sporadic	More comprehensive, strategic and ongoing work with local groups to better reach disadvantaged people and places e.g. via volunteering, engagement and community assets	As 3, with long-term evidence based strategic ambition, shared delivery objectives and policy in place. Regular sharing of information and referrals, and a one-stop-shop style of joint working to connect services. Focus on developing long-term financially viable community capacity
c) Contribute knowledge, resources, data or expertise to support the local economy, businesses and education	Support local business success through expertise and innovation 	No sharing of expertise or resources to support local businesses	Occasional sharing of expertise or resources to support local businesses	Reasonably frequent and extensive connection with local businesses to help them innovate or otherwise support their success	Frequent, wide and strong connection to local businesses to help them innovate or otherwise support their success
	Build links with local schools, colleges and universities e.g. via talks, projects, funding, curriculum input, careers links or work experience 	No activity that assists educational bodies and their students	Occasional and limited activity that assists educational bodies and their students	Significant scale of activity that assists educational bodies and their students, including those facing disadvantage	Extensive and involved activity to collaborate with and support educational bodies and their students, with most focus on those facing disadvantage

Anchor action: corporate and civic

What does it cover?

- This dimension is about recognising yourself as an anchor and translating that into how you run your organisation. It is also about how you apply your anchor role in the place you are based, considering how you interact with other anchors to share practice, help each other succeed, and to collectively make your places better ones.

Why does it matter and what can it achieve?

- First an institution needs to recognise its own anchor potential. Often, and by the nature of its business, it will already be doing many things that are helping the local economy, people and places. This is not about starting from scratch. In many cases it will be about refining existing activity. In others it will be about spotting scope to do something new or different. Either way, what matters most in many ways, is the internal reflection that gets you there.
- This is fully realised when the organisation then makes a conscious commitment to embedding anchor thinking into corporate mindset and priorities, from senior leadership to key positions throughout the organisation to the core culture, values and behaviours all staff believe in and demonstrate.
- Anchors can act as testbeds for new ways of working to support better outcomes for the local economy, people and places. They can take this learning, experience and practice and use it to influence others to do the same. This can rapidly multiply impact and drive a powerful positive agenda for change.
- Better relationships at all levels between large and smaller community based anchors can only be a good thing too – helping to understand challenges, focus effort efficiently where it is most needed, share practice and act at the right scale to make a lasting difference.

What types of things can anchors do?

Make an institutional commitment to being an inclusive anchor




- Reflect internally on where you are on your anchor journey. Define what you want to achieve and what you need to do as a result.
- Establish commitment at the highest level, and back this up with the right people in the right places throughout the organisation to deliver
- Rethink your resource allocations to make sure they align with your anchor vision and define the level of social return on investment you want to see
- Make it the norm – build your anchor commitments into your culture, values and behaviours and put the right systems in place to deliver, monitor and track impact



Collaborate with other anchors

- Tell others what you are doing and celebrate the difference it is making to your organisation and the people and places it serves
- Look for opportunities to share practice and learn from others
- Get the right people involved from other anchors in your local area or across a wider peer network and identify the champions who can oil the wheels of change
- Define where working together will deliver greater impact, identify shared issues to address or opportunities to respond to then make a collective commitment to it
- Play to your strengths, recognising the capacity, reach and influence others bring
- Look for early wins to help prove the concept and generate momentum but be patient, this takes time

Progression framework: corporate and civic

Anchors can...	Feature	1	2	3	4
a) Recognise the organisation as being an anchor, then embed inclusive anchor dimensions into organisational vision/mission, values, culture, communications, behaviours, leadership, corporate planning and budgeting	Corporate leadership and commitment 	No or minimal awareness of, or commitment to, being an inclusive anchor	Aware of concept, some senior level thinking and discussion about how to apply it, commitment to act but not well embedded or followed through	Good understanding and integration with CSR policy. High level review of opportunities for action, annual consideration of progress at Exec and Board level, lead role and senior responsibility allocated, clear commitment to action and good examples of its impact on decision making	As 3, but with detailed review of opportunities, regular consideration at Exec and Board level, Director level champion appointed backed by a lead role who can deliver it practically and with wider staff/team support, strong and explicit commitment evident which is routinely considered in decision making, clearly making a difference, monitored and reported
	Inclusive anchor thinking evident in values, behaviour, culture and communications 	None or minimal	Organisational culture and Values/ Behaviours statements that show some support for inclusivity, diversity and making a positive local impact. Some local volunteering in work time accepted but not encouraged. Reliance on digital communications	Culture and values/behaviours statements in clear support. Open and supportive culture that engages with and looks after those staff facing challenges. Supportive attitude to local volunteering, community links and sharing of learning. Some adaptation of communication tools to better reach lower paid staff	As 3, but with inclusive anchors thinking to the fore. Highly supportive, inclusive, open and respectful culture. Strong focus on bringing out the best in everyone – especially those facing challenges. Local volunteering and community links encouraged and expected, including in a professional capacity. Many employees with links to local organisations. Pronounced learning and sharing culture. Communication style that actively seeks input from all and does not exclude lower paid staff via digital only communications

Anchors can...	Feature	1	2	3	4
	Incorporation into key documents and statements – vision, mission, corporate plan, etc. 	None or minimal	Corporate/Business plan includes some content on how the organisation will act – i.e. use its capacity as an anchor to support inclusive growth	As 2, but well developed content within corporate/ business plan and inclusive anchor thinking reflected in vision and/or mission statement	As 3, but role and aims as an inclusive anchor as the centre of the organisation's mission and visions and across corporate documents
	Manage financial assets to create positive impacts 	Funds and assets managed only on basis of maximum financial gain	As 1, but some investments excluded if in firms with negative societal impacts (e.g. tobacco, environmental damage)	As 2, but positive criteria also set out to support investment that has positive societal impacts and which will still generate a good return	As 3, but with opportunities to invest in local companies, social enterprise and projects explored and exploited where these will also offer good long term returns
	Resource allocations that support impact as an inclusive anchor 	Inclusive growth and anchor roles not taken into account in budget setting	Opportunities considered in budgeting, and some modest allocations typically made for supportive activities	Inclusive anchor goals roundly considered in budget setting, with sufficient resources made available to progress priority areas	As 3, but with thorough review of existing and future budget allocations, and inclusive anchors goals a key factor in determining resource allocations

Anchors can...	Feature	1	2	3	4
b) Act as a champion for anchor collaboration, civic responsibility, learning, sharing, promoting the services of other anchors and leading by example	Collaborate with other local anchor institutions (e.g. within the local authority area) 	Little connection with other local organisations	Sporadic connections and relationships with a few key partners	Strong connections with many large organisations and community anchors, with some instances of heightened influence and action as a result	Excellent relationships with nearly all large local institutions and community anchors; frequent collaboration to respond to issues, spot opportunities and plan ahead. Significantly enhanced influence and action
	Collaborate and share experience beyond the local area 	Little connection with other organisations beyond the local area	Sporadic connections with a few key partners (e.g. peer organisations) beyond the local area. Occasional sharing of learning and practice	Strong connections with peers (i.e. same type of organisation) elsewhere in the region and some national links. Significant sharing of learning and practice, and some positive impacts from collaboration	As 3, but wider connections, deep relationships with peers and other exploratory and opportunistic links, including international. Strong and sustained sharing of learning and good practice, frequent collaboration and significantly enhanced influence and action as a result. Shared objectives on inclusive growth goals

About this framework – development and acknowledgements

This Progression Framework was developed by Les Newby and Nicky Denison on behalf of the Leeds City Region Inclusive Anchors Programme in 2018 with funding from Joseph Rowntree Foundation (JRF) and Leeds City Council and updated in November 2020.

The Framework is designed to align with and cross reference other tools and expertise, and to match the realities of how anchor organisations themselves think about areas for action – e.g. it links to departmental structures. Development of local case studies to show what anchors are already doing in practice can also be helpful.

The framework's initial development was informed by discussion with anchor organisations within the Leeds City Region, and by experts in specific fields. We would like to thank and acknowledge the following for their input in 2018: Matthew Jackson at CLES (Centre for Local Economic Strategies); Emma Stewart at Timewise; Peter O'Brien of Yorkshire Universities and CURDS (Centres for Urban and Regional Development Studies at the University of Newcastle); Kate McNicholas of Kirklees Council; Alex Watson (Leeds City Council); and Members of the Inclusive Anchors Programme Steering Group – Mike Hawking (JRF), Ruth Redfern (WYCA) and Sue Wynne (Leeds City Council).

Using this framework

The Framework is a tool for organisations to use to assess where they are now, where they want to be and how to get there. It combines high level summaries aimed at decision and policy makers and a depth of detail aimed at practitioners and specialist functions. It is designed to set out what being an inclusive anchor means in practice and to demonstrate how anchors can affect change.

We recommend that organisational leaders and senior management teams take overall responsibility for using the Framework, as it is inherently about an organisation's vision, mission, priorities and behaviours. This is likely to involve three steps initially and then an annual review process:

- i) an initial discussion about the 'inclusive anchor' idea, the dimensions it involves and commitment to using this Framework to support and make progress
- ii) carrying out/commissioning a review of current organisational practice against the dimensions and features within the Framework, scoring each 1-4
- iii) informed by this baseline information (a score of 1-4 on each dimension), setting annual and long-term goals for progress and how to move these forward

Each year, a review of progress should be completed and enable leaders/management teams to assess progress, refine targets and plan future actions.

How to Calculate Scores against the Framework

Scoring is used so organisations can internally self-assess and set goals, not for any competitive or sharing purpose. Scores can be calculated at a range of levels:

- For individual features within each of the five dimensions, just take the score directly from the column that fits your position best (i.e. 1-4)
- For each 'Anchors Can' statement, an average score can be calculated by totalling the scores from the features within it and dividing by the number of features
- For each Dimension, the average score is the total of the scores for the 'Anchors Can' statements divided by the number of 'Anchors Can' statements in the Dimension
- The overall average score is the total score of the 5 Dimensions divided by 5

We recommend that scoring is rounded to one decimal place, and that leadership teams focus on results for the 5 Dimensions, 'Anchors Can' statements and the overall score, with practitioners drilling down into individual features. Bear in mind that the discussion, thinking and action the process prompts matter more than the numbers.

For further information

For more information, guidance or support on the use of this Framework or on developing anchor practices, please contact: Les Newby (les@lesnewby.com) or Nicky Denison at Wordfern Ltd (nicky@nickydenison.co.uk)

Read more summaries at
www.jrf.org.uk
Other formats available
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Report

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Community Wealth Building and the Role of Charters
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an overview, with examples, of how charters have been used to support Community Wealth Building (CWB).

2. Recommendation(s)

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

- (1) that the contents of the report, be noted;
- (2) that the Progress Group be tasked with evaluating the potential benefits of developing a charter for South Lanarkshire; and
- (3) that a report with recommendations be brought to a future meeting of the Commission.

3. Background

- 3.1. The South Lanarkshire CWB Strategy aims to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. It sets out South Lanarkshire's ambitions across each of the 5 pillars of CWB, covering spending, workforce, land and property, finance and building the generative economy.
- 3.2. This report looks at examples of how charters and anchor frameworks have been used in different localities to support CWB and suggest ways in which the CWB Strategy might be supported by means of a Charter for South Lanarkshire.

4. Charters in Practice – Examples from the UK and Elsewhere

- 4.1. There are limited examples of the use of Charters in Scotland. In October 2020, the CWB Commission in Ayrshire launched the **Ayrshire CWB Anchor Charter**, which commits local and regional Anchor Institutions to a range of pledges across the 5 pillars of CWB and a '6th pillar' of Climate Action. The 2021 annual report indicated that 7 organisations had signed up to the Charter - the councils of East, North and South Ayrshire, NHS Ayrshire and Arran, Ayrshire College, Scottish Enterprise and The Ayrshire Community Trust.
- 4.2. The Ayrshire Charter covers the 5 pillars of CWB with a short description of the purpose of each pillar, the objectives of the pillar and the "anchor pledges" associated with it. The pledges are relatively high-level statements, some examples of which are given below:

Procurement	◆ Commit to undertaking supply chain and spend analysis and working towards increasing local spend wherever possible
Fair Employment	◆ Work towards becoming a Living Wage Employer ◆ Seek to recruit locally and from priority groups where appropriate, for example, young people, people with long-term health problems, people experiencing poverty
Land and assets	◆ Commit to undertaking an asset review to identify opportunities for Community Wealth Building
Financial power	◆ Support and promote progressive finance initiatives, including local credit unions
Plural ownership	◆ Proactively engage with communities to co-produce local services and initiatives
Climate action	◆ Support and encourage environmentally sustainable supply chains

4.3. The Ayrshire Anchor Charter is attached in full at appendix 1.

4.4. In April 2022, a **Fife Anchor Charter** was approved by the Council and its partners including NHS Fife, Fife College, Fife Voluntary Action and the University of St Andrews. The Fife Charter is essentially the same as the Ayrshire Charter, though it lacks the additional 6th pillar on climate action. In Fife, the partners have taken the approach of agreeing the charter first (as part of the Fife Recovery and Renewal Plan 2021 to 2024) and then looking to develop a delivery plan covering all 5 pillars of CWB. The Fife Charter is attached at appendix 2.

4.5. A different approach is illustrated by **Stirling Council**, which has adopted a charter which focuses on “the progressive procurement of goods and services”, the first of the 5 pillars of CWB. The charter pledges to “support Stirling Council’s 10-Year Thriving Stirling Strategy by embedding Community Wealth Building principles within procurement practice to ensure social, economic and environmental wellbeing for Stirling’s communities and strive to create a strong and inclusive local economy.”

In addition to this pledge, the Stirling Charter includes a number of actions which are similar to those already embedded within the South Lanarkshire Action Plan, including analysis of local spend, improving access to public sector contracts, work with the supplier development programme and the inclusion of community benefits clauses in council contracts. The Stirling Procurement Charter is attached at appendix 3.

4.6. Looking further afield, the **Leeds Anchor Network** draws membership from over a dozen organisations which are “locally-rooted, have high spend, provide vital services and are influencers, enablers and champions within the city.” These include NHS Trusts, universities and colleges, Leeds City Council, Yorkshire Water, British Library and Northern Gas Networks. The network uses a Progression Framework developed with support from the Joseph Rowntree Foundation and others to set out the commitments and behaviours expected of an anchor organisation.

4.7. While the progression framework is not a charter as such, it serves a similar function in providing a set of principles to guide behaviour and action. The framework covers similar ground to CWB but uses different terminology:-

- ◆ employment – being a good employer
- ◆ procurement – creating value through supply chains
- ◆ bricks and mortar – using infrastructure to benefit local communities
- ◆ service delivery – designing and delivering services that meet local people's needs
- ◆ corporate and civic behaviours – making an institutional commitment

4.8. Examples from the Leeds Progression Framework are shown in appendix 4.

4.9. NHS England, in collaboration with Health Improvement England and the Health Foundation, has championed the idea of the NHS as an anchor institution, able to influence the health and wellbeing of communities by acting as anchors in 5 areas:-

- ◆ employment – widening access to quality work
- ◆ procurement and commissioning for social value – purchasing for social benefit
- ◆ use of capital and estates – using buildings and spaces to support communities
- ◆ environmental sustainability – reducing environmental impact
- ◆ as a partner in a place – working closely with communities and partners

4.10. A Health Anchors Learning Network has recently been created to provide opportunities for participants to learn with peers and experts about how anchor organisations can consciously use their resources, influence and work in partnership to improve the social determinants of health and help reduce inequalities.

4.11. As part of its commitment to CWB, the London Borough of Stevenage launched a co-operative and Inclusive Economy Charter in 2020. The Charter is loosely defined and is designed to encourage communities, organisations and businesses to work together, helping to shape the economy and to share the benefits of growth. Businesses, residents and community groups are invited to sign the charter and make a pledge to play their part in improving the lives of local residents. Examples of actions which can be taken by local organisations and residents include:-

- ◆ providing careers advice in schools
- ◆ mentoring someone who wants to become self-employed
- ◆ offering work placements to people who need extra support
- ◆ supporting employers to become disability confident
- ◆ shopping locally or volunteering with a community group
- ◆ purchasing goods or services from others in the local area
- ◆ supporting co-operatives to start up and grow
- ◆ investing in local charities to provide wellbeing training for your staff
- ◆ pooling budgets and involving local people in how they are spent

4.12. The Stevenage Charter is an inclusive approach which encourages everyone to play their part. Local organisations and residents are invited to sign the charter and to make a Charter Pledge via an online form. This provides a mechanism to gauge the reach of the Charter as well as to gather evidence of the ways in which CWB is being supported locally.

5. What Do These Examples Tell Us?

5.1. As the examples above illustrate, there is no one-size-fits-all charter for CWB. Different approaches have been adopted by different localities at different times, depending on local circumstances, opportunities, existing networks and the level of maturity of CWB.

- 5.2. A charter typically sets out high level commitments which can be couched in terms of pledges, aspirations and model behaviours. They are less definite and goal-oriented than strategies or action-plans, though they may lead to co-ordinated action through shared plans and strategies.
- 5.3. Charters can be aimed at a range of different audiences from the larger anchor organisations in a locality to local businesses, community groups and even individual residents. By signing or adopting the charter, the organisation or individual pledges to do their part in supporting CWB. Some charters are couched in terms of a contract or deal, with signatories pledging to “do their bit” and uphold their side of the bargain.
- 5.4. A charter can cover several pillars of CWB or focus exclusively on a single pillar such as procurement or workforce. Even within a charter, which covers several pillars, the level of detail contained within the pledges can vary from single, broad pledges to multiple pledges in more detail.
- 5.5. Charters may be used at the start of a CWB process or may be brought in to boost engagement and awareness at a pivotal point as collaborative working is established. In several of the early adopters of CWB ideas in the UK, charter-type agreements were instrumental in co-ordinating support, usually around a single topic or pillar such as procurement or employment. These “proof of concept” agreements pave the way for collaborative working across a broad spectrum of activity.
- 5.6. In summary, charters may be seen as having several useful features and associated benefits:-
- ◆ less prescriptive than a plan or strategy
 - ◆ potentially more open and inclusive
 - ◆ adaptable/customisable in terms of scope and detail
 - ◆ raise awareness and provide a locus for discussion
 - ◆ co-ordinate support and invite participation
- 5.7. It is worth noting that South Lanarkshire, through the CWB Strategy and Action Plan, is already progressing a full range of actions which are entirely compatible with the pledges contained within the CWB charter examples in section 4 above.

6. Conclusions and Recommendations

- 6.1. Presently, CWB enjoys a high level of support in Scotland and is recognised by major public sector organisations as a viable approach to economic development which is worth exploring with local partners.
- 6.2. South Lanarkshire has a comprehensive Strategy and Action Plan, which is now in its second year. Developing a charter along the lines of the one adopted by Ayrshire and Fife may help widen participation and access to CWB in South Lanarkshire as well as raising awareness of what CWB is and what the Commission seeks to achieve.
- 6.3. If the Commission was to consider a charter for South Lanarkshire, questions which would need to be addressed include:-
- ◆ whether, in light of the South Lanarkshire CWB Strategy and Action Plan, a charter would add anything to the collaborative work already taking place;

- ◆ how would a charter interact with other frameworks or charters already in place or in development;
- ◆ should the charter cover all 5 pillars of CWB or should there be a pillar-by-pillar approach;
- ◆ should the charter contain any additional commitments such as the climate change pledges in the Ayrshire Anchor Charter; and
- ◆ is a charter the appropriate mechanism for South Lanarkshire or would a self-assessment framework such as that described by NHS Lanarkshire be more effective?

6.4. The Commission is asked to note the contents of this report and approve the recommendation that the Progress Group be tasked with assessing the questions above, with a report and recommendations coming back to a future meeting of the Commission in 2023.

7. Employee Implications

7.1. There are no direct employee implications.

8. Financial Implications

8.1. There are no direct financial implications.

9. Climate Change, Sustainability and Environmental Implications

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

10. Other Implications

10.1. None.

11. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

18 January 2023

Link(s) to Council Objectives/Values/Ambitions

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

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

Community Wealth Building...uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies with more local spend and fair employment, as well as a larger and more diverse business base, ensuring that wealth is more locally owned and benefits local people.

Anchor Institutions...are organisations which are rooted in particular places by their mission, histories, physically fixed land and assets, and established local relationships.

Anchor Charter Mission Statement

To commit to long-term collaboration between Ayrshire Anchor Institutions, supporting shared Community Wealth Building goals to improve collective wellbeing and create a strong, resilient and inclusive local and regional economy. This includes a commitment to the embedding of Community Wealth Building principles and reporting on progress to the CWB Commission.

