

# Report

Report to:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>5 September 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Community Wealth Building Annual Report 2022/2023</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present a draft of the Community Wealth Building (CWB) annual report for 2022/2023

## 2. Recommendation(s)

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

- (1) that the draft annual report, attached as Appendix 1, be approved

## 3. Background

- 3.1. The Council approved a CWB Strategy on 10 March 2021. Subsequently, the CWB Commission was set up to engage a wide range of partners and stakeholders in the CWB agenda.
- 3.2. To support formal reporting of progress against the Strategy, the Commission agreed, on 7 February 2022, that annual reports should be produced to highlight progress and showcase examples of significant work under the 5 pillars. The annual reports also provide a vehicle for communicating the purpose of CWB and why the Council and partners believe CWB is an important way of working in South Lanarkshire. The first annual report, covering year 1 of the Strategy, was presented in final form to the Commission in September 2022.
- 3.3. This report presents a draft of the second Annual Report, covering 2022/2023, for approval.

## 4. Annual Report Purpose and Content

- 4.1. The Commission agreed, in August 2021, to monitor the CWB action plan through progress reports at Q2 and Q4, covering the periods April to September and April to March respectively.
- 4.2. While the performance reports provide an update on the progress of the action plan, the Commission agreed there was scope to reach a wider audience and to enhance communications around the CWB agenda by presenting progress in a more accessible format. An annual report offers the opportunity to take stock of what has been achieved in the year and to restate the aspirations of the Council and partners to champion CWB across all aspects of service planning and delivery.

- 4.3. The annual report does not replace the formal reporting of Q2 and Q4 progress but allows a more public-facing and accessible presentation of information, using key points and case studies to illustrate CWB in action.
- 4.4. The draft Annual Report is attached as Appendix 1. The report covers the 12 month period April 2022 to the end of March 2023.
- 4.5. This following table summarises the structure and content of the annual report.

<b>Section</b>	<b>Content</b>
<b>Introduction</b>	Written by the Chair of the CWB Commission - this reflects on the importance of CWB as a new approach involving key anchor organisations in South Lanarkshire
<b>What is CWB</b>	What is CWB and why are we doing it - this revisits the background to CWB and outlines the 5 pillars
<b>Progress and case studies</b>	This section of the annual report takes each pillar in turn and: <ul style="list-style-type: none"> <li>• reviews the aims of the strategy</li> <li>• highlights progress made; and</li> <li>• provides case studies to illustrate the work of the Council and partners under this pillar</li> </ul>
<b>Conclusion</b>	Sums up progress and reaffirms commitment to CWB which we will deliver through the continuation of the 5-year action plan

- 4.6. A wide range of case studies has been used to illustrate CWB principles and to show where the approach is having an impact in South Lanarkshire. Case studies have been grouped under the 5 pillars, however, they have been selected to illustrate the benefits of the approach for businesses, communities and individuals and also, to recognise a geographical component, with examples of progress across both urban and rural areas in South Lanarkshire.
- 4.7. The Commission is asked to approve the content of the annual report.

## **5. Employee Implications**

- 5.1. There are no direct employee implications.

## **6. Financial Implications**

- 6.1. There are no direct financial implications.

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

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

## **8. Other Implications**

- 8.1. None.

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

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

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

17 August 2023

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

- Accountable, efficient and effective

**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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# **South Lanarkshire Community Wealth Building Annual Report 2022 – 23**

**DRAFT**

# Contents

**Introduction**

**What is Community Wealth Building?**

**Progress and case studies**

- **Spending**
- **Workforce**
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- **Finance**
- **Building the generative economy**

**Conclusion**

## **Introduction**

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

The challenges of the last few years, and the ongoing cost of living which has gathered pace since the end of the pandemic, continue to underline the importance of local services rooted in local places and communities.

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

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

### **Chair of the Community Wealth Building Commission**

## What is Community Wealth Building?

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

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

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

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

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

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

# Spending

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

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

## How we have supported Community Wealth Building

- The council co-hosted the following SLC specific events with Supplier Development Programme, including:
  - 07-Jun-22 Meet the Contractor - Morrison Construction
  - 23-Aug-22 Talking Tenders with South Lanarkshire Council
  - 27-Sep-22 Talking Tenders with Scotland Excel for the Property, Maintenance and Refurbishment Framework
  - 24-Nov-22 Talking Tenders with South Lanarkshire Council
  - 15-Dec-22 South Lanarkshire Council Supplier Engagement Event: Roads and Infrastructure Framework
  - 30-Jan-23 South Lanarkshire Council Supplier Engagement Event: Roads and Infrastructure Framework
  - 06-Apr-23 South Lanarkshire Council & Social Enterprises: A Conversation about Public Sector Contracts
- The council co-hosted a Meet the Real Buyer event in Feb 2023. There were 632 registrations for the event, 337 of whom attended on the day – an impressively attendance rate for such an event. Attendees represented 200 unique Scottish SME businesses, with 78 being based in South Lanarkshire.
- A supplier engagement survey was undertaken with South Lanarkshire businesses to understand levels of knowledge, capacity and potential barriers to bidding for contracts. The analysis and conclusions were presented to the CWB Commission in June 2023 (see Supplier Engagement Survey case study below).
- A series of three engagement events were facilitated by SDP on behalf of NHS Lanarkshire; these included Talking Tenders with NHS Lanarkshire (214 bookings and 168 attendees), NHS Supply Chain Partner Engagement event (37 bookings/26 attendees) and a bespoke NHS Tender Training event, Electrical and Plumbing Framework (18 booked/9 attended).
- NHS Lanarkshire continue to support and promote the National community benefits portal. NHSL have had 8 community needs uploaded, and so far 2 have been picked up and delivered. Further work will focus on encouraging more suppliers to use the portal. Opportunities for joint working with the council will also be explored.
- A Market Capacity Assessment was undertaken to understand the capability of the food and drink sector to supply food and drink to the council. The analysis on the capability of local food and drink businesses to supply food to the different council buyers was carried out from July to October 2022 with consultations with council services, local businesses and external partners.
- The Community Wish List webpage was launched in March 2023 and initial enquiries logged. Community Wishlist and Benefits officer have joined the working group developed by the City Deal team looking at community wishlists across the region.
- A local spend analysis was carried out to inform the scope and targeting of work to increase local spend – see Analysis of Local Spend case study below.



## How it's working in South Lanarkshire:

### Case study: Local firms see success in bidding for council contracts

South Lanarkshire Council revised its procurement processes for works contracts in 2021 which meant that we could now offer local suppliers to tender for works via the Quick Quote system for contracts between £50,000 and £2 million. Two local examples who have benefitted from the quick quote process are Joseph Leckie and Sons and Clyde Windows and Construction.

Joseph Leckie and Sons, based in Hamilton were successful in being awarded a contract for the ground and brickworks for the Castlefield Primary School extension in East Kilbride. This contract was awarded in September 2022 and totalled £164,197.

Prior to the revisions to our quick quote procedures a contract of this size would have needed to go through a full procurement process, making it more difficult for businesses to submit tenders – a factor which has been a contributing factor in the past to them not tendering for works with us.

However, thanks to marketing of the revisions to our quick quote processes, as well as the efforts of the Supplier Development Programme via their suite of webinars and networking opportunities, we have been able to get the message out to the local business base that it is now much easier to tender for works opportunities with South Lanarkshire Council.

Gordon Leckie (Managing Director – Joseph Leckie and Sons) said that “in the past tendering for a contract of this size with SLC would have taken a significant amount of time and effort on our part, the fact we were able to submit a Quick Quote made the whole process much easier for us”.