Pillar Purpose	Pillar Objective	Anchor Pledge
Procurement We commit to using our spend to support a diverse local business base	Maximise economic, social and environmental benefit for the community through development of dense local supply chains comprising local SMEs, employee owned businesses, social enterprises, cooperatives and other community owned enterprises.	<ul style="list-style-type: none"> • Commit to undertaking supply chain and spend analysis and work towards increasing local spend where possible • Proactively engage with other Anchor Institutions to identify and progress joint procurement opportunities, whilst supporting local businesses to bid and respond to opportunities

Pillar Purpose	Pillar Objective	Anchor Pledge
Fair Employment We commit to being a fair employer	Creating fair and meaningful employment opportunities by recruiting from priority groups, paying the living wage and building progression routes for workers.	<ul style="list-style-type: none"> • Work towards becoming a Living Wage Employer • Seek to recruit locally and from priority groups where appropriate e.g. young people, people with long-term health problems, people experiencing poverty • Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support • Ensure workers are respected and have access to Trade Union membership
Land and Assets We commit to the productive use of our land and assets to support communities and enterprises	Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use.	<ul style="list-style-type: none"> • Commit to undertaking an asset review to identify opportunities for Community Wealth Building • Proactively support communities who wish to use or develop under-utilised assets
Financial Power We commit to harnessing and growing local wealth	Increase flows of investment within local economies by harnessing wealth that exists locally.	<ul style="list-style-type: none"> • Seek to invest in environmentally sustainable, local economic development opportunities • Support and promote progressive finance initiatives including local credit unions • Encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns

Pillar Purpose	Pillar Objective	Anchor Pledge
Plural Ownership We commit to supporting plural ownership of the local economy	Advance inclusive economic ownership models such as local SMEs, employee owned businesses, social enterprises, cooperatives, community enterprises and mutually owned companies and thus enable more wealth generated locally to stay within the community.	<ul style="list-style-type: none"> • Proactively engage with communities to co-produce local services and initiatives • Commit to involving local SMEs, employee owned businesses, social enterprises, cooperatives and community owned enterprises within local supply chains
Climate Action We commit to becoming a net-zero carbon organisation	The global climate emergency requires immediate and sustained action to reduce carbon and greenhouse gas emissions and remove them from the atmosphere.	<ul style="list-style-type: none"> • Commit to a timescale for achieving net zero carbon and greenhouse gas emissions • Support and encourage environmentally sustainable supply chains • Consider strategies to embed environmental benefits through, for example, capital investment projects, active travel and sustainable energy generation

We commit to this Anchor Charter to deliver Community Wealth Building in Ayrshire



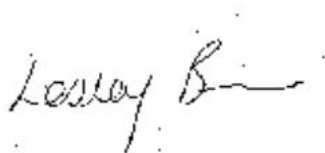
Councillor Joe Cullinane
Leader of North Ayrshire Council




Councillor Douglas Reid
Leader of East Ayrshire Council




Councillor Peter Henderson
Leader of South Ayrshire Council

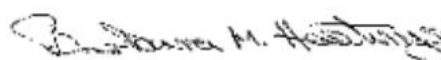
Lesley Bowie
Board Chair, NHS Ayrshire and Arran




Mark Newlands
Head of Partnerships, Scottish Enterprise




Carol Turnbull
Principal, Ayrshire College

Barbara Hastings
Chief Executive Officer, TACT



Community Wealth Building – Fife Anchor Charter⁵

Our economy should work for everyone.

We are committed to a thriving Fife for all communities.

Community wealth building provides some solutions.

Community wealth building is a people-centred approach to local economic development. It redirects wealth back into the local economy and puts control and benefits in the hands of local people.

Community wealth building uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies with more local spend and fair employment, as well as a larger and more diverse business base - ensuring that more of our wealth is owned locally and benefits local people.

Anchor Institutions are organisations that are rooted in places by their purpose, histories, land and assets, and established local relationships. We, as Fife's Anchor Institutions, have a powerful role to play to embed community wealth building practice in Fife. By increasing community wealth, all communities improve, wellbeing improves, and people thrive.

Anchor Charter Mission Statement

To commit to long term collaboration between Fife Anchor Institutions to reframe the development of our local economies and environments through a Community Wealth Building approach. We have a shared goal to deliver a more inclusive and sustainable approach to economic development, which achieves wider social benefits and promotes social justice, environmental sustainability, and prosperity for all as part of a wellbeing economy. This includes a commitment to take the necessary decisions and action in each anchor institution and to report on progress to Fife Partnership.

5 Pillars of Community Wealth Building – Our Anchor Pledges

Pillar Purpose	Pillar Objective	Anchor Pledge
Procurement We commit to using our spend to support a diverse local business base	Maximise economic, social and environmental benefit for the community by developing dense local supply chains comprising local small and medium sized enterprises (SMEs), employee-owned businesses, social enterprises, cooperatives and other community owned enterprises.	<ul style="list-style-type: none"> • Commit to undertaking supply chain and spend analysis and working towards increasing local spend wherever possible • Proactively engage with other anchor institutions to identify and progress joint procurement opportunities, while supporting local businesses to bid and respond to opportunities
Fair Employment We commit to being a fair employer	Create fair and meaningful employment opportunities by recruiting from priority groups, paying the living wage and building progression routes for workers.	<ul style="list-style-type: none"> • Work towards becoming a Living Wage Employer • Seek to recruit locally and from priority groups where appropriate, for example, young people, people with long-term health problems, people experiencing poverty • Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support • Ensure workers are respected and have access to trade union membership.

Pillar Purpose	Pillar Objective	Anchor Pledge
Land & Assets We commit to the productive use of our land and assets to support communities and enterprises	Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use, and which help to address climate change	<ul style="list-style-type: none"> • Commit to undertaking an asset review to identify opportunities for Community Wealth Building • Proactively support communities who wish to use or develop underutilised assets
Financial Power We commit to harnessing and growing local wealth	Increase flows of investment within local economies by harnessing wealth that exists locally.	<ul style="list-style-type: none"> • Seek to invest in environmentally sustainable local economic development opportunities • Support and promote progressive finance initiatives, including local credit unions • Encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns.
Plural Ownership We commit to supporting plural ownership of the economy	Advance inclusive economic ownership models such as local SMEs, employee-owned businesses, social enterprises, cooperatives, community enterprises and mutually owned companies and thus enable more wealth that is generated locally to stay within the community	<ul style="list-style-type: none"> • Proactively engage with communities to co-produce local services and initiatives • Commit to involving local SMEs, employee-owned businesses, social enterprises, cooperatives and community owned enterprises in local supply chains

We commit to this Anchor Charter to deliver Community Wealth Building in Fife.

Fife Council - LOGO / Chief Executive / Co-Leaders of the Council

NHS Fife – LOGO / Chief Executive / Board Chair

Fife College - LOGO / Principal / Board Chair

Fife Voluntary Action - LOGO / Chief Executive / Board Chair

University of St Andrews - LOGO / Principal / Chair of the University Court



Strategic Commissioning and Procurement Department

Procurement Community Wealth Building Charter

Community Wealth Building (CWB) is defined by *Centre for Local Economic Strategies* as a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

Stirling Council is an **Anchor Institution** which is an organisation which has an important presence in a place (e.g. as a largescale employer, large purchaser of goods and services in the locality) and is tied to a place by their mission, histories, physical assets and local relationships. Through CWB principles, anchor institutions can play a defining role in creating a strong and inclusive local economy.

This charter is specifically in relation to the CWB Pillar of '**Progressive Procurement of Goods and Services**' with the objective of maximising economic, social and environmental benefit for the community through development of dense local supply chains of businesses likely to support local employment and retain wealth locally. These include SMEs, employee-owned businesses, social enterprises, co-operatives and community businesses. This pillar sits alongside and compliments the other four pillars of Plural Ownership of the Economy, Making Financial Power work locally, Socially just use of assets and Fair Employment and Just Labour Markets.

Stirling Council will emphasise the importance of The Scottish Model of Procurement in supporting our CWB aims.

The Procurement Pledge

To support *Stirling Council's 10-Year Thriving Stirling Strategy* by embedding Community Wealth Building principles within procurement practice to ensure social, economic and environmental wellbeing for Stirling's communities and strive to create a strong and inclusive local economy.

How are we going to do this?

- Promote the Living Wage and Fair Work through Stirling Council contracts
- Promote net zero and sustainability through Stirling Council contracts
- Improve and develop access to public sector contracts, particularly for SMEs, co-operatives, social enterprises and community interest companies.
- Working closely with the Supplier Development Programme (SDP), the Chamber of Commerce and the Federation of Small Businesses (FSB) we will look to set up a local supplier forum enabling closer working and better understanding of the aims and objectives of all parties.



- Inclusion of Community Benefit clauses in relevant Stirling Council contracts
- Undertake spend analysis and identify opportunities to increase local spend where possible, particularly with SMEs, co-operatives, social enterprises and community interest companies.
- Encourage use of local sub-contractors (where possible) with prime contractors
- Through increased engagement with our existing supply base and with potential new entrants we will seek to ensure that suppliers understand the future requirements of Stirling Council and are business-ready to enable them to bid successfully
- Create a register of potential projects, using the Stirling Council Locality Action Plans as a driver, that can be linked directly to Stirling Council's tender opportunities to enable better engagement with suppliers.
- Through proactively engaging with other Anchor Institutions, we will seek to identify and progress joint procurement opportunities, utilising local spending power to generate wealth in the local area

Nick Hyde

Head of Procurement

A handwritten signature in black ink, appearing to be "Nick Hyde", written on a light blue background.

What does it mean to be an inclusive anchor organisation?

Areas for action

Dimensions	Themes	Anchor institutions can...
Employer	<ul style="list-style-type: none"> Recruitment Pay and conditions Training, development and progression Healthy workplaces 	<ul style="list-style-type: none"> Recruit in ways that provide equality of opportunity and maximise scope for local people to secure good jobs Pay the living wage, and go further to support people in stretching take home pay, e.g. via pensions, non-pay benefits and poverty proofed HR policies Commit to lower paid staff reaching their potential via inclusive personal and professional development, flexible working, transparent progression pathways and excellent management Support mental and physical health, e.g. via facilities, policies, culture, advice
Procurer	<ul style="list-style-type: none"> Local supply chains Social value from procuring goods and services 	<ul style="list-style-type: none"> Engage with local suppliers and increase the proportion of spend with them Use procurement processes to deliver social value, e.g. for communities, employees, environment
Bricks and mortar	<ul style="list-style-type: none"> New development Best use of land and assets 	<ul style="list-style-type: none"> Procure developments in ways which create local jobs, skills and apprenticeships, with focus on young people and those facing disadvantage Design buildings/spaces to create vibrant places with community, health and environmental benefits Enable access and use by local communities
Service delivery	<ul style="list-style-type: none"> Core service delivery and disadvantaged communities Links to community anchors 	<ul style="list-style-type: none"> Design and deliver services so that they reach and benefit disadvantaged communities Work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities
Corporate and civic	<ul style="list-style-type: none"> Internal anchor ownership External civic role and partnerships 	<ul style="list-style-type: none"> Recognise the organisation as being an anchor, then embed inclusive anchor dimensions into organisational vision/mission, values, culture/communications, behaviours, leadership, corporate planning and budgeting Champion anchor collaboration, take civic responsibility, learn, share, promote the services of other anchors, lead by example

Report

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Area Profiling Tool for South Lanarkshire
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Commission with an overview of an online Tool developed by the Council which provides statistical information on small areas and communities within South Lanarkshire.

2. Recommendation(s)

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

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

3. Background

3.1. The Commission has been provided with statistical information on the economic and social context within South Lanarkshire at its meetings on 31 August 2021 and 28 June 2022. The indicators within this “data digest” will be updated and brought to a meeting of the Commission later this year.

3.2. When the data digest was presented previously, a commitment was given to bring regular updates on relevant statistics to the Commission to inform decision-making and provide appropriate context for Community Wealth (CWB) work in South Lanarkshire.

3.3. The purpose of this report is to signpost a resource available on the Council’s website which provides data to aid understanding of the social and economic situation in South Lanarkshire. This takes the form of an Area Profiling Tool developed by the Council and available for anyone to use.

4. The Area Profiling Tool

4.1. The Area Profiling Tool (the Tool) enables thematic reports to be generated about areas within South Lanarkshire which are defined by the user. These can be as large as the whole of South Lanarkshire or as small as a single data-zone. Any combination of data-zones can be selected to form a user-defined area for analysis.

4.2. The Tool has 2 main features: the ability for users to select an area of interest or to define their own “custom” area and the ability to select what sort of information they would like to see about the area.

- 4.3. The Tool stores statistics about individual data-zones in South Lanarkshire and this is the lowest level to which analysis can be provided. Individual data-zones can be selected and any combination of data-zones can be defined as an area for analysis.
- 4.4. To make selection of areas easier, the Tool has a number of pre-defined geographies built in. These include:-
- ◆ South Lanarkshire Council Area Committee areas
 - ◆ deprived data-zones
 - ◆ multi-member wards
 - ◆ learning communities
 - ◆ urban/rural South Lanarkshire
- 4.5. Once an area is selected, the Tool offers users a choice of statistical themes, which reflect the outcomes set out in the Council Plan, Connect. Users can select a single theme for their output report or they can request a report on all of them at once. The themes are:-
- ◆ communities and environment
 - ◆ education and Learning
 - ◆ children and young People
 - ◆ health and wellbeing
 - ◆ housing and land
 - ◆ our economy
- 4.6. Appendix 1 shows a sample report combining all the themes using the Hamilton Area Committee area as the geography of interest. This illustrates the range of information available under each theme. The tables provide data on the area selected, including a comparison (if available) with South Lanarkshire as a whole and with the Scottish average. By running the same thematic report for different areas, it is possible to see comparisons across South Lanarkshire, for example comparing different communities within a town or comparing different towns and settlements.
- 4.7. The data underlying the area profiles is updated with new data as it is published, so running the reports will bring back the latest information available for the indicators which are included under each theme. Some indicators, however, such as those which rely on the census, have not been updated nationally for some time. The issue of data lag is more apparent at data-zone level due to the additional cost and time required to collect and process data for small areas.

5. Next Steps and Recommendations

- 5.1. The Tool will continue to be updated with new data as it is made available.
- 5.2. As the Council rolls out new technologies for the management of data, the Tool will be reviewed to assess options for migrating it to an alternative platform, possibly within a dashboard-style Tool which provides a wider range of intelligence about the social and economic situation in South Lanarkshire.
- 5.3. The Commission will continue to receive an annual refresh of the data digest previously provided, the next iteration being available in summer 2023.

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 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)

18 January 2023

Link(s) to Council Objectives/Values/Ambitions

♦ Accountable, effective, efficient and transparent

Previous References

♦ CWB Commission Reports – Data Digest 31 August 2021 and 28 June 2022.

List of Background Papers

♦ None

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

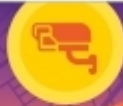
E-mail: Tom.Little@southlanarkshire.gov.uk

Area Profiles



**All Themes profile for Committee
Area**



**Area(s) selected for this report include:-****Hamilton****Hamilton**

Ashgill - Rosebank, Ashgill - Shawsburn, Auchinraith, Avongrove North, Avongrove South, Bardykes, Barncluith, Blantyre Barnhill, Blantyre Calderglen, Blantyre Central, Blantyre East, Blantyre South East, Blantyre South West, Blantyre West, Bothwell Castle Park, Bothwell Central, Bothwell East, Bothwell North, Bothwell Park, Bothwell South West, Bothwell West, Burnbank East, Burnbank North, Burnbank South, Burnbank West, Cadzow East, Cadzow West, Chantinghall North, Chantinghall South, Chatelherault - Silvertonhill East, Coatshill East, Coatshill West, Earnock Central, Earnock East, Earnock North, Earnock West, Eddlewood East, Eddlewood North, Eddlewood North East, Eddlewood South East, Fairhill Central, Fairhill North East, Fairhill North West, Fairhill West, Ferniegair - Allanton, Hamilton Arden, Hamilton Bent, Hamilton Central East, Hamilton Central North, Hamilton Central South, Hamilton Central West, Hamilton Douglas Park, Hamilton Old Cross, Hamilton Park West, Hamilton The Glebe, Hamilton West, Hamilton Whitehill Central, Hamilton Whitehill North, Hamilton Whitehill South, Hareleeshill Central, Hareleeshill East, Hareleeshill North, High Blantyre Central, High Blantyre East, High Blantyre North East, High Blantyre South, High Blantyre South East, High Earnock North, High Earnock South, Hillhouse Central, Hillhouse East, Hillhouse North West, Hillhouse South, Hillhouse South East, Kirklands North, Kirklands South, Kirklands West, Laighstonehall, Larkhall Burnhead North, Larkhall Burnhead South, Larkhall Central, Larkhall East, Larkhall Fairholm, Larkhall Machan, Larkhall Merryton East, Larkhall Merryton South, Larkhall Merryton West, Larkhall Millheugh, Larkhall Raploch, Little Earnock East, Little Earnock North, Little Earnock West, Low Waters, Low Waters - Burnblea, Meikle Earnock Central, Meikle Earnock North, Meikle Earnock South, Meikle Earnock South West, Netherburn, Priory North, Priory South, Quarter - Limekilnburn, Silvertonhill Central, Silvertonhill North East, Silvertonhill South, Silvertonhill West, Springwells East, Springwells West, Stonefield Central, Stonefield East, Stonefield West, Strutherhill East, Strutherhill North, Strutherhill North West, Strutherhill South East, Strutherhill South West, Strutherhill West, Torheads East, Torheads West, Uddingston North East, Uddingston North West, Uddingston South, Uddingston South East, Uddingston South West, Uddingston West, Udston Central, Udston North, Udston South West, Udston West, Wellhall East, Wellhall North, Wellhall South, West Craigs Central - Auchentibber, West Craigs East, West Craigs North, West Craigs South, Wheatlands Central, Wheatlands North, Wheatlands South



About this document

This document has been generated by South Lanarkshire Council's Improve system, drawing on data provided by the Research and Improvement Unit.

About area profiles

This profile report draws on the most recent information from both official and Council sources. It aims to assist policy and programme makers deepen their understanding of South Lanarkshire and its characteristics and challenges.

The Covid-19 pandemic has had a major impact on many official statistics therefore data is subject to caveats associated with Covid-19 data irregularities.

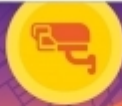
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Data table exclusions

Some figures with values of less than 5 have been suppressed due to the possibility of identifying individuals or properties. Figures sourced from Scotland's Census Results Online and Scottish Neighbourhood Statistics have not been suppressed as these figures are openly available to the general public.



Communities and Environment

Population Summary (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Total population	103,700	100.0%	100.0%	100.0%
Male population	50,042	48.3%	48.5%	48.8%
Female population	53,658	51.7%	51.5%	51.2%
Population Aged Under 5	5,375	5.2%	5.0%	4.7%
Population who are of Working Age (aged 16 to 64)	65,206	62.9%	62.7%	63.8%
Adult Population (aged 16plus)	85,797	82.7%	82.7%	83.4%
Population who are aged 75 and over	9,010	8.7%	8.7%	8.7%

Source: National Records of Scotland (NRS), SAPE 2021

Notes: Rates are the percentage of the total population in the area.

Population by Age (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Population of all ages	103,700	100.0%	100.0%	100.0%
Population who are aged under 5	5,375	5.2%	5.0%	4.7%
Population who are aged 5 to 11	7,891	7.6%	7.8%	7.6%
Population who are aged 12 to 15	4,637	4.5%	4.5%	4.4%
Population who are aged 16 to 19	4,256	4.1%	4.1%	4.1%
Population who are aged 20 to 24	5,656	5.5%	5.4%	6.1%
Population who are aged 25 to 34	12,670	12.2%	11.8%	13.8%
Population who are aged 35 to 44	13,237	12.8%	12.6%	12.6%
Population who are aged 45 to 49	6,827	6.6%	6.5%	6.2%
Population who are aged 50 to 64	22,560	21.8%	22.5%	21.0%
Population who are aged 65 to 74	11,581	11.2%	11.3%	10.9%
Population who are aged 75 to 84	6,735	6.5%	6.4%	6.3%
Population who are aged 85 and over	2,275	2.2%	2.3%	2.4%

Source: National Records of Scotland (NRS), SAPE 2021

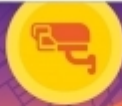
Notes: Rates are the percentage of the total population in the area.

Dependency Ratio (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Dependency ratio	37,290	0.6	0.6	0.5
Pensioner Dependency	20,591	0.3	0.3	0.3
Child Dependency	16,699	0.3	0.3	0.2

Source: National Records of Scotland (NRS), SAPE 2021

Notes:

**SIMD Recorded Crime (SIMD 2020)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of SIMD recorded crimes	3,248	316.5	266.0	291.4

Source: Scottish Index of Multiple Deprivation (SIMD) 2020

Notes: Number of recorded crimes of violence, sexual offences, domestic housebreaking, vandalism, drugs offences, and common assault. Rate per 10,000 population.

Crimes & Offences (2021/2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All crimes and offences	9,270	898.2	768.1	848.3
Non-sexual crimes of violence	201	19.5	16.2	18.6
Sexual crimes	228	22.1	22.0	27.5
Crimes of dishonesty	1,870	181.2	143.8	170.0
Fire-raising, Vandalism etc	999	96.8	80.5	81.1
Other crimes	1,505	145.8	126.9	111.8
Miscellaneous offences	2,650	256.8	227.2	234.7
Motor vehicle offences	1,817	176.1	151.5	204.7
Anti social behaviour reported incidents	6,251	605.7	523.5	589.9

Source: Police Scotland

Notes: In some of the crime groups it is not possible to allocate a crime/offence to a datazone especially miscellaneous offences and motor vehicle offences. Therefore crimes/offences will be under reported at all but the Council level. Rate per 10,000 population.

Fire Safety (2020/2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Total number of fires (1)	649	628.6	481.0	460.1
Number of Primary fires (1)	194	187.9	160.8	172.3
Dwelling fires (2)	90	179.1	165.7	175.6
Accidental dwelling fires (2)	77	153.2	143.6	156.0
Fatal casualties in primary fires (3)	1	5.2	3.9	5.6
Non-fatal casualties in primary fires (3)	7	36.1	83.3	73.6

Source: Scottish Fire & Rescue Service

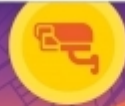
Notes: (1) Rate per 100,000 population; (2) Rate per 100,000 dwellings; (3) Rate per 1,000 primary fires; Non-fatal casualties excluding precautionary check-ups.

Road Accident Casualties (2019-2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Road accident casualties total (1)	361	1.2	1.0	1.1
Road accident casualties who are adults (2)	323	1.3	1.1	1.6
Road accident casualties who are children (3)	38	0.7	0.6	0.3

Source: SLC Community & Enterprise Resources

Notes: Data shown as 3-year aggregate. (1) Rate per 1,000 population; (2) Rate per 1,000 population aged 16 and over; (3) Rate per 1,000 population aged 0 to 15.

**Estimated Drive times (in minutes) to Services (2018)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Drive time to a petrol station	2.9 mins	-----	3.1 mins	3.6 mins
Drive time to a post office	2.8 mins	-----	2.9 mins	3.9 mins
Drive time to a primary school	2.6 mins	-----	2.9 mins	2.9 mins
Drive time to a secondary school	5.0 mins	-----	5.7 mins	3.1 mins
Drive time to retail facilities	4.5 mins	-----	4.3 mins	5.3 mins
Drive time to a GP surgery	2.9 mins	-----	3.2 mins	6.1 mins

Source: Scottish Government

Notes:

Estimated Public Transport time (in minutes) to Services (2018)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Public transport time to a GP surgery	9.6 mins	-----	10.6 mins	10.5 mins
Public transport time to a post office	9.0 mins	-----	9.5 mins	8.9 mins
Public transport time to retail facilities	13.0 mins	-----	12.3 mins	13.5 mins

Source: Scottish Government

Notes:

Broadband (Spring 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Premises with SFBB availability	52,236	98.8%	96.5%	93.7%
Premises with UFBB availability	44,508	84.2%	74.7%	61.3%
Premises with <30Mbit/s download speed	624	1.2%	3.5%	6.3%
Premises with 30<300Mbit/s download speed	7,728	14.6%	22.0%	33.7%
Premises with >=300Mbit/s download speed	44,508	84.2%	74.5%	60.0%

Source: OFCOM

Notes: Data covers both residential and commercial premises. Totals may not add due to some information not being available for a premise. SFBB - Superfast Broadband (30Mbit/s or greater) coverage from fixed broadband. UFBB - Ultrafast Broadband (100Mbit/s or greater) coverage from fixed broadband.

Domestic Gas and Electricity (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Total number of domestic gas meters	335	335	132,415	2,136,387
Median domestic consumption of Gas (kWh per meter)	12,820	12,820	12,492	11,503
Estimated number of domestic properties not connected to the gas network	4,150	8.2%	13.9%	19.1%
Total number of domestic electricity meters	381	381	143,517	2,868,380
Median domestic consumption of Electricity (kWh per meter)	2,610	2,610	2,610	2,524
Total number of domestic electricity prepayment meters (2017)	60	60	23,984	460,529
Median domestic consumption of prepayment Electricity (kWh per meter) (2017)	2,546	2,546	2,883	2,743

Source: Government Department of Energy & Climate Change

Notes: Meters that are deemed to be disclosive i.e. numbers under 5 are shown as zero; Prepayment meters do not include smart meters operating in prepayment mode. 2021 release had two methodological improvements made to the estimates of domestic properties not connected to the gas grid resulting in figures increasing. These figures rounded to the nearest 10 properties.

**Ethnicity (Census 2011)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All People	101,288	100.0%	100.0%	100.0%
White - UK	96,551	95.3%	95.5%	91.8%
White - Non UK	2,545	2.5%	2.3%	4.2%
All minority ethnic communities	2,192	2.2%	2.3%	4.0%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

Minority Ethnic Communities (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All minority ethnic communities	2,192	100.0%	100.0%	100.0%
Minority ethnic communities who are aged under 16	601	27.4%	27.9%	25.3%
Minority ethnic communities who are aged 16 to 24	281	12.8%	13.3%	18.5%
Minority ethnic communities who are aged 25 to 34	405	18.5%	19.6%	23.6%
Minority ethnic communities who are aged 35 to 49	540	24.6%	23.6%	20.8%
Minority ethnic communities who are aged 50 to 64	266	12.1%	11.7%	8.3%
Minority ethnic communities who are aged 65 and over	99	4.5%	3.9%	3.5%

Source: National Records of Scotland (NRS), Census 2011

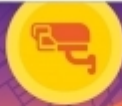
Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

Household Composition (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All Households	45,550	100.0%	100.0%	100.0%
Lone pensioner households	5,711	12.5%	12.9%	13.1%
Lone adult households	9,987	21.9%	20.6%	21.6%
Other Pensioner households	3,320	7.3%	7.7%	7.5%
Households with dependent children	8,641	19.0%	19.9%	18.8%
Lone adults with dependent children	3,768	8.3%	7.8%	7.2%
Children aged under 16 in lone parent households	5,017	28.2%	25.8%	25.4%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

**Distance travelled to work (Census 2011)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Distance travelled to work of all people aged 16 to 74 in employment	46,208	100.0%	100.0%	100.0%
Distance travelled to work as works mainly from home	4,132	8.9%	9.6%	10.8%
Distance travelled to work of less than 2km	4,947	10.7%	9.7%	13.1%
Distance travelled to work of 2 to 5km	7,810	16.9%	16.0%	19.2%
Distance travelled to work of 5 to 10km	9,739	21.1%	19.5%	17.1%
Distance travelled to work of 10 to 20km	9,906	21.4%	21.2%	15.1%
Distance travelled to work of over 20km	4,384	9.5%	12.5%	13.6%
Distance travelled to work of other distances	5,290	11.4%	11.4%	10.9%

Source: National Records of Scotland (NRS), Census 2011

Notes: Excludes full time students. Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones. Includes no fixed place of work, working on an offshore installation and working outside the UK.

Method of travel to work (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Method of travel to work of all people aged 16 to 74 in employment	46,208	100.0%	100.0%	100.0%
Method of travel to work as works mainly at home	4,132	8.9%	9.6%	10.8%
Method of travel to work by rail, underground, etc.	2,921	6.3%	5.9%	4.0%
Method of travel to work by bus, coach, etc	3,486	7.5%	8.0%	10.0%
Method of travel to work by car, van, taxi, minicab	28,978	62.7%	62.7%	56.6%
Method of travel to work as passenger in car or van	3,057	6.6%	6.0%	5.8%
Method of travel to work by motorcycle, moped, scooter	67	0.1%	0.2%	0.3%
Method of travel to work by bicycle	133	0.3%	0.4%	1.4%
Method of travel to work on foot	3,162	6.8%	6.6%	9.9%
Method of travel to work by other modes	272	0.6%	0.6%	1.2%

Source: National Records of Scotland (NRS), Census 2011

Notes: Excludes full time students. Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones

Access to Car or Van (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Total number of Households	45,550	100.0%	100.0%	100.0%
Households with no access to a car	13,871	30.5%	28.2%	30.5%
Households with access to one vehicle	19,227	42.2%	42.2%	42.2%
Households with access to two vehicles	9,980	21.9%	23.5%	21.6%
Households with access to three vehicles	1,920	4.2%	4.7%	4.3%
Households with access to four or more vehicles	552	1.2%	1.4%	1.3%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.



Education and Learning

School Attendance Rates (2021/2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Primary School attendance rate	7,330	91.1%	91.8%	-----
Secondary School attendance rate	5,472	86.9%	87.5%	-----

Source: SLC Education Resources

Notes: Data excludes pupils living outside South Lanarkshire who attend a South Lanarkshire Council school. It also excludes ASN pupils. Scottish data is collected biannual therefore no data for 2021/2022.

Primary School Literacy and Numeracy levels (2021/2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Primary school pupils achieving the expected CfE Level in literacy	2,348	70.3%	71.2%	-----
Primary school pupils achieving the expected CfE Level in numeracy	2,632	78.8%	79.2%	-----

Source: SLC Education Resources

Notes: Data excludes pupils living outside South Lanarkshire who attend a South Lanarkshire Council school. Primary Pupils are P1,P4, P7 combined. Pupils must have attained all three literacy levels - reading, writing and listening & talking. CfE - Curriculum for Excellence.

Secondary School Literacy and Numeracy levels (2018/2019)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Secondary school pupils achieving the expected CfE Level in literacy	984	91.9%	93.2%	87.9%
Secondary school pupils achieving the expected CfE level in numeracy	959	89.5%	92.9%	90.2%

Source: SLC Education Resources

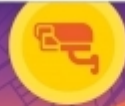
Notes: Data excludes pupils living outside South Lanarkshire who attend a South Lanarkshire Council school. Secondary Pupils are S3 only. Literacy levels - reading, writing and listening & talking. CfE - Curriculum for Excellence. No collection of attainment of curriculum for excellence levels data for secondary pupils in since 2018/2019 due to the Covid-19 pandemic.

English as an additional language from Pupil Census (Sept 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
English as an additional language from the Pupil Census	533	3.8%	3.4%	-----

Source: SLC Education Resources

Notes: Data excludes pupils living outside South Lanarkshire who attend a South Lanarkshire Council school.

**School leaver attainment by highest SCQF level (2020/2021)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Leavers leaving with one pass or more at SCQF Level 4 or better	993	95.6%	96.9%	-----
Leavers leaving with one pass or more at SCQF Level 5 or better	918	88.4%	91.0%	-----
Leavers leaving with one pass or more at SCQF Level 6 or better	691	66.5%	72.5%	-----

Source: SLC Education Resources

Notes: Data excludes pupils living outside South Lanarkshire who attend a South Lanarkshire Council school.

School leavers by initial destination category (2020/2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Leavers initial destination of Higher Education	497	47.8%	50.0%	45.1%
Leavers initial destination of Further Education	187	18.0%	17.3%	23.3%
Leavers initial destination of Employment	223	21.4%	22.8%	22.6%
Leavers initial destination of Training	75	7.2%	5.7%	3.7%
Leavers initial destination of Unemployed & seeking employment or training	36	3.5%	2.4%	2.5%
Leavers initial destination of Unemployed & not seeking employment or training	10	1.0%	0.9%	1.7%
Leavers initial destination of Personal Skills Development	0	0.0%	0.1%	0.5%
Leavers initial destination of Voluntary Work	----	0.3%	0.3%	0.4%
Leavers initial destination of Unknown	9	0.9%	0.5%	0.3%

Source: SLC Education Resources; Scottish Government School education statistics

Notes: Data excludes Leavers living outside South Lanarkshire who attend a South Lanarkshire Council school.

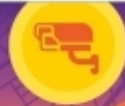
School leavers in initial positive destinations (2020/2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
School leavers in a positive initial destination	985	94.7%	96.3%	95.5%
School leavers in other initial destinations	55	5.3%	3.7%	4.5%

Source: SLC Education Resources; Scottish Government School education statistics

Notes: Data excludes leavers living outside South Lanarkshire who attend a South Lanarkshire Council school. Reports initial destinations for young people approximately three months after the end of the school year.

A positive destination includes higher education, further education, training, employment, voluntary work, and Personal Skills Development. Other destinations includes unemployed and seeking, unemployed and not seeking, and unknown destinations.

**School leavers by follow up destination category (2020/2021)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Leavers follow up destination of Higher Education	437	42.2%	43.9%	40.3%
Leavers follow up destination of Further Education	156	15.1%	15.0%	18.3%
Leavers follow up destination of Employment	322	31.1%	31.4%	31.5%
Leavers follow up destination of Training	25	2.4%	2.7%	2.3%
Leavers follow up destination of Unemployed & seeking employment or training	42	4.1%	3.2%	3.3%
Leavers follow up destination of Unemployed & not seeking employment or training	19	1.8%	1.5%	2.4%
Leavers follow up destination of Personal Skills Development	----	0.1%	0.1%	0.4%
Leavers follow up destination of Voluntary Work	----	0.2%	0.2%	0.4%
Leavers follow up destination of Unknown	32	3.1%	2.1%	1.0%

Source: SLC Education Resources; Scottish Government School education statistics

Notes: Data excludes leavers living outside South Lanarkshire who attend a South Lanarkshire Council school. Follow-up destinations relate to outcomes approximately nine months after the end of the school year.

School leavers in follow up positive destinations (2020/2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
School leavers in a positive follow up destination	943	91.0%	93.2%	93.2%
School leavers in other follow up destinations	93	9.0%	6.8%	6.8%

Source: SLC Education Resources; Scottish Government School education statistics

Notes: Data excludes Leavers living outside South Lanarkshire who attend a South Lanarkshire Council school. Reports follow up destinations for young people approximately nine months after the end of the school year.

A positive destination includes higher education, further education, training, employment, voluntary work, and Personal Skills Development. Other destinations includes unemployed and seeking, unemployed and not seeking, and unknown destinations.

Tertiary Education Participation (2020/2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Participating in tertiary education through Further Education	3,318	5.1%	5.3%	-----

Source: Scottish Funding Council

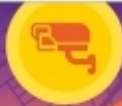
Notes: Numbers less than five shown as zero

Qualifications (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Census Population with a qualification	57,036	68.3%	71.0%	73.2%
Highest qualification attained of O grades, Standard Grade, etc.	19,632	23.5%	23.8%	23.1%
Highest qualification attained of Highers, ONC, OND, A levels, etc.	11,471	13.7%	14.6%	14.3%
Highest qualification attained of HNC, HND, etc.	8,522	10.2%	10.5%	9.7%
Highest qualifications attained of Degrees, etc.	17,411	20.9%	22.0%	26.1%
Census Population with no qualifications	26,444	31.7%	29.0%	26.8%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

**Qualifications of those in work (Census 2011)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of Those in Work	47,982	100.0%	100.0%	100.0%
Those in Work with No qualifications	7,997	16.7%	14.9%	14.0%
Those in Work with School qualification levels only	20,508	42.7%	43.3%	41.0%
Those in Work with HNC, HND, SVQ level 4 or equivalent	6,413	13.4%	13.6%	12.4%
Those in Work with Degree, Postgraduate, Masters, etc.	13,064	27.2%	28.2%	32.6%

Source: National Records of Scotland (NRS), Census 2011

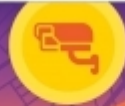
Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

English Language Skills (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Census population with No skills in English	113	0.1%	0.1%	0.2%
Census population who speak, reads and writes English	91,443	93.4%	93.8%	93.8%
Census population with some English skills	6,337	6.5%	6.1%	6.1%
Census population who can speak Gaelic	316	0.3%	0.4%	1.1%
Census population who can speak Scots	28,008	28.6%	28.0%	30.1%
Foreign language used at home from the Census of Population	2,911	3.0%	2.8%	5.6%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.



Health and Wellbeing

Births (2021) and Low Birth Weight (2017-2019)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Birth rate *	1,030	55.4	55.3	46.4
Low birth weight babies **	45	15.8	19.6	20.2

Source: National Records of Scotland (NRS)

Notes: * Rate per 1,000 females aged 15 to 44; ** Rate per 1,000 live singleton births

Deaths (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Death rate of all ages and all causes *	1,268	123	123	116
Death rate of all under 75 from All Causes **	556	59	54	48
Death rate of all under 75 from Cancer **	182	19	18	15
Death rate of all under 75 from Ischaemic Heart Disease **	62	7	6	6
Death rate of all under 75 from Cerebrovascular Disease **	23	2	2	2

Source: National Records of Scotland (NRS)

Notes: * Rate per 10,000 population; ** Rate per 10,000 aged under 75

Social Work Referral Grounds (2021/2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Social Work referrals of All types	8,002	77.5	68.6	-----
Social Work referrals for Addiction & Offending	754	7.3	5.7	-----
Social Work referrals for Children & Families	2,418	23.4	19.0	-----
Social Work referrals for Learning difficulties	159	1.5	1.8	-----
Social Work referrals for Mental Health	350	3.4	3.7	-----
Social Work referrals for Older people	2,905	28.1	27.9	-----
Social Work referrals for Other types	599	5.8	4.6	-----
Social Work referrals for Physical illness / disabilities	817	7.9	5.9	-----

Source: SLC Social Work Resources

Notes: Excludes clients receiving services who live outside South Lanarkshire; Rate per 1,000 population

**Social Work Home Care (April 2022)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Total number of clients receiving Home Care *	1,830	17.7	16.9	-----
Home Care clients receiving under 20 hours	710	38.8%	45.7%	-----
Home Care clients receiving 20 to 49 hours	603	33.0%	31.6%	-----
Home Care clients receiving 50 hours plus	517	28.3%	22.7%	-----
Home Care clients receiving over 10 hours	1,474	80.5%	75.9%	-----
Home Care clients receiving over 20 hours	1,120	61.2%	54.1%	-----
Home Care clients aged 65 and over	1,568	85.7%	86.8%	-----
Home Care clients aged 65 and over with physical disabilities	562	35.8%	36.5%	-----
Home Care clients aged 65 and over with frailties due to old age	273	17.4%	18.1%	-----
Home Care clients aged 85 and over	640	35.0%	39.1%	-----

Source: SLC Social Work Resources

Notes: Excludes clients receiving services who live outside South Lanarkshire; * Rate per 1,000 population

Care Home Services (March 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of active Care Home Services	18	18	83	1,385
Number of active Care Home registered places	787	787	2,814	42,473

Source: Care Inspectorate

Notes: Care Home Services includes subtypes of Alcohol & Drug Misuse, Blood Borne Virus, Children & Young People, Learning Disabilities, Mental Health Problems, Older People, Physical and Sensory Impairment, and Respite Care and Short Breaks.

Health Related Benefits (August 2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Claimants of Carers Allowance *	2,077	2.4%	2.2%	1.8%
Claimants of Attendance Allowance *	2,836	3.3%	3.2%	2.7%
Claimants of Disability Living Allowance **	3,633	3.5%	3.3%	2.6%
Disability Living Allowance - Care Higher Rate ***	1,187	32.7%	30.0%	28.9%
Disability Living Allowance - Mobility Higher Rate ***	1,955	53.8%	48.6%	47.0%

Source: Department of Work and Pensions, Stat-Xplore

Notes: DWP numbers under five shown as zero, therefore figures may not add to total.

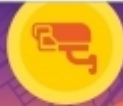
* Rate is percentage of those aged 16 and over; ** Rate is percentage of total population; *** Rate is percentage of total number of disability living allowance claimants.

General Health (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
General Health is Very Good	51,032	50.4%	51.3%	52.5%
General Health is Good	29,076	28.7%	29.1%	29.7%
General Health is Fair	13,790	13.6%	13.1%	12.2%
General Health is Bad	5,587	5.5%	5.0%	4.3%
General Health is Very Bad	1,803	1.8%	1.5%	1.3%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

**Health Status (Census 2011)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All ages with bad or very bad health	7,390	7.3%	6.5%	5.6%
Aged under 25 with bad or very bad health	221	0.2%	0.2%	0.2%
Aged 25 to 64 with bad or very bad health	4,114	4.1%	3.6%	3.1%
Aged 65 plus with bad or very bad health	3,055	3.0%	2.7%	2.3%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

Long-term health problem or disability (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All ages where day-to-day activity limited a lot	11,766	11.6%	10.7%	9.6%
Aged 0 to 15 where day-to-day activity limited a lot	331	0.3%	0.3%	0.3%
Aged 16 to 64 where day-to-day activity limited a lot	5,807	5.7%	5.2%	4.6%
Aged 65 plus where day-to-day activity limited a lot	5,628	5.6%	5.2%	4.6%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

Health problems with no access to a car (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Health problems with no access to a car	5,018	22.3%	21.7%	18.4%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

People who provide unpaid care (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
People who provide no unpaid care	90,648	89.5%	89.5%	90.7%
People who provide unpaid care	10,640	10.5%	10.5%	9.3%
People who provide unpaid care for under 20 hours	5,545	52.1%	54.8%	55.5%
People who provide unpaid care for 20 to 49 hours	2,020	19.0%	17.6%	17.6%
People who provide unpaid care for 50 hours plus	3,075	28.9%	27.5%	26.8%
People who provide unpaid care aged under 25	845	7.9%	7.4%	7.6%
People who provide unpaid care aged 25 to 64	7,892	74.2%	74.2%	73.1%
People who provide unpaid care aged 65 plus	1,903	17.9%	18.3%	19.3%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.



Children and Young People

Population by Age (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Population who are aged under 5	5,375	5.2%	5.0%	4.7%
Population who are aged 5 to 11	7,891	7.6%	7.8%	7.6%
Population who are aged 12 to 15	4,637	4.5%	4.5%	4.4%
Population who are aged 16 to 19	4,256	4.1%	4.1%	4.1%
Population who are aged 20 to 24	5,656	5.5%	5.4%	6.1%

Source: National Records of Scotland (NRS), SAPE 2021

Notes: Rate is the percentage of the total population in the area.

Access to Services (2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of active day care of children establishments	58	58	181	3,516
Number of active day care of children registered places	3,702	3,702	11,211	178,672
Number of active registered Childminders	52	52	215	3,746
Number of active Childminder registered places	312	312	1,302	23,333

Source: Care Inspectorate

Notes:

Free School Meal Authorised Applications (March 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Free school meal applications for all school pupils	3,482	25.0%	21.8%	-----
Free school meal applications for primary pupils	2,129	27.5%	23.1%	-----
Free school meal applications for secondary pupils	1,353	21.9%	20.1%	-----

Source: SLC Finance & IT Resources

Notes: Data excludes pupils living outside South Lanarkshire who attend a South Lanarkshire Council school.

Clothing Grants Authorised Applications (March 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Clothing grant applications for all school pupils	4,477	32.2%	28.4%	-----
Clothing grant applications for primary pupils	2,602	33.6%	29.1%	-----
Clothing grant applications for secondary pupils	1,875	30.4%	27.6%	-----

Source: SLC Finance & IT Resources

Notes: Data excludes pupils living outside South Lanarkshire who attend a South Lanarkshire Council school.

**Children living in relative low income (2020/2021 provisional)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Children living in families in relative low income	3,675	20.5%	18.0%	19.1%
Children living in lone parent relative low income families	1,911	52.0%	50.5%	47.2%
Children living in couple relative low income families	1,739	47.3%	49.5%	52.8%
Children living in working relative low income families	2,240	61.0%	62.9%	61.4%
Children living in not working relative low income families	1,413	38.4%	37.0%	38.6%

Source: Department of Work and Pensions, Stat-Xplore

Notes: Relative low-income is defined as a family whose equivalised income is below 60 per cent of contemporary median income. Gross income measure is Before Housing Costs (BHC) and includes contributions from earnings, state support and pensions. Totals may not sum due to the disclosure controls applied. Numbers under 5 displayed as zero.

Child Benefit Families (August 2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of families receiving Child Benefit *	11,260	22.9%	22.8%	21.0%
Number of families receiving Child Benefit with One child	5,945	52.8%	51.4%	50.8%
Number of families receiving Child Benefit with Two children	4,070	36.1%	37.1%	36.9%
Number of families receiving Child Benefit with Three or more children	1,265	11.2%	11.5%	12.2%

Source: HM Revenue and Customs

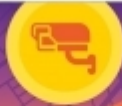
Notes: Totals may not sum due to figures being rounded to the nearest 5. * Rate per number of occupied dwellings.

Claimant Count (March 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Claimant Count of those aged 16 to 24	400	4.0%	3.7%	3.6%

Source: NOMIS

Notes: It should be noted that the claimant count number includes unemployed Universal Credit claimants. It is also important to note that enhancements to Universal Credit as part of the UK government's response to COVID-19 mean that an increasing number of people became eligible for unemployment-related benefit support, although still employed. Consequently, changes in the number of claimants will not be due wholly to changes in the number of people who are unemployed.



Housing and Land

Estimated Dwellings (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Estimated Total number of Dwellings	50,638	100.0%	100.0%	100.0%
Estimated Dwellings which are Occupied	49,439	97.6%	97.4%	95.8%
Estimated Dwellings which are Vacant	1,141	2.3%	2.5%	3.3%
Estimated Dwellings which are Second Homes	44	0.1%	0.1%	0.9%
Estimated Dwellings with Single Adult Discounts	20,192	39.9%	38.3%	38.3%

Source: National Records of Scotland (NRS), Household Estimates

Notes: Date - Year from September to August

An 'occupied dwelling' is a NRS proxy for estimated households.

Estimated Dwellings by Council Tax Bands (December 2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Estimated Dwellings in All Council Tax Bands	50,854	100.0%	100.0%	100.0%
Estimated Dwellings in Council Tax Band A	17,505	34.4%	23.2%	20.5%
Estimated Dwellings in Council Tax Band B	8,887	17.5%	19.7%	22.6%
Estimated Dwellings in Council Tax Band C	5,423	10.7%	17.1%	16.1%
Estimated Dwellings in Council Tax Band D	7,359	14.5%	13.9%	13.6%
Estimated Dwellings in Council Tax Band E	5,089	10.0%	13.0%	13.6%
Estimated Dwellings in Council Tax Band F	3,974	7.8%	8.5%	8.0%
Estimated Dwellings in Council Tax Band G	2,350	4.6%	4.3%	5.1%
Estimated Dwellings in Council Tax Band H	267	0.5%	0.4%	0.5%

Source: National Records of Scotland (NRS), Dwelling Estimates

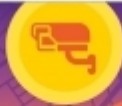
Notes: Date is by calendar year

Estimated Dwellings by Type (2017)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Estimated Dwellings type Total	49,073	100.0%	100.0%	100.0%
Estimated Dwellings type of Detached	9,052	18.4%	21.2%	21.5%
Estimated Dwellings type of Semi-Detached	10,977	22.4%	20.2%	19.7%
Estimated Dwellings type of Terraced	13,818	28.2%	27.8%	20.5%
Estimated Dwellings type of Flat	15,097	30.8%	30.6%	37.7%
Estimated Dwellings type of Dwelling Unknown	129	0.3%	0.3%	0.7%

Source: National Records of Scotland (NRS), Dwelling Estimates

Notes: No data regarding dwellings by type has been produced since 2017

**Estimated Dwellings by Number of Rooms (2017)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Estimated Dwellings by Number of Rooms Total	49,073	100.0%	100.0%	-----
Estimated Dwellings with 1 room	178	0.4%	0.5%	-----
Estimated Dwellings with 2 rooms	4,996	10.2%	10.0%	-----
Estimated Dwellings with 3 rooms	178	0.4%	25.3%	-----
Estimated Dwellings with 4 rooms	12,558	25.6%	26.2%	-----
Estimated Dwellings with 5 rooms	10,860	22.1%	22.2%	-----
Estimated Dwellings with 6 rooms	3,199	6.5%	8.7%	-----
Estimated Dwellings with 7+ rooms	2,948	6.0%	7.1%	-----
Estimated Dwellings with rooms unknown	119	0.2%	0.3%	-----

Source: National Records of Scotland (NRS), Dwelling Estimates

Notes: No data regarding dwellings by number of rooms has been produced since 2017.

Housing & Council Tax Benefit (March 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Housing and Council Tax Benefit Active claims aged 16 plus	13,291	15.6%	13.8%	-----
Housing and Council Tax Benefit Active claims aged 16 to 59	7,911	13.6%	12.0%	-----
Housing and Council Tax Benefit Active claims aged 60 plus	5,380	19.7%	17.5%	-----
Housing and Council Tax Benefit Active claimants who are couples	1,897	14.3%	15.3%	-----
Housing and Council Tax Benefit Active claimants who are single	11,394	85.7%	84.7%	-----

Source: SLC Finance & IT Resources

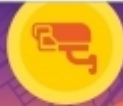
Notes: Data a snapshot as at 31 March

Council Housing Stock (2021/2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Total Council stock	9,480	9,480	25,328	-----
Council stock voids	186	2.0%	1.9%	-----
Council stock relets throughout the year	694	7.3%	8.5%	-----
Council stock that met the SHQS	7,225	76.2%	72.2%	-----
LA tenants on housing benefit *	4,233	467.7	449.0	-----

Source: SLC Housing & Technical Resources

Notes: * Rate per 1,000 current tenancies

**Domestic Building Warrants (2022)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of domestic new properties	737	737	2,313	-----
Number of domestic demolitions	1	1	6	-----
Number of domestic conversions	11	11	16	-----
Number of domestic property improvements	568	568	1,666	-----
Value of domestic new properties	£75.4m	£75.4m	£260.0m	-----
Value of domestic demolitions	£35,000	£35.0k	£114.0k	-----
Value of domestic conversions	£377,800	£377.8k	£787.8k	-----
Value of domestic property improvements	£14.0m	£14.0m	£39.8m	-----

Source: SLC Community & Enterprise Resources

Notes: Excludes no cost warrants

Residential Property Sales and Mean Price (2021)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of house sales	2,253	2,253	7,629	116,995
Mean house price	£144,432	£144,432	£175,198	£201,160

Source: Scottish Government

Notes: The number of sales are based on second hand and new build sales that are recorded/registered whether they are cash purchases or funded by mortgages. The mean price is based on new build and second hand sales between £20,000 and £1,000,000.

Land available for Industry and Business purposes (2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of available industrial land sites	9	9	78	-----
Available industrial land in hectares	14.3Ha	14.3Ha	346.0Ha	-----

Source: SLC Community & Enterprise Resources

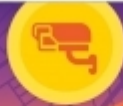
Notes: One industrial site can be split over more than one datazone. Data includes Category A: Land available for Industry and Business purposes, Category B: Specialised Sites - Sites with unique circumstances/specific need at location, and Category C: Land in use for industrial/business purposes, including storage use, but where no physical development has taken place only. -Excludes sites already developed.

Housing Tenure (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Housing tenure total	45,550	100.0%	100.0%	100.0%
Housing tenure of owned	29,899	65.6%	68.3%	62.0%
Housing tenure of rented from council	9,601	21.1%	18.3%	13.2%
Housing tenure of other social rented	1,791	3.9%	4.3%	11.1%
Housing tenure of private rented	3,901	8.6%	8.2%	12.4%
Housing tenure of living rent free	358	0.8%	0.9%	1.3%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

**Overcrowding (rating of -1 or less) (Census 2011)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Overcrowded households	4,069	8.9%	7.7%	9.0%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones. An occupancy rating of -1 implies that a household has one fewer room than required for the people living there.

Under Occupancy (rating of +2 or more) (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Households with an Occupancy rating of +2 or more	16,198	35.6%	39.0%	38.1%
All persons aged 65+ in Households with an Occupancy rating of +2 or more	3,883	42.6%	45.4%	47.3%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones. An occupancy rating of +2 implies that a household has two more rooms than required for the people living there.



Our Economy

People on Universal Credit (Mar 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
People on Universal Credit	9,704	14.9%	13.3%	12.8%
People on Universal Credit in employment	3,356	34.6%	4.8%	4.9%
People on Universal Credit not in employment	6,311	65.0%	63.6%	62.0%

Source: Department of Work and Pensions, Stat-Xplore

Notes: Totals may not sum due to the disclosure control applied. Rates based on population aged 16 to 64.

Households on Universal Credit (Mar 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Households on Universal Credit *	8,681	17.6%	15.8%	15.2%
Households on Universal Credit - Carer entitlement	966	11.1%	11.4%	10.1%
Households on Universal Credit - Child entitlement	3,417	39.4%	39.4%	39.1%
Households on Universal Credit - Family type - Single, no children	4,864	56.0%	55.1%	55.3%
Households on Universal Credit - Family type - Single, with children	2,840	32.7%	31.3%	29.8%
Households on Universal Credit - Family type - Couple, no children	258	3.0%	4.0%	4.1%
Households on Universal Credit - Family type - Couple, with children	778	9.0%	9.6%	10.7%
Households on Universal Credit - Scottish Choices More Frequent Payment	2,084	24.0%	22.3%	21.6%
Households on Universal Credit - Housing Entitlement	5,521	63.6%	63.7%	66.3%
Households on Universal Credit - Housing Entitlement - Social Rented sector	3,874	44.6%	44.2%	47.5%
Households on Universal Credit - Housing Entitlement - Private Rented sector	1,554	17.9%	18.9%	18.1%

Source: Department of Work and Pensions, Stat-Xplore

Notes: Totals may not sum due to the disclosure control being applied. * Rate based on occupied dwellings. An 'occupied dwelling' is National Records of Scotland proxy for a household.

Personal Independent Payments (PIP) (Mar 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Personal Independent Payments cases with entitlement	7,367	11.3%	10.1%	8.9%

Source: Department of Work and Pensions, Stat-Xplore

Notes: Personal Independence Payment (PIP) is for eligible working age people aged 16 to 64. Numbers under five shown as zero, therefore figures may not add to total.

In Scotland, responsibility for some social security benefits has transferred from DWP to the Scottish Government. The Scottish Government have announced that they will administer new benefits for disabled people and carers living in Scotland.

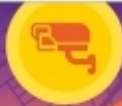
Claimants of State Retirement Pension (Aug 2020)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
State Retirement Pension claimants of all ages	19,154	71.6%	70.4%	70.3%
State Retirement Pension claimants who are aged under 75	10,367	38.8%	37.7%	37.2%
State Retirement Pension claimants aged 75 plus	8,746	32.7%	32.7%	33.1%

Source: Department of Work and Pensions, Stat-Xplore

Notes: Numbers under five shown as zero, therefore figures may not add to total. Please note a temporary interruption to State Pension updates on Stat-Xplore

During 2019, a new DWP computer system called "Get Your State Pension" (GYSP) came online to handle State Pension claims. The GYSP system is now handling a sizeable proportion of new claims.

**Claimants of Pension Credit (Feb 2022)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Claimants of Pension Credit	3,179	11.7%	9.9%	9.1%
Guaranteed Credit element only of Pension Credit	1,282	4.7%	4.1%	4.0%
Savings Credit element only of Pension Credit	487	1.8%	1.7%	1.5%
Guaranteed & Savings Credit elements of Pension Credit	1,367	5.0%	4.2%	3.6%
Claiming any Guaranteed Credit element of Pension Credit	2,649	9.7%	8.3%	7.6%

Source: Department of Work and Pensions, Stat-Xplore

Notes: DWP numbers under five shown as zero, therefore figures may not add to total.

Claimant Count (Mar 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Claimant Count of those aged 16 plus	2,885	4.4%	3.8%	3.7%
Claimant Count of those aged 16 to 24	400	4.0%	3.7%	3.6%
Claimant Count of those aged 25 to 49	1,780	5.4%	4.5%	4.3%
Claimant Count of those aged 50 plus	710	1.7%	1.5%	1.5%

Source: NOMIS

Notes: It should be noted that the claimant count number includes unemployed Universal Credit claimants. It is also important to note that enhancements to Universal Credit as part of the UK government's response to COVID-19 mean that an increasing number of people became eligible for unemployment-related benefit support, although still employed. Consequently, changes in the number of claimants will not be due wholly to changes in the number of people who are unemployed.

Those who are Income Deprived (SIMD 2020)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Population who are Income deprived	15,328	14.9%	12.8%	12.2%

Source: Scottish Index of Multiple Deprivation (SIMD) 2020

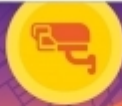
Notes:

Those who are Employment Deprived (SIMD 2020)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Working aged residents who are Employment Deprived	7,104	10.9%	9.7%	9.3%

Source: Scottish Index of Multiple Deprivation (SIMD) 2020

Notes:

**Gross Household Income Estimates (2018)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of households where Gross Household Income under £100 per week	239	0.5%	0.5%	-----
Number of households where Gross Household Income under £200 per week	3,300	6.8%	7.0%	-----
Number of households where Gross Household Income under £300 per week	8,706	18.1%	18.2%	-----
Number of households where Gross Household Income under £500 per week	20,181	41.9%	41.4%	-----
Number of households where Gross Household Income under £1,000 per week	37,098	77.0%	76.2%	-----
Number of households where Gross Household Income under £2,000 per week	46,736	97.0%	96.8%	-----
Approximate proportion of households under 60% of median gross income	7,329	15.2%	15.1%	-----

Source: Scottish Government

Notes: It is important to note that the gross household income estimates are not intended to be a measure of person-level income. Not all people in areas of low average gross household incomes will necessarily be deprived or in poverty, and not all households in areas of high average gross household incomes will necessarily contain people with high levels of personal disposable income or wealth.

Commercial properties (Aug 2022)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of Commercial properties	3,279	0.2%	100.0%	-----
Commercial properties under £500 in rateable value	106	3.2%	5.3%	-----
Commercial properties £500-£2,999 in rateable value	590	18.0%	20.9%	-----
Commercial properties £3,000 to £6,999 in rateable value	698	21.3%	22.7%	-----
Commercial properties £7,000 to £9,999 in rateable value	440	13.4%	12.3%	-----
Commercial properties £10,000 to £49,999 in rateable value	1,102	33.6%	29.3%	-----
Commercial properties £50,000 & over in rateable value	343	10.5%	9.5%	-----
Commercial properties with no Business rates relief	1,391	42.4%	42.1%	-----
Commercial properties with Small Business Rate Relief	1,578	48.1%	47.8%	-----
Commercial properties with Empty Property relief *	89	2.7%	2.8%	-----
Commercial properties with Other relief	221	6.7%	7.3%	-----

Source: SLC Housing & Technical Resources

Notes:

**Non-domestic building warrants (2022)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Number of non-domestic new properties	----	5	31	-----
Number of non-domestic demolitions	8	8	22	-----
Number of non-domestic conversions	----	1	1	-----
Number of non-domestic property improvements	66	66	181	-----
Value of non-domestic new properties	£1.6m	£1.6m	£45.6m	-----
Value of non-domestic demolitions	£312,000	£312.0k	£703.8k	-----
Value of non-domestic conversions	£7,500	£7.5k	£7.5k	-----
Value of non-domestic property improvements	£7.4m	£7.4m	£27.6m	-----

Source: SLC Community & Enterprise Resources

Notes: Excludes no cost warrants

Those in work (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Census Employment Rate Total	47,982	62.9%	64.3%	63.4%
Census Employment Rate for Men	24,227	65.9%	67.5%	66.7%
Census Employment Rate for Women	23,755	60.2%	61.4%	60.2%
Census Employment Rate of those aged 16 to 24	5,986	55.8%	55.9%	52.0%
Census Employment Rate of those aged 25 to 34	10,044	79.4%	80.3%	78.4%
Census Employment Rate of those aged 35 to 49	18,346	80.6%	81.8%	80.8%
Census Employment Rate of those aged 50 to 64	12,685	61.7%	64.6%	65.0%
Census Employment Rate of those aged 65 to 74	921	9.6%	11.0%	12.8%

Source: National Records of Scotland (NRS), Census 2011

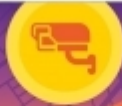
Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones. Includes those who are self employed.

Self employed (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Census Self Employment Rate Total	4,956	6.5%	7.0%	7.5%
Census Self employment rate for Men	3,716	10.1%	10.7%	10.8%
Census Self employment rate for Women	1,240	3.1%	3.6%	4.4%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

**Employment by industry (Census 2011)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All people aged 16 to 74 in Employment.	47,982	100.0%	100.0%	100.0%
Employed in Agriculture, Forestry & Fishing	141	0.3%	0.9%	1.7%
Employed in Mining & Utilities	1,336	2.8%	2.4%	2.9%
Employed in Manufacturing	4,936	10.3%	9.1%	8.0%
Employed in Construction	4,539	9.5%	9.1%	8.0%
Employed in Distribution	7,839	16.3%	16.1%	15.0%
Employed in Transport & Storage	2,637	5.5%	5.5%	5.0%
Employed in Hotels & Catering	2,229	4.6%	4.4%	6.3%
Employed in Finance, Communications & Real Estate	4,273	8.9%	8.7%	8.4%
Employed in Other Business Services	3,986	8.3%	8.7%	9.6%
Employed in Public Administration	4,019	8.4%	8.3%	7.0%
Employed in Education	3,575	7.5%	7.6%	8.4%
Employed in Health & Social Work	6,292	13.1%	14.4%	15.0%
Employed in Other Services	2,180	4.5%	4.7%	4.9%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

Employment by occupation (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
All people aged 16 to 74 in Employment	47,982	100.0%	100.0%	100.0%
Employed in Managerial occupations	4,201	8.8%	8.6%	8.4%
Employed in Professional occupations	7,099	14.8%	15.6%	16.8%
Employed in Associated Professional & Technicians occupations	5,949	12.4%	12.8%	12.6%
Employed in Clerical & Secretarial occupations	6,192	12.9%	13.0%	11.4%
Employed in Skilled Trade occupations	5,729	11.9%	12.2%	12.5%
Employed in Personal services occupations	4,380	9.1%	9.5%	9.7%
Employed in Sales & Customer service occupations	5,135	10.7%	10.0%	9.3%
Employed as Drivers, assemblers, etc. occupations	4,489	9.4%	8.5%	7.7%
Employed in Elementary skilled jobs occupations	4,808	10.0%	9.8%	11.6%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

Hours worked by all employed (Census 2011)

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Employed and working 1 to 15 hours	2,570	5.4%	5.8%	7.0%
Employed and working 16 to 30 hours	9,785	20.4%	20.6%	21.0%
Employed and working 31 to 37 hours	11,492	24.0%	23.1%	21.2%
Employed and working 38 to 48 hours	19,408	40.4%	39.7%	39.1%
Employed and working 49 hours plus	4,727	9.9%	10.8%	11.7%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

**Worklessness (Census 2011)**

Indicator	Area (Number)	Area (% / Rate)	SLC (% / Rate)	Scot (% / Rate)
Census unemployed Total	4,171	5.5%	5.1%	4.8%
Census unemployed who are aged 16 to 24	1,291	12.0%	11.2%	9.0%
Census unemployed who are aged 25 to 49	2,153	6.1%	5.5%	5.4%
Census unemployed who are aged 50 to 74	727	2.4%	2.4%	2.3%
Census unemployed who have never worked	602	0.8%	0.7%	0.7%
Census unemployed who are long term	1,673	2.2%	2.0%	1.8%
Economically Inactive - Caring duties	2,547	3.3%	3.3%	3.6%
Economically Inactive - Long term sick disabled	4,809	6.3%	5.6%	5.1%

Source: National Records of Scotland (NRS), Census 2011

Notes: Census datazone counts based on bestfit of 2011 Output areas to 2011 datazones.

Report

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Community Wealth Building Scottish Government Consultation
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ bring to the Commission's attention a consultation on Community Wealth Building (CWB) launched by the Scottish Government and to propose that a joint response be developed by the Progress Group on behalf of the Commission.

2. Recommendation(s)

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

- (1) that the contents of the report be noted;
- (2) that the Progress Group be tasked with developing a draft response on behalf of the CWB Commission;
- (3) that the draft response, once approved by the Chair of the Commission, be submitted in response to the Scottish Government consultation by the closing date of 25 April 2023; and
- (4) that the final submission be formally tabled at the next meeting of the Commission on 6 June 2023.

3. Background

- 3.1. In the Programme for Government 2022/2023, the Scottish Government indicated that it would hold a consultation on CWB legislation. The consultation was launched on 31 January 2023, seeking views on what is required to accelerate and deepen CWB in Scotland. The closing date for responses to the consultation is 25 April 2023.
- 3.2. This report outlines the consultation document and questions and proposes that a joint response be developed by the CWB Commission.

4. Consultation Paper

- 4.1. The consultation paper, Building Community Wealth in Scotland, sets out a vision for CWB as part of a strategic approach to the development of a wellbeing economy. The commitment to the introduction of legislation on CWB in this Parliamentary session is seen as part of a strategic approach to creating a wellbeing economy, empowering communities and supporting local and regional economic development.

- 4.2. Other activity to support this agenda includes the upcoming Land Reform Bill, the commitment to a series of Just Transition Plans, the National Planning Framework 4, the Refreshed Fair Work Action Plan and the review of the Community Empowerment Act.
- 4.3. The consultation paper has 3 parts: part 1 describes what CWB is, provides an overview of CWB activity in Scotland and outlines the background to and ambitions for CWB legislation; part 2 sets out proposals for a duty to advance CWB and explores each of the pillars in turn, looking at what might be required to advance CWB in Scotland, with suggestions collated from stakeholder engagement so far; and part 3 provides details on how to respond to the consultation and next steps.
- 4.4. The consultation paper is attached as appendix 1 to this report and the question set is attached as appendix 2.

Duty to Advance CWB

- 4.5. Following the introductory material in part 1, part 2 focuses on the substance of the consultation, outlining the issues and providing supporting materials. The first and most significant topic within the consultation is the proposal to implement a duty to advance CWB. The consultation paper offers 3 options for how this might work:-
- ◆ option A - a duty requiring Scottish Ministers and prescribed public sector bodies to embed the CWB model of economic development into their corporate plans and wider strategies
 - ◆ option B - a duty requiring those public sector bodies statutorily obliged to be involved in community planning to produce a collective CWB place-based strategy and action plan which contains specific actions across the 5 CWB pillars to advance the CWB model of economic development in their local authority area. (This requirement could be taken forward at a regional level if neighbouring local authorities and their community planning partners prefer that approach)
 - ◆ option C - a combined option – featuring a union of both options set out above
 - ◆ “other” or “no duty” are also available as options
- 4.6. Respondents are asked to include views on which bodies should be covered by the proposals, how to best ensure accountability for implementation to the Scottish Parliament and how to best ensure the involvement of local communities, business and the third sector in the implementation of the duty.
- 4.7. The consultation asks whether the Scottish Government should support any new duty through guidance and if so, what areas the guidance should cover and whether it should be statutory or non-statutory.
- 4.8. Finally, on supporting CWB as a whole, respondents are asked to consider if there are non-legislative measures or specific actions required to advance the implementation of CWB in Scotland.
- 4.9. In relation to the options for the proposed CWB duty, the document states that within the period of the consultation there will be specific engagement with, for example, local authorities, health boards, community planning partnerships and Regional Economic Partnerships, in addition to wider engagement.

Support for the 5 Pillars

- 4.10. Further questions address each of the 5 pillars of CWB, with respondents being asked to give a view as to how the pillar could be supported. The question for each pillar is the same: Are there ways in which the law could be changed to advance this pillar? To assist respondents' deliberations, the consultation document provides examples of suggestions which have been made by stakeholders in the course of engagement on CWB to date.
- 4.11. Table 1 below summarises stakeholder suggestions which are offered within the consultation document.

Table 1: Stakeholder suggestions on how the pillars could be supported

Pillar	Suggestions from Early Engagement
Spending	<ul style="list-style-type: none"> • Review the national, sectoral, local and regional frameworks and contracts to ensure that the arrangements in place ensure logical groupings that facilitate access to SMEs, the third sector and supported businesses; • Further investment in supplier development capacity and to improve knowledge of local supplier within anchor organisations; • Investment in capacity to support linkages between local procurement teams and economic development; • Explore opportunities for joint procurement between anchor organisations; • Develop the content of annual procurement strategies and reports to demonstrate how the procurement activity of individual public bodies contributes to CWB; • An improved focus on place-based thinking in the use of community benefits and reporting to reflect how this is being achieved.
Workforce	<ul style="list-style-type: none"> • Taking further steps to encourage anchor organisations to pay the real Living Wage and become Living Wage accredited; • Anchor organisations should develop and commit to local or regional fair employment charters, these could include a focus on seeking to recruit locally and from groups that are often excluded from the labour market.
Land and property	<ul style="list-style-type: none"> • Review compulsory purchase powers and the case for introducing alternative land assembly mechanisms such as compulsory sales orders; • Explore the scope of existing mechanisms for securing development contributions, such as Section 75 planning obligations; • Explore new mechanisms for enabling land value uplifts to be reinvested in economic, social and community facilities.
Inclusive ownership	<ul style="list-style-type: none"> • Greater recognition of the role of inclusive business models in the economy; • Availability and accessibility of start-up support for the establishment of inclusive business models; • Greater acknowledgement of the role of support organisations and the need to ensure they are adequately resourced to maintain and grow outputs; • A duty for business support services to consider the distinct needs of inclusive business models and to promote these models;

	<ul style="list-style-type: none"> • Preparatory work with public sector bodies to improve understanding of inclusive business models in advance of supporting the development of CWB plans and their subsequent implementation; • A need to increase the knowledge and improve the culture around cooperatives to support new cooperative enterprises or transitions across Scotland; • Supplier development support for inclusive business models including social enterprises to build capacity; • Explore incentives to encourage the establishment of inclusive business models; • An 'employee right to buy' when a business is put up for sale which allows a window for employees to consider developing a bid and raising the finances; • A 'Marcora law' which would give workers support to organise a co-operative buyout or rescue when a business is up for sale or under threat. Whilst the Scottish Government would be keen to further explore suggestions around employee right to buy and Marcora law, these proposals are heavily focused on reserved matters.
Finance	<ul style="list-style-type: none"> • Exploring if CWB principles and standard criteria could be built into funding and funding assessment criteria; • Encouraging investment funds including, for example, pension funds, to be directed to build local wealth; • Greater recognition of the role of credit unions and CDFIs and explore the establishment of community banks.

5. Conclusions and Next Steps

- 5.1. This is a wide-ranging consultation on measures which could have significant implications for public sector partners.
- 5.2. The closing date for responses to the consultation is 25 April 2023. With the approval of the Commission, the Progress Group will develop a draft response to be circulated to members of the Commission for approval within the timescale allocated to the consultation.
- 5.3. The Progress Group will draw on the expertise and knowledge of subject experts in each of the pillars and will engage with lead officers across the partners to compile responses appropriate to each pillar.
- 5.4. The Commission is asked to delegate final sign off of the response to the Chair of the Commission to enable the submission to meet the consultation deadline.
- 5.5. The development of a joint response on behalf of the Commission does not preclude partners from submitting their own responses, informed by and in the light of the Commission response.
- 5.6. As noted at 4.9 above, within the consultation period the Scottish Government intends to undertake specific engagement in relation to the CWB Duty with a range of stakeholders such as local authorities, health boards, community planning partnerships and Regional Economic Partnerships.
- 5.7. The final submission will be formally tabled at the next Commission meeting on 6 June 2023.

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 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)

3 February 2023

Link(s) to Council Objectives/Values/Ambitions

♦ Accountable, effective, efficient and transparent

Previous References

♦ None

List of Background Papers

♦ None

Contact for Further Information

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

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Building Community Wealth in Scotland

Consultation Paper

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Ministerial Foreword



In the midst of tackling a Cost Crisis and ongoing Climate Emergency we must ensure that our long term economic planning puts people and the environment at its core. The National Strategy for Economic Transformation outlines our vision to create a wellbeing economy: a society that is thriving across economic, social and environmental dimensions, and that delivers prosperity for all of Scotland's people and places.

The principles of a wellbeing economy cannot be achieved through simply redistributing a portion of the wealth created. They need to be hard-wired into everything we do to develop our economy. Community Wealth Building can help us achieve that.

The strategic Community Wealth Building approach is grounded in solid economic concepts and approaches. Crucially, Community Wealth Building is also a very practical model and we are already deploying and moving forward with the model in Scotland. By considering new legislation on Community Wealth Building to bind and consolidate existing practice, we seek to give that work a strengthened platform from which we can deepen and accelerate delivery.

Many countries and places across the globe are questioning their economic priorities. For years we have implemented policies which have sought to grow and redistribute wealth, and we achieved some great things. However, with the growing incidence of global crises, it is clear that if we are to truly realise a sustainable wellbeing economy, we need to consider bold, alternative economic approaches for the long term. This recognition is what is promoting Community Wealth Building across the globe – from its origins in Cleveland, USA to places such as Preston in England, Chicago, Sydney and Amsterdam. Other places are also examining the potential of the approach as a way of building stronger and more resilient local and regional economies.

The Community Wealth Building journey in Scotland started with the pioneering work in Ayrshire, followed by a series of pilot locations supported by the Scottish Government. And whilst we should celebrate the progress we have already made in implementing Community Wealth Building in such a short space of time, the job is far from done. In this we must go further and faster. This is not a luxury reform agenda, or more of the same. It is a central cog in our reform agenda which seeks to re-wire our economy for this generation and for future generations.

That is why the introduction of legislation on Community Wealth Building in this Parliamentary session is significant. This commitment is part of a strategic approach to creating a wellbeing economy, empowering communities and supporting local and regional economic development. This activity includes the upcoming Land Reform Bill, the commitment to a series of Just Transition Plans, the National Planning Framework 4, the Refreshed Fair Work Action Plan and the review of the Community

Empowerment Act, amongst other progressive programmes to support economic reform.

Legislation is not the only thing that will assist in the growth of Community Wealth Building. In fact, a range of powers that can help to accelerate the realisation of a thriving wellbeing economy remain reserved to Westminster. However, changing the law can be key to securing gains already made in practice and advancing implementation. In this consultation we seek a broad range of views on what is required to accelerate and deepen Community Wealth Building in Scotland, learning from the good practice already underway including through the leading role of local authorities. Whilst the Scottish Government is committed to doing all it can to progress Community Wealth Building within devolved powers, I would also welcome feedback on reserved areas respondents would like us to work with the UK Government on where there is potential to accelerate the implementation of Community Wealth Building.

I am grateful to the members of the Community Wealth Building Bill Steering Group who have helped to guide the development of this consultation. I am also grateful to the many public sector anchor organisations, businesses, third sector organisations and community groups who have taken the time to showcase their examples of Community Wealth Building to me and share thoughts on how we move this crucial approach forward.

It has been highlighted that Scotland is fast becoming a global leader in Community Wealth Building. I encourage you to be bold, ambitious and creative in responding to this consultation. That is what is required if we are to realise this opportunity to fully unleash the power of Community Wealth Building in Scotland, to ensure that communities across Scotland have a greater stake in the wealth that is generated and that wellbeing for all is assured.

A handwritten signature in black ink, appearing to read 'Tom Arthur', with a stylized, cursive script.

Tom Arthur MSP
Minister for Public Finance, Planning and Community Wealth

Part 1. Introduction: The Contribution of Community Wealth Building (CWB) to a Wellbeing Economy

1.1 Overview

The Scottish Government has adopted the internationally recognised Community Wealth Building (CWB) approach to economic development as a key practical means by which progress can be made towards realising our wellbeing economy vision outlined in the National Strategy for Economic Transformation (NSET)¹.

CWB is an approach designed to tackle long-standing economic challenges and transform Scotland's local and regional economies by considering the ways in which the public sector, in partnership with the private, third and community sectors, can ensure more wealth is generated, circulated and retained in communities and localities.

In short, CWB is focused on growing the influence communities have on the economy and ensuring communities receive more of the benefits from the wealth they help to generate.

CWB can produce a range of economic, social and environmental benefits. CWB can be a key tool in supporting a just transition to net zero and ensuring environmental sustainability, helping Scotland's places and communities thrive within the planet's sustainable limits. The approach is also recognised as a key action in our ambitions to tackle child poverty through the creation of Fair Work opportunities.

Any new legislation on CWB is intended to provide a statutory underpinning to deepen and further embed CWB activity across Scotland, creating a fairer and more resilient economy. Learning from the range of CWB action already underway, we want to gather the broadest range of views on how new legal measures or changes to existing laws can accelerate the delivery of CWB in Scotland and deliver real benefits for local communities.

Part 1 of this consultation paper describes what CWB is, provides an overview of CWB activity in Scotland and outlines the background to and ambitions for CWB legislation. **Part 2** provides an opportunity to offer views on a legislative proposal and share perspectives on what is required to advance CWB in Scotland. **Part 3** provides details on how to respond to this consultation and next steps.

In line with the approach itself, legislation on CWB should be bold and ambitious. We look forward to engaging with as many organisations and communities as possible as we develop legislation and other measures to give the people of Scotland a greater stake in their economy and wealth to realise our ambition for a wellbeing economy.

¹ [Scotland's National Strategy for Economic Transformation](#)

1.2 What is Community Wealth Building?

CWB is a practical approach to economic development focused on five pillars of activity. These pillars are the key areas of focus due to the economic levers they represent. All of the pillars play a complementary role in the retention of wealth in local places and regions for the benefit of communities. Increased spend with local businesses and higher levels of inclusive or community forms of ownership means that more money stays in the communities that create the wealth through higher incomes, fairer employment opportunities and a greater say over the use of local and regional assets.

A visual image of the five pillars of CWB appear below, followed by a detailed explanation of what each pillar represents.



The five pillars of CWB are:

Spending

Pillar definition: Maximising community and business benefits through procurement and commissioning, developing good enterprises, Fair Work and shorter supply chains.

Overview of activity: This includes a focus on ways to achieve greater economic, social and environmental benefits such as growing investment in local businesses, supplier development and innovation, and ensuring the delivery of tangible community benefits.

What this will achieve: Higher levels of spend with SMEs, micro-businesses and inclusive business models resulting in business growth and improved, resilient local and regional economies.

Workforce

Pillar definition: Increasing Fair Work and developing local labour markets that support the prosperity and wellbeing of communities.

Overview of activity: Ensuring public sector anchor organisations and other employers embed Fair Work principles, promoting the payment of the real Living Wage; recruiting locally, from groups who face inequalities and are furthest from the labour market; and promoting work that is secure, provides flexible working and training opportunities and supports the workforce to have an effective voice.

What this will achieve: Access to local and fair employment opportunities, fairer wages, skills development opportunities and improved wellbeing of employees.

Land and Property

Pillar definition: Growing social, ecological, financial and economic value that local communities gain from land and property assets.

Overview of activity: Productive use of anchor organisation land and property, for example through diversified ownership models including community ownership, and tackling vacant and derelict land and buildings.

What this will achieve: Land and property are used for the common good and benefit communities, SMEs and micro-businesses and the environment.

Inclusive Ownership

Pillar definition: Developing more local and inclusive enterprises which generate community wealth, including social enterprises, employee-owned firms and co-operatives.

Overview of activity: Promoting greater diversity in the business base by encouraging formation and development of inclusive business models² which support the local retention of wealth.

² [Co-operative Development Scotland: Blog](#)

What this will achieve: More inclusive and democratically owned enterprises and assets which means the wealth created locally and by local people stays in those communities in the form of incomes and profits rather than being extracted out.

Finance

Pillar definition: Ensuring that flows of investment and financial institutions work for local people, communities and businesses.

Overview of activity: Increasing investment and re-circulating wealth within local economies including through access to affordable credit and business finance.

What this will achieve: Money and investment stays in a local area and is available to support communities and businesses.

‘Community Wealth Building is a transformative approach to local economic development’ The Democracy Collaborative

‘Community Wealth Building is about developing wealth with local roots and ownership’ Centre for Local Economic Strategies (CLES)

CWB seeks to use the economic levers available to ‘anchor organisations’ such as local authorities, health and social care bodies, further and higher education institutions and enterprise agencies, to better support their local and regional economies. Anchor organisations are typically large employers with a strong local presence in an area. They can exert sizable influence through their commissioning and purchasing of goods and services, through their workforce and employment capacity, and by creative use of their facilities and land assets. Positive use of these aspects can affect social, economic and environmental change in a locality or region.

Our democratically elected local authorities are at the heart of the action required to advance the CWB approach in Scotland, playing a key leadership and convening role in its implementation, acting as economic stewards of their place including through local activity or wider regional collaboration for example through Regional Economic Partnerships. CWB recognises the impact that public sector bodies make – both individually and collectively – is not just through the services they deliver but also through how they choose to use the resources at their disposal.

While, in some places, the public sector may represent the catalyst for CWB introduction and development, it is critical that business, the third sector and community organisations all play collaborative roles. In particular, larger private sector employers can be considered anchor organisations. Community organisations, such as community-led bodies, Development Trusts and micro-businesses, can play a key role in driving forward CWB, particularly in rural areas and islands. Third sector organisations have a range of levers through their spend, employment, assets and local relationships.

The CWB approach has already proved successful internationally. The experience in Cleveland, Ohio and in Preston, UK, of re-directing wealth back into the local economy and placing control and benefits into the hands of local people, has

inspired the Scottish Government and other places across the world to consider the merits of this exciting and progressive approach.

Cleveland

Often cited as the original CWB initiative, the 'Cleveland model' was developed as a response to post-industrial decline and depopulation. The principal feature of this approach was to localise and retain the spending of local public, private and third-sector 'anchors' through the development of new local cooperatively-owned businesses. These innovative worker-owned enterprises – the Evergreen Cooperatives – grew to include large-scale sustainable laundry services, a large urban greenhouse and an energy production company. A key feature of Cleveland's model is that wealth re-circulates in the city, as organisations procure services from the cooperatives (within the United States procurement context), which employ local workers and help tackle urban inequalities.³

Preston

Following recognition of the success of this model in generating local opportunities and tackling inequalities, a similar strategy was adopted in the city of Preston, UK. Preston City Council worked with other anchor organisations to develop a CWB approach, primarily with a focus on procurement, looking at spending more in the local Preston and the wider Lancashire economy. Working over several years, there has been a significant increase in the amount the anchors are spending with local enterprises. Analysis shows that £74 million was redirected back into the Preston economy through this procurement work, with £200 million invested into the wider Lancashire economy.⁴

CWB is a 're-wiring' of current economic development practice through use of a strategic framework that can help the public, private, third and community sectors to take a place-based 'whole system' approach to re-direct money that is already being spent and the wealth that already exists back into the local economy and into the hands of local communities. If implemented successfully, the approach has the potential to act as a preventative measure – reducing public service demand by tackling inequality and ensuring wealth is retained by local communities in a just and fair way.

Whilst CWB is a catalyst for medium to longer-term change and reform, adoption of the approach is gathering pace across Scotland and the Scottish Government is supporting this. The CWB approach is being taken forward in regions and localities across Scotland. A number of rural areas and islands are leading the development of CWB initiatives, including through community-led activity and the start-up and development of micro-businesses supporting the retention of wealth in their local areas. Due to the distance from major goods and service provision, local rural businesses and communities are well placed to respond to local opportunities with adequate support and awareness. CWB can play a role in supporting population retention and growth in areas facing depopulation.⁵

³ [Democracy Collaborative: Community Wealth Building - What Next](#)

⁴ [How we built Community Wealth: Preston](#)

⁵ The role of anchor organisations is highlighted within the Population Strategy 'A Scotland for the Future' which includes commitments to ensure that Scotland's population is more balanced across the

CWB can also support our efforts to achieve a just transition⁶. Scotland continues to bear the scars of poorly managed, abrupt and unplanned transitions of the past. Through local business growth, sustainable procurement and community ownership of assets, CWB can support the creation of fair, green jobs which are anchored to local communities.

1.3 Progress to Date

There has been significant progress in implementing CWB in Scotland over the past few years. Much of this has been led by local authorities working in the vanguard, often in partnership with their community planning partners.

The Scottish Government has been working with local authorities and other partners to build capacity to help drive forward the implementation of CWB at the local and regional level, including supporting five CWB pilot areas (Clackmannanshire, Fife, Glasgow City Region, South of Scotland and the Western Isles) and £3 million investment in CWB in Ayrshire through the Ayrshire Growth Deal which builds on the pioneering work of North Ayrshire Council.⁷

A significant number of local authorities are now assembling CWB strategies and action plans. In addition, more local authorities and their partners are assessing the potential of CWB to enable the transition to local and regional wellbeing economies, recognising that CWB provides strategic means of connecting all contributory actions across the economy for economic, social and environmental benefit. Inspired by the work of the pilots, as part of our Covid Recovery Strategy the Scottish Government has committed to working with all local authorities to produce a CWB plan which sets out objectives to protect and create good quality local employment opportunities as part of wider recovery plans.⁸

A number of other sectors, including health and social care, are working to integrate CWB principles into their work, embracing their role as 'anchors' and the wider contribution they can make to reduce inequalities.

The Scottish Government has supported activity to raise awareness and improve understanding of CWB as well as accelerate practice and delivery. Our partnership with the Economic Development Association Scotland (EDAS) has supported the implementation of CWB through communities of practice, open workshops, peer support and development of materials to support anchor organisations and wider stakeholders develop, implement and realise the benefits of CWB approaches.

country, meaning changes may be required to support attraction and retention of people in those areas of the country that are facing a declining population. [A Scotland for the future: Opportunities and challenges of Scotland's changing population](#)

⁶ A just transition is both the outcome – a fairer, greener future for all – and the process that must be undertaken in partnership with those impacted by the transition to net zero. Just transition is how we get to a net zero and climate resilient economy, in a way that delivers fairness and tackles inequality and injustice.

⁷ Annex A provides an overview of this activity

⁸ [Covid Recovery Strategy: For a fairer future](#)

A CWB Guide, supported by the Scottish Government and produced by EDAS and the Centre for Local Economic Strategies (CLES), was published recently and offers practical support for those seeking to pursue a CWB approach. It is both a first introduction for those new to CWB as well as a source of helpful advice and resources, including case studies, for any stage of the implementation journey.⁹

Scotland has a strong track record in delivering projects and programmes which link to the different aspects of CWB – led by the public sector, business, third sector and local communities. These can be found in communities across the country, some current examples include the regeneration of Midsteeple Quarter in Dumfries, West Harris Community Trust, Scotland's growing number of employee owned businesses such as the Jerba Campervans in East Lothian and Collective Architecture in Glasgow¹⁰, and examples of innovative procurement practice such as the Supplier Development Programme, Perth and Kinross Council's 'Community Benefits Wish List' and East Ayrshire Council's partnership with Mossgiel Farm.¹¹

Annex A provides a short summary of CWB development activity in Scotland.

1.4 Development of Community Wealth Building Legislation

The Programme for Government 2021-22 set out the following commitment:

'Building on the development of the approach across Scotland, we will take forward a Community Wealth Building Bill in this Parliament, to enable more local communities and people to own, have a stake in, access and benefit from the wealth our economy generates. The Bill will cement and augment the role local authorities and other public sector anchor organisations, such as Health Boards, play in supporting local economic development and advancing a wellbeing economy, legislating for them to consider their economic footprint within a wider place system.'¹²

The Bute House Agreement came into effect in August 2021 and is an agreement between the Scottish Government and the Scottish Green Party Parliamentary Group to work collaboratively in a spirit of cooperation and consensus building. As part of this, a Shared Policy Programme (SPP) was agreed and sets out policy positions and commitments that both the Scottish Government and the Green Group agree should be delivered. The SPP sets out the following commitment:

'We will develop a Community Wealth Building Bill, which will focus on encouraging diverse and inclusive local economies, finance, land, and ownership models. It will include:

- working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and

⁹ [EDAS: CWB Guide](#)

¹⁰ See more examples employee owned and cooperative business models here: [Co-operative Development Scotland: Blog](#)

¹¹ [Scottish Hub for Regional Economic Development: Case Studies](#)

¹² [A Fairer, Greener Scotland: Programme for Government 2021-22](#)

micro- businesses, and improved access to training and labour markets for disadvantaged communities and individuals.

- encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers.
- where possible, to base public sector capital and revenue funding decisions on targeted social, economic and environmental outcomes.¹³

The commitment to CWB legislation is re-iterated in NSET:

‘Introduce Community Wealth Building legislation that builds on the successes and learnings of all of the Scottish Government community wealth building local and regional pilot areas in urban and rural Scotland.’¹⁴

NSET outlines our vision to create a wellbeing economy in Scotland. That means transitioning to an economic system, within safe environmental limits, that serves and prioritises the wellbeing of current and future generations. Our approach to a wellbeing is based on the principles of resilience, sustainability, equality and prosperity. The principles of a wellbeing economy cannot be achieved through simply redistributing a proportion of wealth created in order address deep-seated problems with poverty and disadvantage and to clean up environmental damage; they need to be hard-wired into everything we do through pro-active economic development policy, planning and action.

Wellbeing economy

NSET commits the Scottish Government to taking a broader view of what it means to be a successful economy, society and country, and putting people and the planet at the heart of our approach.

The economy should serve a purpose. While economic objectives such as sustainable, inclusive growth remain important, they should serve as a means to an end – that of collective wellbeing. The wellbeing economy approach regards the economy as being in service to the health and happiness of people, rooted in human rights and social justice, and embedded within society and the natural environment, upon which our wellbeing depends.

The transition to a wellbeing economy is about whole system transformation. It recognises that the economy is everybody’s business – from health and care to education, and from housing and energy to food and agriculture – requiring a strategic, joined-up focus across government at all levels, across all sectors of the economy and all parts of society. The building blocks of this transition include the Scottish Government’s work to progress legislation, targets and plans on areas spanning equality and human rights, child poverty, climate change, biodiversity, land reform, circular economy, good food, Fair Work, infrastructure investment, 20-minute neighbourhoods, community empowerment, among many others. CWB sits alongside other progressive commitments that will support economic reform including the upcoming Land Reform Bill, Just Transition Plans, the Refreshed Fair

¹³ [Scottish Government and Scottish Green Party - Shared Policy Programme](#)

¹⁴ [Scotland's National Strategy for Economic Transformation](#)

Work Action Plan and a review of how best to significantly increase the number of social enterprises, employee-owned businesses and cooperatives in Scotland.

Scotland is already leading this agenda on the international stage as a member of the Wellbeing Economy Governments network (WEGo) with New Zealand, Iceland, Finland and Wales, and with Canada becoming a member in 2022. The National Performance Framework (NPF) – Scotland’s Wellbeing Framework – first introduced in 2007, provides a clear long-term purpose and set of national outcomes for Scotland’s future wellbeing, and is our vehicle for delivery of the United Nations Sustainable Development Goals.

Our Wellbeing Economy Monitor has been developed to look beyond traditional metrics of economic success, such as Gross Domestic Product (GDP), to measure how Scotland’s economy contributes to improving things that people really value, such as health, equality, fair work and environmental sustainability. The basket of measures, based on the NPF national indicators, includes metrics of child poverty, income and wealth inequality, community ownership, gender pay gap, educational attainment, young people’s participation, employees below the real Living Wage, greenhouse gas emissions and biodiversity, among others. The Monitor will complement traditional economic indicators to provide a broader picture of how Scotland’s economy is contributing to national outcomes of social and environmental wellbeing.¹⁵

CWB is an example of our practical approach to economic development that supports a wellbeing economy at the local and regional level and is a key way to turn the wellbeing economy vision and strategy into tangible action. We have also published a Wellbeing Economy Toolkit to support local authorities and regions across Scotland to embed the wellbeing economy approach in their local and regional strategies.¹⁶

Where it is embraced, CWB can accrue more than economic benefit. It can support better health outcomes and contribute to a reduction in child poverty. The approach can play a key role in a just transition to a net zero, circular, nature-positive economy and in rebuilding natural capital including through actions such as sustainable procurement, a focus on fair and green jobs, green investment decisions and recognising the ecological value of land.

Through this consultation, we want to identify if new legal measures or changes to existing laws are required to accelerate the implementation of CWB, building on the good practice already underway. As we work through the responses, it may be apparent that not all measures necessarily require new or amended legislation to take them forward.

This consultation has been structured to enable respondents to offer suggestions for legislative change across all five pillars of CWB and from a general CWB perspective. In particular, we wish to gather views on a proposal for a new duty to advance CWB.

¹⁵ [Wellbeing economy monitor](#)

¹⁶ [Wellbeing economy toolkit: supporting place based economic strategy and policy development](#)

Some of the principles of CWB are expected to be supported by other Bills in the legislative programme, for example the Land Reform Bill which will be introduced by the end of 2023. In addition, the 2022-23 Programme for Government included a commitment to explore how to ensure the interests of future generations are taken into account in decisions made today. Subject to Ministerial decisions, a Wellbeing and Sustainable Development Bill later in the Parliamentary session may include placing duties on public bodies and local government to take account of the impact of their decisions on wellbeing and sustainable development, and the creation of a Future Generations' Commissioner.

CWB will also build on existing legislation such as the Community Empowerment (Scotland) Act 2015. The current review of that Act will explore if the legislation is doing what it set out to do and if any changes are required with a particular focus on community ownership and strengthening decision-making to improve outcomes for local communities.

To support the development of CWB legislation we have established a CWB Bill Steering Group chaired by the Minister for Public Finance, Planning and Community Wealth, with representatives from CWB pilot areas and key stakeholders across the public, private and third sectors, to provide oversight as we develop legislative proposals (full membership is detailed in Annex B).

Wider tailored engagement has also taken place with stakeholders including with local authorities, the third sector, businesses and policy organisations. We have received written feedback from the CWB pilot areas on their work and Scottish Local Authorities' Economic Development Group (SLAED) on the opportunities and barriers from a local economic development perspective. Further engagement will take place during the consultation period and we welcome the input of a broad range of groups and interests. Given CWB has been identified as a key action in tackling child poverty including within the Tackling Child Poverty Delivery Plan 2022-26¹⁷, we are working with the Poverty Alliance through the Get Heard Scotland programme to ensure the voices of those with lived experience are included and to hear from grassroots organisations during this consultation period.

Whilst local progress in implementing comprehensive CWB approaches, as well as initiatives within specific CWB pillars, is notable, our ambition is to go further and faster in embedding CWB as a core economic development measure across Scotland. Rather than focusing on discrete examples of activities within particular pillars, this consultation paper recognises that the full power of CWB is delivered through the culmination of activity and connections across all of the pillars.

The Scottish Government's objective is to develop legislation that learns from the experience of those delivering CWB 'on the ground' and provide an enabling framework to catalyse the implementation of CWB. Scotland's local authorities, community planning partnerships, Regional Economic Partnerships, wider public sector anchors, businesses, the third sector and communities need to be at the centre of driving the change required.

¹⁷ [Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022 to 2026](#)

Through the work of the CWB Bill Steering Group, CWB pilots and wider CWB engagement, a number of potential areas of opportunity to accelerate delivery of CWB have been highlighted as well as the identification of barriers. It is clear from early engagement that there is a desire for legislation to build on existing work, remove barriers and inertias, strengthen commitment and collaboration, and enable action to achieve outcomes faster.

Of course, legislation alone will not deliver CWB. In several areas, the need for culture change, capacity building across the public sector, third sector and inclusive business models, community capacity building, stronger guidance and practice, and changes to policy have all been highlighted. The Scottish Government welcomes views and additional proposals relating to those areas.

Part 2. Developing Legislation and Inspiring Change

2.1 General Advancement of the CWB Approach

2.1.1 Overview

Through this consultation we would like to explore which new powers, abilities and duties will enable local authorities, public bodies, wider community planning partners and Regional Economic Partnerships to have more individual and collective influence in taking action to support CWB in their local area or region.

In this section we invite views on a legislative proposal for the general advancement of the CWB approach through an ambitious new CWB duty.

What are we proposing

Proposal: A duty to advance CWB

The aim of the duty is to extend and deepen the implementation of CWB across Scotland, ensuring universal coverage and shared principles whilst allowing for local, regional and organisational flexibility.

We would like respondents views on three options for a CWB duty:

- **Option A)** a duty requiring Scottish Ministers and prescribed public sector bodies¹⁸ to embed the CWB model of economic development into their corporate plans and wider strategies
- **Option B)** a duty requiring those public sector bodies statutorily obliged to be involved in community planning to produce a collective CWB place-based strategy and action plan which contains specific actions across the five CWB pillars to advance the CWB model of economic development in their local authority area
 - This requirement could be taken forward at a regional level if neighbouring local authorities and their community planning partners have a preference for that approach
- **Option C)** a combined option – featuring a union of both options set out above

All of the options create different opportunities for ensuring the involvement of local communities. For **Option B and Option C**, there could be a statutory requirement to include business, third sector and communities in the development of a strategy and action plan.

In relation to the proposed CWB duty, during the consultation period we will undertake specific engagement including with, for example, local authorities, health

¹⁸ As a starter, we would propose the organisations which are covered by the Fairer Scotland Duty: [Fairer Scotland Duty: guidance for public bodies](#)

boards, community planning partnerships and Regional Economic Partnerships, in addition to wider engagement.

Why we are proposing this

The Scottish Government would like to ensure a long term and consistent commitment to CWB and that this approach becomes standard economic policy and practice, whilst tailored to the needs and opportunities of places across the country. Whilst we expect variation in the actions taken, commitment to certain principles will be essential to maximising the potential of the CWB approach for all communities.

Whilst local authorities have led the way in implementing CWB in Scotland, the approach relies on commitment of wider public sector bodies and other stakeholders. Encouraging collaboration on CWB across major public sector 'anchor' organisations is an area of importance in accelerating CWB (for example, enterprise agencies, colleges, universities and health boards and wider national public bodies). Collaboration and a commitment to a strategic framework across the five CWB pillars will avoid duplication, disparate initiatives and will ensure a whole system approach. In addition, representatives of the third sector, such as registered social landlords, business, as well as the communities themselves, must all be part of developing CWB plans and meaningfully engaged in the most appropriate manner in order to maximise the holistic benefits of the approach.

It has been perceived that CWB should be a key consideration of anchor organisations and those focused on economic development, and that it should be consistently represented in key operating plans, economic strategies and impact measures. In addition, some feedback has highlighted the need for a strategic approach to the development of CWB strategies to avoid a cluttered landscape and ensure there are no gaps in provision.

Many local authorities are collaborating with other anchor organisations via existing community planning structures or through new 'anchor networks' or Commissions. There is good practice evident in the production and agreement of CWB 'anchor charters'¹⁹ in certain geographies which can be built on through the production of CWB strategies and action plans.

Regional collaboration on CWB is already taking place across Scotland through, for example, Regional Economic Partnerships, the development of regional economic strategies and the delivery of projects through City Region and Growth Deals. Many anchor organisations span multiple local areas (including some health boards and further and higher education institutions), as do the footprints of some local businesses, therefore we encourage regional collaboration, where appropriate, to maximise benefits and avoid duplication. The systematic approach of CWB means that some Regional Economic Partnerships are placing CWB at the centre of their regional economic strategies (for example Ayrshire) to ensure a coherent approach to all investment including City Region and Growth Deals. We will facilitate

¹⁹ These are documents which commit selected local and regional anchor organisations, predominantly public sector, to specific pledges across the CWB pillars.

engagement with Regional Economic Partnerships regarding how this duty might operate at a regional level.

In line with the Place Principle²⁰, there requires to be local flexibility to respond to issues and circumstances in different places. This includes recognising the differences between urban and rural and island contexts. Delivering CWB should be cognisant of the wider context of place, simplifying the landscape by ensuring that programmes and investment work together, and are directly relevant to the specific needs of the particular environment or community and enable people to live well locally. Shared national principles and reporting could ensure high standards of implementation to unleash the potential of CWB and help address the fact that the way our economy functions has not worked for enough people and places.

Place Principle

The Scottish Government and COSLA have agreed to adopt the Place Principle to help overcome organisational and sectoral boundaries, to encourage better collaboration and community involvement, and improve the impact of combined energy, resources and investment.

It promotes a shared understanding of place, and the need to take a more collaborative approach to a place's services and assets to achieve better outcomes for people and communities. The principle encourages and enables local flexibility to respond to issues and circumstances in different places.

Through early engagement, capacity has been raised as one barrier to implementation. Feedback has also outlined the challenge of embedding a CWB culture across an anchor organisation cannot be underestimated – it is a transformational change which takes time, visible and committed senior leadership, resources, training and skills. The capacity of local communities, the third sector, micro-businesses and SMEs to drive forward CWB has also been raised by various stakeholders.

We also welcome ideas on support that can be offered to develop and implement CWB strategies, action plans and wider CWB initiatives, however respondents should be mindful of the challenging fiscal backdrop and should consider ways in which existing investment can be maximised.

From this proposed central new general duty to advance CWB we are keen to explore if there are subsequent legislative changes required across the five pillars. In the five sections which follow we outline the current legislative context, provide an overview of current policies and actions to support the delivery of the five CWB pillars whilst providing an opportunity for respondents to suggest any areas of legislative change required to maximise the potential of CWB. Please note that a number of areas across the five pillars are reserved to the UK Parliament, including employment law, company law, taxation and financial regulation.

²⁰ [Place Principle: introduction](#)

2.1.2 Questions

Q1. a) We are proposing a duty to advance Community Wealth Building, which form do you think this duty should take:

Option A
Option B
Option C
Other
No duty

Please provide a reason for your answer.

In your answer please include views on:

- which bodies should be covered by the proposals
- how to best ensure accountability for implementation to the Scottish Parliament
- how to best ensure the involvement of local communities, business and the third sector in the implementation of the duty

b) One way Scottish Government could support the implementation of the proposed Community Wealth Building duty is to provide statutory or non-statutory guidance. Would this be helpful to partners in meeting the proposed duty?

Yes No Don't Know

Please provide a reason for your answer.

In your answer please include views on:

- areas in which it would be helpful for this guidance to focus on, e.g. areas to consider when implementing the five pillars, links to further support materials
- whether the guidance should be statutory or non-statutory

Q2. a) Are there other non-legislative measures that you believe are required to accelerate the implementation of the Community Wealth Building approach in Scotland?

Yes No Don't Know

Please provide a reason for your answer:

b) Are there specific actions required to advance delivery of the items contained within the Shared Policy Programme outlined on page 11?

- 'working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and micro-businesses, and improved access to training and labour markets for disadvantaged communities and individuals.
- encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers.
- where possible, to base public sector capital and revenue funding decisions on targeted social, economic and environmental outcomes'

Yes No Don't Know

Please provide a reason for your answer:

2.2 Spending Pillar

2.2.1 Overview

The spending pillar of CWB is focused on maximising tangible community benefits through procurement and commissioning, developing good enterprises, promoting Fair Work and a drive to create and maintain shorter supply chains. The Scottish public sector spends approximately £14.5 billion a year buying goods, services and works in a way that can deliver the most benefit to society, contributing directly to a fully functioning wellbeing economy. Procurement projects vary hugely from large infrastructure developments, including roads and bridges (23%), to food and catering (1.2%).

The spending pillar of CWB uses the spending power of anchor organisations to better support local and regional economies including by growing local spend with SMEs, the third sector and supported businesses through activity such as:

- understanding where spend is going and increase knowledge of local suppliers;
- supporting local businesses bases and third sector to enhance their capacity to bid for public sector contracts;
- creating local supply chains to re-circulate wealth in the local and regional economy, create local jobs and support net zero and environmental ambitions;
- maximising community benefits to ensure they deliver CWB ambitions and the needs of local communities.²¹

A significant amount of work has already taken place in Scotland. The Procurement Reform (Scotland) Act 2014²², and the Procurement (Scotland) Regulations 2016²³ built on the work achieved in the reform of public procurement, providing direction to public bodies and setting out procurement responsibilities and accountabilities.²⁴ Under the terms of that Act, contracting authorities which have significant procurement expenditure need to create and annually review procurement strategies that set out how they intend to use their procurement spend to contribute to a range of national and local priorities and to the sustainable procurement duty. They are also required to publish annual procurement reports describing how their procurements have complied with their organisational procurement strategy.²⁵

The sustainable procurement duty²⁶ requires that before a contracting authority buys anything, it must think about how it can improve the economic, social and environmental wellbeing of the area in which it operates, with a particular focus on reducing inequality – and in carrying out a procurement, act with a view to securing such improvements. It also requires a contracting authority to consider how its procurement processes can facilitate the involvement of SMEs, third sector bodies

²¹ For examples of spending pillar activity see the CWB Guide: link to be inserted following publication

²² [The Procurement Reform \(Scotland\) Act 2014](#)

²³ [The Procurement \(Scotland\) Regulations 2016](#)

²⁴ [The Procurement Reform \(Scotland\) Act 2014](#)

²⁵ [Scottish Government procurement strategy: April 2022 to March 2024](#)

²⁶ More information on the sustainable procurement duty is available here: [Public sector procurement](#).

and supported businesses, and how public procurement can be used to promote innovation.

Statutory²⁷ and non-statutory²⁸ guidance has been published to help public bodies comply with the sustainable procurement duty and support sustainable procurement. The guidance is framed in terms of Scotland's purpose and outcomes meaning that in the process of complying with the sustainable procurement duty, a contracting authority will also be contributing to national priorities including Fair Work, the Economy, the Environment and Human Rights. For example, compliance with the sustainable procurement duty underpins the contribution that a contracting authority makes to addressing climate change in the course of its procurement activity. To reinforce this connection, the Scottish Government encourage contracting authorities to refer to the same information in climate and procurement reporting.²⁹

We are working to improve access to public contracts for SMEs, the third sector and supported businesses. This includes business support, splitting larger requirements into smaller lots, making it easier for smaller firms to bid for work. Figures show that 11,025 new contracts were advertised through the national Public Contracts Scotland (PCS) Advertising Portal in 2020-21. Of these, 92% were for low value contracts and 78% were 'Quick Quotes', a simpler method of competing contracts than that required for high value/high risk procurements. Some 15,656 suppliers were awarded public contracts through PCS, of which 76% were SMEs, 73% were Scottish-based, and 59% were Scottish-based SMEs.

Community benefit requirements are defined in the Procurement Reform (Scotland) Act 2014 as contractual requirements imposed by a contracting authority.³⁰ They are intended to complement other economic, social and environmental considerations in the Act, in particular, the sustainable procurement duty.³¹ Guidance on community benefits places an emphasis on tailoring community benefits to the individual procurement and the place-based benefits that might accrue. Detail and examples of this approach are included in the Scottish Government policy note on Measuring Social Impact in Public Procurement.³²

Fair Work First is the Scottish Government's policy for driving high quality and Fair Work across the labour market in Scotland by applying Fair Work criteria to procurement, grants, other funding and contracts being awarded by and across the public sector. For example, we announced in October 2021 that companies bidding

²⁷ [Procurement Reform \(Scotland\) Act 2014: statutory guidance](#)

²⁸ [Sustainable Procurement Tools](#)

²⁹ [Public sector leadership on the global climate emergency: guidance](#)

³⁰ They are defined in the Procurement Reform Act as: a community benefit requirement is a contractual requirement imposed by a contracting authority

(a) relating to:

(i) training and recruitment, or

(ii) the availability of sub-contracting opportunities, or

(b) which is otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract in which the requirement is included.

³¹ [Public sector procurement: Sustainable Procurement Duty](#)

³² [Measuring social impact in public procurement: SPPN 10/2020](#)

for Scottish Government contracts will routinely have to pay the real Living Wage (more information on Fair Work First is provided in section 2.3).³³

Increasing public procurement spend with Scottish companies and SMEs is a long-standing priority for the Scottish Government. Extensive benchmarking has shown Scottish public procurement approaches have made great progress. Whilst we have ambitions to do more, further progress will not be without its challenges. We are continuing to listen to Scottish businesses and third sector through a variety of forums, helping to test and inform public procurement approaches to ensure our approaches are flexible and scalable for SMEs and the third sector.

Wider activity underway to grow local spend in Scotland includes:

- funding a spend analysis tool for all local authorities to help them to identify opportunities to develop their local supply base;
- funding the Supplier Development Programme to ensure that SMEs, third sector organisations and supported businesses who wish to bid and win for public contracts have support to increase their competitive capability;
- the Supply Chain Development Programme is a key part of NSET and aims to improve the capacity, capability and development of Scottish supply chains; and
- prime contractors are encouraged to use the PCS advertising portal to facilitate access of subcontracting opportunities to SMEs, the third sector and supported businesses.³⁴

This work takes place in an environment where international trade agreements and investment rules, including those governed by the World Trade Organisation, afford reciprocal access to public contracts. Simply preventing foreign firms from bidding for Scotland's public contracts would not only risk breaching international trade rules but could also limit opportunities for Scottish firms to export their goods and services to other countries. Therefore, work to make public contracts accessible to Scottish businesses takes place alongside work to build business capacity and capability to participate in national and international markets.

The Scottish Government recently consulted on a Circular Economy Bill and Waste Route Map which will help advance a zero waste and circular economy. Not only does this benefit the environment, a more circular economy can strengthen communities by providing local employment opportunities and lower cost, more sustainable access to the goods we need. This is also more self-sufficient as it reduces our reliance on imported goods and materials, and provides increased economic resilience.

Additionally, the Scottish Government will update Catering for Change, which will set out principles in relation to sustainable procurement of food and catering services in the public sector to align public procurement behind sustainable, low carbon farming and food.

³³ [Fair Work First: guidance Fair work and procurement](#)

³⁴ [Advertising subcontracting opportunities on the Public Contracts Scotland \(PCS\) website: SPPN 5/2019](#)

The Good Food Nation (Scotland) Act provides an over-arching framework for clear, consistent and coherent future Scottish food policy, which applies to the national as well as the local level. The Act places duties on Scottish Ministers and certain public authorities (including local authorities and health boards) to produce plans of their policies in relation to food and set out what they will do to make those plans real. When preparing the plans, Scottish Ministers and relevant authorities will be required to give consideration to a number of high level principles set out in the Good Food Nation (Scotland) Act. This includes the principle ‘that each part of the food system and supply chain plays an important role in the provision of food’.

In order to achieve the ambitions of the spending pillar of CWB, and go beyond existing legislation, policies and guidance, as part of early engagement stakeholders have suggested a focus on the following areas:

- review the national, sectoral, local and regional frameworks and contracts to ensure that the arrangements in place ensure logical groupings that facilitate access to SMEs, the third sector and supported businesses;
- further investment in supplier development capacity and to improve knowledge of local supplier within anchor organisations;
- investment in capacity to support linkages between local procurement teams and economic development;
- explore opportunities for joint procurement between anchor organisations;
- develop the content of annual procurement strategies and reports to demonstrate how the procurement activity of individual public bodies contributes to CWB;
- an improved focus on place-based thinking in the use of community benefits and reporting to reflect how this is being achieved.

2.2.2 Questions

Q3. Are there ways in which the law could be changed to advance the spending pillar of Community Wealth Building?

Yes No Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement.

2.3 Workforce Pillar

2.3.1 Overview

The workforce pillar of CWB is focused on driving Fair Work practices and creating meaningful labour market opportunities in local communities that support wellbeing through actions such as:

- anchor organisations and employers committing to Fair Work practices;
- payment and promotion of the real Living Wage;
- providing appropriate channels for effective voice;
- action to create more diverse and inclusive workplaces;
- seeking to recruit locally and from groups often excluded from the labour market;
- support for skills development, in work progression and employee wellbeing, including for those at risk of potential exclusion from labour market in the future.³⁵

Although the Scotland Act 2016 transferred powers to Scotland to provide employment support for disabled people and those at risk of long term unemployment, all other aspects of employment law and industrial relations remain reserved to the UK Parliament, including employment rights, trades unions, equality and health and safety. This means that the Scottish Government is limited in what it can do to influence changes in workplace practices. We are doing all that we can with the levers available to us to encourage employers to adopt fair working practices. The Scottish Government has recently published a refreshed Fair Work Action Plan, incorporating a refresh of the Gender Pay Gap Action Plan, Disability Employment Gap Action Plan and actions derived from Anti-Racist Employment Strategy.

The Fair Work Convention, which independently advises the Scottish Government on Fair Work, published its Fair Work Framework in 2016. It sets a vision that, by 2025, people in Scotland will have a world-leading working life where Fair Work drives success, wellbeing and prosperity for individuals, businesses, organisations and society. The Fair Work Framework defines Fair Work as work that offers effective voice, respect, security, opportunity and fulfilment; it balances the rights and responsibilities of employers and workers, and can generate benefits for individuals, organisations and society.³⁶ NSET includes a commitment to take further steps to remove barriers to employment and career advancement for disabled people, women, those with care experience and people from minority ethnic groups.

Fair Work means increased financial security, greater independence, and better physical health and mental wellbeing. It means equal opportunities at work, including to learn, develop and progress, and to enjoy a culture and environment free of bullying and discrimination, helping people live more fulfilling lives. Fair Work is also a model for innovation and success, with many employers in Scotland already

³⁵ For examples of workforce pillar activity see the [EDAS: CWB Guide](#) and the Refreshed Fair Work Action Plan: [Fair Work action plan: becoming a leading Fair Work nation by 2025](#)

³⁶ Find our more information here: [Fair Work Convention](#)

implementing Fair Work practices, providing safe and secure working environments and promoting positive workplace cultures where staff are engaged and have their voices heard. There are also a range of business benefits to adopting Fair Work practices. A report published by Carnegie UK and The RSA indicates that higher quality work, like higher pay, can serve as a spur to greater work satisfaction and motivation, thus leading to higher levels of workplace productivity.³⁷

While progress has been made to support workers access and sustain Fair Work, more needs to be done to ensure that we remove the barriers so that all workers can experience the benefits of Fair Work and achieve the outcomes as set out in our aims. The key objectives are:

- increasing the number of people paid at least the real Living Wage and on stable contracts;
- work with employers, workers and trade unions to strengthen effective voice, through a range of appropriate channels;
- support employers to adopt flexible working practices;
- reduce the Gender Pay Gap for employees in Scotland by the end of this parliamentary term (May 2026), and to maintain or where possible improve our position relative to the UK as a whole and our international neighbours;
- reducing the Disability Employment Gap to 18.7 percentage points (p.p.) by 2038, therefore halving the gap from the baseline in 2016;
- improving labour market outcomes for racially minoritised people and increase the impact of actions taken forward by employers to address racial inequality.

As highlighted in section 2.2, Scottish Government has published Fair Work First guidance which supports employers and public sector partners to adopt fair working practices by applying Fair Work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so. Fair Work First asks employers to commit to:

- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the Gender Pay Gap and create a more diverse and inclusive workplace;
- payment of the real Living Wage;
- offer flexible and family friendly working to all workers from day one of employment;
- oppose the use of fire and rehire practices.

In line with the Bute House Agreement, we have strengthened our approach to conditionality by introducing a requirement on public sector grants recipients to pay at least the real Living Wage to all employees and to provide appropriate channels for effective workers' voice, such as trade union recognition. The requirement will apply from 1 July 2023.

The Scottish Government actively champions the real Living Wage which helps to ensure peoples' basic pay meets the cost of living and is a key area of focus of

³⁷ [Can Good Work Solve the Productivity Puzzle](#)

actions to tackle child poverty. We fund the Poverty Alliance to run the Scottish Living Wage Accreditation initiative which includes the Living Wage Places programme.³⁸ Scottish Enterprise, in conjunction with the Scottish Government, Fair Work Convention and other partners, have developed a Fair Work Employer Support Tool to help employers understand and fully embed the dimensions of Fair Work.³⁹

An example of Fair Work in practice is the South of Scotland Enterprise Act 2019 inclusion of a requirement for South of Scotland Enterprise to establish a committee to advise it on what might be done to advance the interests of workers in the South of Scotland.⁴⁰

The Scotland Act 2016 transferred new powers to Scotland to provide employment support for disabled people and those at risk of long term unemployment. The changes took effect in April 2017 and we are taking action to help those facing the greatest barriers to work to find and stay in jobs, through Fair Start Scotland.⁴¹

The No One Left Behind approach is focused on placing people at the centre of the design and delivery of employability services and aims to deliver a system that is more responsive to the needs of people of all ages who want help and support on their journey towards and into work - particularly people with health conditions, disabled people and others who are disadvantaged in the labour market. To realise our ambitions for No One Left Behind, Scottish and Local Government are working collaboratively and with other partners in the public, private and third sector through Local Employability Partnerships (LEPs) in each local area. LEPs bring together a range of partners to develop a strategic approach to planning, implementation and delivery of employment support in a way that meets the needs of individuals and emerging local labour market demands.⁴²

As part of early engagement on CWB legislation stakeholders have suggested a focus on the following areas:

- taking further steps to encourage anchor organisations to pay the real Living Wage and become Living Wage accredited;
- anchor organisations should develop and commit to local or regional fair employment charters, these could include a focus on seeking to recruit locally and from groups that are often excluded from the labour market.

The Scottish Government is limited currently in what it can do in terms of legislation to advance the workforce pillar given that employment law is a reserved area, therefore we make no legislative proposals in relation to this pillar. We launched the Fair Work Nation consultation in 2021 which requested views on the opportunities, challenges and the actions that need to be taken for Scotland to become a Fair Work Nation. Some respondents offered suggestions for what the Scottish Parliament could do with full control of employment law.⁴³

³⁸ [Living Wage Programme](#)

³⁹ [Fair Work Employer Support Tool](#)

⁴⁰ [South of Scotland Enterprise Act 2019](#)

⁴¹ [Fair Start Scotland](#)

⁴² [No One Left Behind: delivery plan](#)

⁴³ Analysis of Fair Work Nation consultation responses available here: [Becoming a Fair Work Nation: consultation analysis](#)

2.3.2 Questions

Q4. Employment law is reserved to the UK Parliament. Are there other devolved areas where the law could be changed to advance the workforce pillar of Community Wealth Building?

Yes No Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament. We will cross-reference to responses received as part of the Fair Work Nation consultation which was held in 2021.

2.4 Land and Property Pillar

2.4.1 Overview

The land and property pillar seeks to grow the social, ecological, financial and economic value that local communities gain from land and property assets. This pillar focuses on maximising the use of land and property including through:

- productive and sustainable use of land and assets to support communities and enterprise;
- promoting and enabling diversified ownership and management of land and buildings;
- supporting community capacity building to grow community ownership;
- tackling vacant and derelict land and buildings to support regeneration including within town centres, increase community wellbeing, create employment opportunities, tackle climate change and protect our natural capital.⁴⁴

The use and ownership of Scotland's land is one of the central issues for the future of our environment, our society and our economy. As a result of the Land Reform Acts of 2003 and 2016 and the Community Empowerment Act of 2015, Scotland has taken significant steps forward in supporting and enabling communities to have greater opportunity to own or to influence the use of the land and property on which they live.

A consultation on the next Land Reform Bill was launched in July 2022 building on Programme for Government 2021-22 and Bute House Agreement commitments. The next Land Reform Bill will be introduced by the end of 2023 and will make important changes to the framework of law and policy that govern the system of ownership, management and use of land in Scotland.⁴⁵

The Land Reform Bill aims to address long-standing concerns about the highly concentrated pattern of land ownership in rural areas of Scotland. Proposed measures include:

- the introduction of a public interest test for transfers of large-scale landholdings;
- a requirement on owners of large-scale holdings to give prior notice to community bodies of their intention to sell;
- a requirement on those seeking land-based subsidies to have the land registered in the Land Register, to ensure transparency around who benefits from public funding;
- strengthening the Land Rights and Responsibilities Statement⁴⁶.

In addition, the consultation focused on how to ensure communities benefit from future investment in Scotland's natural capital, greater transparency around land and asset ownership and on the future role of taxation in respect of land reform. These proposals all have the potential to contribute to the ambitions of CWB.

⁴⁴ For examples of land and property pillar activity see the [EDAS: CWB Guide](#)

⁴⁵ [Land reform in a Net Zero Nation: consultation paper](#)

⁴⁶ [Scottish land rights and responsibilities statement](#)

The Community Empowerment (Scotland) Act 2015 has provided a legal framework to promote and encourage community empowerment and participation, creating new rights for community bodies and placing new duties on public authorities. The review of the Community Empowerment Act was launched in July 2022 and will include a focus on community right to buy and asset transfer.

Local authorities already have broad compulsory purchase powers, which can be used for a wide range of purposes – including bringing vacant and derelict land and property back into productive use. We will separately be taking forward work to reform and modernise compulsory purchase legislation in Scotland to establish a fairer, quicker and more effective system for assembling land required to deliver development, regeneration and infrastructure projects in the public interest.

Local authorities also have existing mechanisms for securing financial or in-kind contributions to community facilities and infrastructure (sometimes referred to as ‘developer contributions’) from those undertaking development – for example, through Section 75 planning obligations.⁴⁷ As part of the Scottish Government’s ongoing review of existing land value capture mechanisms, we recently published independent research on the effectiveness of using planning obligations for these purposes. The research estimated that approximately £0.5 billion was agreed through existing developer contribution mechanisms in Scotland in 2019/20.⁴⁸ The findings from this research will inform our consideration of future reforms in this area, including the introduction of a new infrastructure levy under powers in the Planning (Scotland) Act 2019.

National Planning Framework 4 (NPF4) promotes an ‘infrastructure first’ approach to planning, through which infrastructure needs and developer contribution requirements are robustly evidenced and clearly articulated at the plan-stage. This approach is intended to provide greater certainty for all parties – including communities – about the impacts that new development will have on infrastructure and the contributions developers are expected to make. Front-loading infrastructure considerations through the plan-making process will provide communities with greater opportunity to get involved and ensure their needs are considered.

NPF4 sets out how our approach to planning and development will help to achieve a net zero, sustainable Scotland by 2045. It contains a policy in relation to CWB which outlines that: local development plans should be aligned with any strategy for CWB for the area; spatial strategies should address CWB priorities; identify community assets; set out opportunities to tackle economic disadvantage and inequality; and seek to provide benefits for local communities. Development proposals which contribute to local or regional CWB strategies and are consistent with local economic priorities will be supported, as will proposals linked to community ownership and management of land. NPF4 also includes a policy in relation to brownfield, vacant and derelict land and empty buildings, specifying that local development plans should set out opportunities for the sustainable reuse of brownfield land including vacant and derelict land and empty buildings, which contributes towards the CWB land and property pillar

⁴⁷ [Planning Obligations: Section 75](#)

⁴⁸ [Planning - the value, incidence and impact of developer contributions: research](#)

aims. Policy also seeks to direct development to existing city, town local and commercial centres and supports sustainable rural communities, limiting out-of-town and greenfield development.⁴⁹

The Scottish Land Commission has produced guidance for public bodies that own, manage, use, and influence the use of, land and buildings in Scotland, to help organisations to take actions that support CWB.⁵⁰

Scotland benefits from our well established programmes that continue to support place-based community-led regeneration, which enable and create the conditions that can support the delivery of the CWB approach. The Place Based Investment Programme (PBIP) is built on the experience and success of the Regeneration Capital Grant Fund, delivered in partnership with COSLA. The PBIP, underpinned by the Place Principle, seeks to ensure that the investment in our communities and places, such as our town centres and 20 minute neighbourhoods, are community led, making sure that money spent in places has the greatest collective benefit and meets the needs and aspirations of local communities. Our Strengthening Communities Programme helps to develop community capacity and sustainability.

The Scottish Government is also currently carrying out a consultative process to develop a new Agriculture Bill, this includes draft enabling powers for Rural Community Led Development and Rural Networking to advance rural development. The new Agriculture Bill provides the opportunity to deliver both new and further support mechanisms relating to the wider management and utilisation of Scotland's natural assets that further rural development while still remaining aligned with EU outcomes. The new Agriculture Bill will, in particular, allow action and financial support to activities to contribute directly to rural and island communities whilst also enabling and supporting collaboration to allow capacity building and positive change. This potential lever offers an opportunity to build on the existing LEADER network in rural and island areas to increase community and micro enterprise capacity.⁵¹

As part of early engagement on CWB legislation stakeholders have suggested a focus on the following areas:

- review compulsory purchase powers and the case for introducing alternative land assembly mechanisms such as compulsory sales orders;
- explore the scope of existing mechanisms for securing development contributions, such as Section 75 planning obligations;
- explore new mechanisms for enabling land value uplifts to be reinvested in economic, social and community facilities.

These matters will be considered in detail through separate workstreams. In doing so, it will be important to ensure that any new mechanisms – or changes to existing ones – are fair to all parties, comply with human rights obligations and maintain incentives to make land available for development.

2.4.2 Questions

⁴⁹ [Revised Draft NPF4](#)

⁵⁰ [The Scottish Land Commission: Guidance](#)

⁵¹ [Delivering our Vision for Scottish Agriculture. Proposals for a new Agriculture Bill](#)

Q5. Are there ways in which the law could be changed which are not already covered in the proposals for the Land Reform Bill to advance the land and property pillar of Community Wealth Building?

Yes No Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement.

2.5 Inclusive Ownership Pillar

2.5.1 Overview

The inclusive ownership pillar aims to develop models of ownership that enables the wealth generated in a community to stay in that locality, including:

- promotion of more generative forms of business models including locally-owned businesses, employee ownership, co-operatives, social enterprises and community enterprises;
- transition of existing companies to employee ownership;
- transition of existing companies to asset or mission locked social enterprises;
- encouraging citizens, communities and the third sector to play a greater role in ownership and control of assets within the economy;
- public ownership for public good as appropriate.⁵²

A number of areas regarding the ownership and taxation of companies are reserved to the UK Parliament. The Scottish Parliament has limited powers when it comes to taxation. Under the current devolution settlement, the vast majority of tax powers remain reserved to the UK Parliament. This constrains what the Scottish Government can do in relation to tax policy. In addition, company law is a reserved area as part of the Companies Act.

As part of NSET, we have committed to a review of how best to increase the number of social enterprises, employee-owned businesses and cooperatives in Scotland. This review will help inform the development of a key pillar of CWB and therefore we will consider any legislative proposals arising from that review which will report by the end of 2023.

Scotland already has a strong track record in these areas. The Social Enterprise Strategy, which was co-produced with the sector and launched in 2016, sets out a wide-ranging, ambitious and long term programme to develop the potential of Scotland's social enterprise sector. The strategy sets out 3 key priorities: stimulating social enterprise; developing stronger organisations; and realising market opportunities. The strategy is accompanied by a series of three-year action plans which describe the evolving commitments, initiatives and programmes that will deliver on the long term priorities set out in the strategy. The latest Social Enterprise Action Plan was published in March 2021 and details how we will work across the public sector and with partners to build forward and put the social enterprise model at the heart of Scotland's recovery.

Key achievements to date include:

- establishing an enhanced national intermediary body through Social Enterprise Scotland, to represent the whole of the social enterprise sector across Scotland and provide one clear voice advocating for it;
- significant progress with the national schools programme funded by the Scottish Government and run through the Social Enterprise Academy which will ensure that by 2024 every school child will have the opportunity to engage with a social enterprise project at school;

⁵² For examples of inclusive ownership pillar activity see the [EDAS: CWB Guide](#)

- enhanced tailored business support to the third sector including start up, scaling up, business recovery and leadership development and support through the world-leading Scottish Government funded business support to the third sector currently delivered via Just Enterprise;
- new funding for a range of targeted programmes, established to stimulate and grow social enterprise activity at home and internationally as well as stimulate innovation and test new models of funding including through key delivery partners such as Firstport, Social Investment Scotland, Community Enterprise in Scotland and Social Enterprise Scotland.

The Scottish Government has an ambition for 500 employee-owned business in Scotland by 2030. The Scottish Government has supported the establishment of an employee ownership Industry Leadership Group – Scotland for Employee Ownership (SfEO) – which will empower the employee ownership sector to direct its own development. Scottish Enterprise delivers ownership succession support to companies, where employee ownership is significantly highlighted as a fairer, more inclusive option. Research findings published by Co-operative Development Scotland in 2021 (conducted by the University of St Andrews) showed that employee owned businesses were more resilient than non-employee owned businesses during the Covid-19 pandemic. A significant focus on people, job security, health, equality and wellbeing led to increased business turnover and improved staff retention at a time when many businesses experienced the opposite.⁵³

Co-operative business models can play a critical role in economic recovery, supporting the Scottish Government's aim to create a fairer, stronger and more democratic economy. We will continue to work through Co-operative Development Scotland and the enterprise agencies to support the growth of co-operatives, employee-owned businesses and other inclusive business models.

Support for co-operative development is delivered by Co-operative Development Scotland and is focused on:

- the promotion of the co-operative model, including employee ownership models;
- the direct provision of advice and information to start up co-operatives and others seeking growth opportunities;
- the dissemination of best practice in relation to business development;
- the provision of training in co-operative business skills; and
- a source of research and data on the scale and impact of the co-operative enterprise activity in Scotland.

Key recent Co-operative Development Scotland achievements include:

- in financial year 2021-22, Co-operative Development Scotland reached 128 attendees via four succession masterclasses, held two professional adviser webinars and hosted a webinar exploring platform co-operatives in partnership with Co-operatives UK as well as a partnership event dedicated to community co-operatives;
- in financial year 2022-23, Co-operative Development Scotland has extended its programme of partnership events dedicated to community co-operatives

⁵³ [Scottish Enterprise: Employee Owned Business](#)

including two events providing CPD (Continuing Professional Development) to upskill development officers and businesses advisors;

- Co-operative Development Scotland have supported 20 new co-operatives in both 2020-21 and 2021-22. To date this year (2022-23) 11 co-operatives are receiving support across the spectrum of community, consortia and platform co-operatives;
- Co-operative Development Scotland have support 39 employee ownership feasibility studies in 2021-22 with 25 adopting employee ownership (2020-21 figures are 29 taken to feasibility and 22 adopting employee ownership);
- Co-operative Development Scotland have responded to 78 employee ownership enquiries this year (2022-23) to date, taking 25 to feasibility stage so far.⁵⁴

In addition, Co-operative Development Scotland have partnered with Youth Enterprise Scotland (YE Scotland) on a new initiative which provides the first comprehensive source of information on inclusive, values-led business models for young people. Together they aim to inspire young entrepreneurs to set up companies with a social or environmental purpose. YE Scotland have reported that the young people they work with are increasingly interested in developing businesses with a social and/or environmental purpose.⁵⁵

NSET includes a commitment to build on the findings from the Business Purpose Commission⁵⁶, to inform how businesses can deliver positive impacts on prosperity, wellbeing and environmental sustainability. This will recognise that businesses which take a long term (inter-generational) view of their stakeholder commitments fare better in times of crisis, including during the pandemic. The Business Purpose Commission proposed recommendations aimed at business, the Scottish Government and the UK Government. The Scottish Government is primarily interested in ways it can, within its devolved competencies, promote purposeful business and support companies to develop purpose driven approaches.

The Community Empowerment Act 2015 covers eleven different topics including areas concerned with community ownership such as community right to buy and asset transfer. As highlighted in section 1.4 and 2.4, the review of this Act will have a particular focus on community ownership and strengthening decision-making to improve outcomes for the local community. We recognise the need for community capacity building, particularly in more fragile communities, to support communities to participate in or lead CWB activities.

As part of early engagement on CWB legislation stakeholders have suggested a focus on the following areas (please note: a number of these suggestions, for example employee right to buy, Marcora Law and exploring incentives are proposals in which the Scottish Government is limited where it can act given they cover reserved matters):

- greater recognition of the role of inclusive business models in the economy;

⁵⁴ Figures from November 2022

⁵⁵ [YE Scotland: Young people developing businesses with a social and/or environmental purpose](#)

⁵⁶ [Business Purpose Commission](#)

- availability and accessibility of start-up support for the establishment of inclusive business models;
- greater acknowledgement of the role of support organisations and the need to ensure they are adequately resourced to maintain and grow outputs;
- a duty for business support services to consider the distinct needs of inclusive business models and to promote these models;
- preparatory work with public sector bodies to improve understanding of inclusive business models in advance of supporting the development of CWB plans and their subsequent implementation;
- a need to increase the knowledge and improve the culture around cooperatives to support new cooperative enterprises or transitions across Scotland;
- supplier development support for inclusive business models including social enterprises to build capacity;
- explore incentives to encourage the establishment of inclusive business models;
- an 'employee right to buy' when a business is put up for sale which allows a window for employees to consider developing a bid and raising the finances;
- a 'Marcora law'⁵⁷ which would give workers support to organise a co-operative buyout or rescue when a business is up for sale or under threat. Whilst the Scottish Government would be keen to further explore suggestions around employee right to buy and Marcora law, these proposals are heavily focused on reserved matters.

2.5.2 Questions

Q6. Are there ways in which the law could be changed to advance the inclusive ownership pillar of Community Wealth Building?

Yes No Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

2.6 Finance Pillar

⁵⁷ The 'Marcora Law' is named after an Italian law introduced in 1985 and gives workers support to organise a co-operative buyout or rescue when a business is up for sale or under threat. The Marcora Law legislates for the state to utilise specific powers to redirect welfare expenditure towards worker buy-outs – specifically, via a fund which invests in the share capital of a 'phoenix' co-operative, matching up to three times what the employees invest, by capitalising up to three years' unemployment benefit. The employees forgo the right to unemployment benefit during that period, should the co-operative fail. With powers over welfare expenditure, employment, and industrial relations not within the devolved competence of the Scottish Government, the Marcora Law is not directly replicable in the Scottish context. (Source: [Owning the workplace, securing the future](#))

2.6.1 Overview

The finance pillar of CWB aims to increase flows of investment within local economies by harnessing the wealth that exists locally and directing wealth to tackle inequality, including through:

- promoting the development and use of progressive forms of finance including credit unions and Community Development Finance Institutions (CDFIs);
- ensuring micro-businesses and SMEs have access to finance;
- promoting and harnessing social investment;
- value-led responsible investment;
- incorporating clear CWB criteria into public forms of investment and business cases.⁵⁸

It should be noted that financial regulation is a reserved matter and therefore we do not make legislative proposals in relation to financial regulation. The Financial Conduct Authority (FCA) regulates the financial services industry in the UK.

There is already a wealth of activity across Scotland in support of the above. This includes:

- the Affordable Credit Loan Fund which supports the affordable credit sector by enabling social lenders, such as CDFIs, to provide access to affordable credit to low income households;
- in response to a recommendation from the Carnegie UK Trust's Advancing Affordable Credit report in February 2022, Scottish Government launched a national affordable credit marketing campaign to promote awareness of the community lending sector;
- the Scottish Community Lenders Fund supported both credit unions and CDFIs to promote the availability of affordable credit and strengthen the balance sheet of affordable credit providers;
- Social Investment Scotland offers loan funding and business support for social enterprises, charities and community groups looking to make a positive impact on people's lives, society or the environment;
- the Catalyst Fund delivered through Firstport offers ambitious social enterprises who have potential to deliver significant social impact but are unable to access existing social investment products;
- access to finance for SMEs including through Business Loans Scotland and DSL Business Finance Ltd;
- the Scottish National Investment Bank (the Bank) provides long term patient capital to help crowd in private investment into Scottish businesses and projects. The Bank's missions are to; address net zero, improve places and harness innovation while also promoting equality, diversity and fair work across its partners and investees;
- NSET includes a commitment to develop a values-led high-integrity market for responsible investment in natural capital. This commitment, including more detail on Government's expectation on community engagement and community benefit from this market, is set out in more detail in the Interim

⁵⁸ For examples of finance pillar activity see the [EDAS: CWB Guide](#)

Principles for Responsible Investment in Natural Capital published in March 2022⁵⁹, and is supported by the Government's Land Rights and Responsibilities Statement⁶⁰ and related Scottish Land Commission guidance;

- the Scottish Taskforce for Green and Sustainable Financial Services launched in February 2022 will focus on capitalising on the opportunities of financing the global shift to net zero;
- the Scotland Loves Local programme aims to help revitalise communities and town centres, increasing footfall and activity by encouraging people to shop locally.

As part of early engagement, some stakeholders have suggested a focus on the following areas:

- exploring if CWB principles and standard criteria could be built into funding and funding assessment criteria;
- encouraging investment funds including, for example, pension funds, to be directed to build local wealth;
- greater recognition of the role of credit unions and CDFIs and explore the establishment of community banks.

2.6.2 Questions

Q7. Are there ways in which the law could be changed to advance the finance pillar of CWB?

Yes No Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

⁵⁹ [Interim Principles for Responsible Investment in Natural Capital](#)

⁶⁰ [Scottish land rights and responsibilities statement](#)

Part 3. Next Steps

3.1 Responding to this consultation

We are inviting responses to this consultation by 25 April 2023.

Please respond to this consultation using the Scottish Government's consultation hub, Citizen Space (<http://consult.gov.scot>). Access and respond to this consultation online at [Scot Gov-Citizen Space-CWB](#). You can save and return to your responses while the consultation is still open. Please ensure that consultation responses are submitted before the closing date of 25 April 2023.

If you are unable to respond using our consultation hub, please complete the Respondent Information Form, and send it with your response:

By email to: communitywealthbuildingconsultation@gov.scot

Or by post to:

Community Wealth Building
Directorate for Economic Development
Third Floor
5 Atlantic Quay
150 Broomielaw
Glasgow
G2 8LU

3.2 Handling your response

If you respond using the consultation hub, you will be directed to the About You page before submitting your response. Please indicate how you wish your response to be handled and, in particular, whether you are content for your response to be published. If you ask for your response not to be published, we will regard it as confidential, and we will treat it accordingly.

All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

If you are unable to respond via Citizen Space, please complete and return the Respondent Information Form included in this document.

To find out how we handle your personal data, please see our privacy policy: <https://www.gov.scot/privacy>

3.3 Next steps in the process

Where respondents have given permission for their response to be made public, and after we have checked that they contain no potentially defamatory material,

responses will be made available to the public at <http://consult.gov.scot>. If you use the consultation hub to respond, you will receive a copy of your response via email.

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us. Responses will be published where we have been given permission to do so. An analysis report will also be made available.

3.4 Comments and complaints

If you have any comments about how this consultation exercise has been conducted, please send them to the contact address above or at: communitywealthbuildingconsultation@gov.scot

3.5 Scottish Government consultation process

Scottish Government consultation process Consultation is an essential part of the policy-making process. It gives us the opportunity to consider your opinion and expertise on a proposed area of work.

You can find all our consultations online: <http://consult.scotland.gov.uk> . Each consultation details the issues under consideration, as well as a way for you to give us your views, either online, by email or by post.

Responses will be analysed and used as part of the decision-making process, along with a range of other available information and evidence. We will publish a report of this analysis for every consultation. Depending on the nature of the consultation exercise the responses received may:

- indicate the need for policy development or review;
- inform the development of a particular policy;
- help decisions to be made between alternative policy proposals;
- and be used to finalise legislation before it is implemented.

While details of particular circumstances described in a response to a consultation exercise may usefully inform the policy process, consultation exercises cannot address individual concerns and comments, which should be directed to the relevant public body.

Annex A – Overview of CWB Activity in Scotland

There has been significant progress in implementing CWB in Scotland over the past few years. The purpose of this Annex is to provide a high level overview of examples of CWB activity in Scotland and it is not intended to be exhaustive.⁶¹

The Scottish Government has supported five pilot areas to develop bespoke CWB action plans, covering a range of actions across the five pillars of CWB.⁶²

CWB Pilots

Clackmannanshire

Clackmannanshire are progressing CWB activity including in relation to the Gender Pay Gap and real Living Wage, ownership considerations in high street regeneration, growing local supply chains and a community benefits wish list.

Fife/Tay Cities

Fife are focusing on a number of areas including growing local spend, delivering employability funding through a CWB lens to support lone parents, deepening the role of community finance and using land as a tool to achieve net zero. The learning will be shared with the wider Tay Cities region.

Glasgow City Region

Glasgow City Region are focused on bringing vacant and derelict land into more productive use and are pursuing sustainable procurement within the construction sector aiming to develop benefits for Scottish firms with a securer pipeline for apprenticeships and more local jobs. Glasgow City Region are now developing plans to advance CWB across all five pillars of the approach.

South of Scotland

The South of Scotland Regional Economic Partnership are incorporating CWB across its regional economic strategy, and South of Scotland Enterprise, working with partners, have a deep dive focus on the role of housing sector in developing South of Scotland supply chains, particularly in green retrofitting of housing stock.

Western Isles

Western Isles have focused on areas such as enhancing awareness and application of land rights and responsibilities for greener and more locally productive use and deepening the links between employability programmes and local skills needs, in addition to activity across other CWB pillars.

⁶¹ Further examples are available here: insert links to CWB Guide

⁶² [Scottish Hub for Regional Economic Development](#)

North Ayrshire Council and Ayrshire Growth Deal

North Ayrshire Council launched Scotland's first CWB strategy in May 2020 committing the Council to deliver an ambitious range of CWB activity at a local level and through collaboration with regional partners.⁶³

Scottish Government committed £3 million through the Ayrshire Growth Deal to advance CWB across the region. The funding is supporting new Community Wealth Building officers to support local businesses and community organisations deliver Community Wealth Building ambitions; a regional CWB Fund to advance this activity; and a dedicated Fair Work Ayrshire team who will work closely with Ayrshire anchor organisations and major employers to establish Ayrshire as a Fair Work region.⁶⁴

This builds on wider CWB activity in the Ayrshire region including: an Ayrshire-wide Community Wealth Building Commission containing key anchor organisations including health, further education, police, fire, Scottish Enterprise and the third sector; and the launch of an Ayrshire Anchor Charter which commits local and regional anchor organisations to a range of pledges across the five CWB pillars and a sixth pillar of 'Climate Action'.

Though CWB is often implemented on a local scale, as highlighted above there are examples where the approach has been expanded across whole regions, with Glasgow City Region and Ayrshire leading the way by embedding CWB within their Regional Economic Strategies. The value of this scale of ambition and shared endeavour has been recognised by the Regional Economic Policy Advisory Group, who noted the benefit that could come from this intentional use of public and private investment scaled up across regions in their Regional Economic Policy Review⁶⁵, and included it as one of the policies that could be considered by all Regional Economic Partnerships across Scotland.

Beyond local authorities, a number of other sectors are working to integrate CWB principles into their work, embracing their role as 'anchors' and the wider contribution they can make to reduce inequalities.

As part of the Place and Wellbeing Programme within Health and Social Care, Scottish Government is working with Public Health Scotland to support health and social care providers to contribute to the CWB agenda including supporting territorial health boards (which operate at a regional level) to become active anchor organisations. Health boards and other health and social care providers can make a valuable economic contribution within their region by increasing access to local employment, purchasing from local suppliers and ensuring communities can make greater use of NHS land and buildings.

Scotland's Housing to 2040 strategy contains a focus on strengthening the role of social housing providers as key anchor organisations. Social housing providers are

⁶³ [SHRED - North Ayrshire](#). See North Ayrshire Council CWB case studies here: [Case Study: North Ayrshire](#)

⁶⁴ [Ayrshire Growth Deal - Community Wealth Building](#)

⁶⁵ [Fair Work action plan: becoming a leading Fair Work nation by 2025](#)

ideally placed not only to work with tenants and residents, but also to develop the wider local and regional economies in which they are based and help tackle poverty in these areas by providing work and training opportunities. The strategy sets out that by 2025, CWB will be embedded in the approach and practices of social housing providers across Scotland.⁶⁶

There is also a plethora of activity and innovation within each of the five pillars of CWB. Within the spending pillar, the Supplier Development Programme is supporting Scottish SMEs and third sector organisations who are interested in bidding for public sector contracts through a range of resources and events.⁶⁷ In the workforce pillar, Fair Work First is driving high quality and fair work across the labour market in Scotland by applying fair work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so.⁶⁸ In 2019 over 50 local employers – including Dundee City Council – developed an action plan to make Dundee the UK's first 'Living Wage City'.⁶⁹ Within the land and property pillar, the Scottish Land Commission have produced guidance on CWB and land and identified good practice case studies.⁷⁰ To support inclusive ownership, Co-operative Development Scotland (CDS) has partnered with Youth Enterprise Scotland (YE Scotland) on a new initiative which provides the first comprehensive source of information on inclusive, values-led business models for young people.⁷¹ Within the finance pillar, Social Investment Scotland offer loan funding and business support for social enterprises, charities and community groups looking to make a positive impact on people's lives, society or the environment.⁷²

These examples are not exhaustive however illustrate that CWB can deliver more and better jobs, business growth, more productive use of land and assets, plural ownership models and shorter supply chains.

⁶⁶ [Scotland's Housing to 2040 strategy](#)

⁶⁷ Find out more about the support on offer at: [Supplier Development Programme](#)

⁶⁸ [Fair Work First: guidance](#)

⁶⁹ [Living Wage Places](#)

⁷⁰ [The Scottish Land Commission: Case Studies](#)

⁷¹ [Co-operative Development Scotland \(CDS\) and Youth Enterprise Scotland \(YE Scotland\): Inclusive Business](#)

⁷² [Social Investment Scotland](#)

Annex B – CWB Bill Steering Group Membership

- Balfour Beatty
- Business Services Association (BSA) Scotland
- Clackmannanshire Council
- Clackmannanshire Third Sector Interface (TSI)
- Clyde Gateway
- Comhairlie nan Eilean Siar
- Community Enterprise in Scotland (CEIS)
- Cooperative Development Scotland/Scottish Enterprise
- COSLA
- Federation of Small Businesses (FSB) Scotland
- Fife Council
- Glasgow City Council/Glasgow City Region
- Highlands and Islands Enterprise
- NHS Lothian
- North Ayrshire Council
- Scotland's Regeneration Forum (SURF)
- Scottish Council for Voluntary Organisations (SCVO)
- Scottish Funding Council
- Scottish Renewables
- Social Enterprise Scotland
- South of Scotland Enterprise
- Supplier Development Programme
- Sustainable Procurement Ltd
- STUC
- University of Glasgow



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Building Community Wealth in Scotland

Please Note this form **must** be completed and returned with your response.

To find out how we handle your personal data, please see our privacy policy:
<https://www.gov.scot/privacy/>

Are you responding as an individual or an organisation?

- ☐ Individual
- ☐ Organisation

Full name or organisation's name

Phone number

Address

Postcode

Email Address

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- ☐ Publish response with name
- ☐ Publish response only (without name)
- ☐ Do not publish response

Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- ☐ Yes
- ☐ No

Questionnaire

Question 1a

We are proposing a duty to advance Community Wealth Building, which form do you think this duty should take:

- ☐ Option A - a duty requiring Scottish Ministers and prescribed public sector bodies to embed the CWB model of economic development into their corporate plans and wider strategies
- ☐ Option B - a duty requiring those public sector bodies statutorily obliged to be involved in community planning to produce a collective CWB place-based strategy and action plan which contains specific actions across the five CWB pillars to advance the CWB model of economic development in their local authority area
- ☐ Option C - a combined option – featuring a union of both options set out above
- ☐ Other
- ☐ No Duty

Please provide a reason for your answer. In your answer please include views on:

- which bodies should be covered by the proposals
- how to best ensure accountability for implementation to the Scottish Parliament
- how to best ensure the involvement of local communities, business and the third sector in the implementation of the duty

Question 1b

One way Scottish Government could support the implementation of the proposed Community Wealth Building duty is to provide statutory or non-statutory guidance. Would this be helpful to partners in meeting the proposed duty?

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your answer please include views on:

- areas in which it would be helpful for this guidance to focus on, e.g. areas to consider when implementing the five pillars, links to further support materials

- whether the guidance should be statutory or non-statutory

Question 2a

Are there other non-legislative measures that you believe are required to accelerate the implementation of the Community Wealth Building approach in Scotland?

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer.

Question 2b

Are there specific actions required to advance delivery of the items contained within the Shared Policy Programme outlined on page 11 of the consultation paper?

- 'working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and micro-businesses, and improved access to training and labour markets for disadvantaged communities and individuals.
- encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers.
- where possible, to base public sector capital and revenue funding decisions on targeted social, economic and environmental outcomes'

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer.

Question 3

Are there ways in which the law could be changed to advance the spending pillar of Community Wealth Building?

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement.

Question 4

Employment law is reserved to the UK Parliament. Are there other devolved areas where the law could be changed to advance the workforce pillar of Community Wealth Building?

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament. We will cross-reference to responses received as part of the Fair Work Nation consultation which was held in 2021.

Question 5

Are there ways in which the law could be changed which are not already covered in the proposals for the Land Reform Bill to advance the land and property pillar of Community Wealth Building?

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement.

Question 6

Are there ways in which the law could be changed to advance the inclusive ownership pillar of Community Wealth Building?

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

Question 7

Are there ways in which the law could be changed to advance the finance pillar of Community Wealth Building?

- ☐ Yes
- ☐ No
- ☐ Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined in the consultation paper which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

Report

8

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Meeting Timetable 2023/2024
----------	------------------------------------

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise members of the proposed timetable of meetings for the Commission to March 2024.

2. Recommendation(s)

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

- (1) that the arrangements for future meetings of the Commission be approved.

3. Background

3.1. In accordance with its Terms of Reference, the Commission is required to meet 4 times each financial year with additional meetings held as and when required.

3.2. The proposed dates after 28 February 2023 are listed below:-

- ◆ Tuesday 6 June 2023 at 2.00 pm
- ◆ Tuesday 5 September 2023 at 2.00 pm
- ◆ Tuesday 12 December 2023 at 2.00 pm
- ◆ Tuesday 12 March 2024 at 2.00 pm

3.3. In addition, proposed dates for the CWB Progress Group meetings, which are scheduled to lead into Commission meetings and allow for post-Commission follow up, have been identified and subject to approval of the Commission's meeting dates, will be circulated to members of the Progress Group accordingly.

3.4. All meetings will be held on a blended basis, ie, in person at the Council Offices, Almada Street, Hamilton and by Confero.

4. Employee Implications

4.1. There are no direct employee implications.

5. Financial Implications

5.1. There are no direct financial implications.

6. Climate Change, Sustainability and Environmental Implications

6.1. There are no climate change implications as a result of this report. A Strategic Environmental Assessment will be undertaken if required.

7. Other Implications

- 7.1. There are no implications in terms of risk.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. Consultation on the development of the CWB approach will be integrated with planned consultation and engagement activities through 2021 and beyond.

Paul Manning

Executive Director (Finance and Corporate Resources)

9 February 2023

Link(s) to Council Values/Ambitions/Objectives

- ◆ Ensure communities are safe, strong, and sustainable.
- ◆ Promote sustainable and inclusive economic growth and tackle disadvantage.

Previous References

- ◆ Executive Committee, 26 May 2021

Contact for Further Information

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

Geraldine McCann, Head of Administration and Legal Services

Ext: 4658 (Tel: 01698 454658)

Email: geraldine.mccann@southlanarkshire.gov.uk

Report

9

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Forward Programme for Future Meetings
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1. Purpose of Report

1.1. The purpose of the report is to:-

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

2. Recommendation(s)

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

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

3. Background

- 3.1. At the Commission meeting on 6 September 2022, there was a wide-ranging discussion of Community Wealth Building in response to the input from Neil McInroy and the Scottish Government. Members of the Commission expressed an interest in bringing forward items to future meetings which would explore each of the 5 pillars in detail and allow constructive discussion on how collectively to progress the CWB agenda in South Lanarkshire.
- 3.2. In a similar vein, it has been noted at previous meetings that the updates on the action plan at Q2 and Q4 provide only an overview of progress, with brief summaries of the actions that are being taken. For a detailed understanding of the context, progress and challenges under each pillar, it is necessary to look at specific topics in detail.
- 3.3. To assist in shaping the future deliberations of the Commission, an outline forward programme is attached as an appendix to the report. Members are invited to consider the programme and suggest topics that they would like to see addressed at future meetings.

4. Employee Implications

4.1. There are no employee implications.

5. Financial Implications

5.1. There are no financial implications.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

9 February 2023

Link(s) to Council Values/Objectives/Ambitions

- ♦ Accountable, Effective, Efficient and Transparent

Previous References

None

List of Background Papers

None

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

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

APPENDIX – CWB COMMISSION OUTLINE FORWARD PROGRAMME

Meeting Date	Item	Responsibility
6 June 2023	<ul style="list-style-type: none"> ◆ Social Economy Strategy ◆ Spend Pillar Survey ◆ Shaping Places for Wellbeing ◆ Community Benefit – Housing Supply Programme ◆ Commission Response to Scottish Government Consultation on CWB ◆ Third Sector and CWB ◆ Action Plan Q4 Update ◆ Forward Programme for Future Meetings 	Iain Craig Improvement Service/Iain Jonathan Neil Steven Neil Susan/Helen
5 September 2023	<ul style="list-style-type: none"> ◆ Action Plan 2023 Refresh ◆ Annual Report ◆ National Planning Framework 4 ◆ Strategic Approach to Town Centres ◆ Forward Programme for Future Meetings 	Neil Neil Tony Iain Susan/Helen
12 December 2023	◆ Forward Programme for Future Meetings	Susan/Helen
12 March 2024	<ul style="list-style-type: none"> ◆ Forward Programme for Future Meetings ◆ Meeting Timetable 2024/2025 	Susan/Helen Susan/Helen
Future Meetings	<ul style="list-style-type: none"> ◆ Employability and the Employment Pillar ◆ Asset Transfer ◆ Planning for Place and CWB ◆ Community Benefits within Contracts ◆ UN Sustainable Development Goals 	SLC SLC SLC SLC VASLan or Cmty Planning

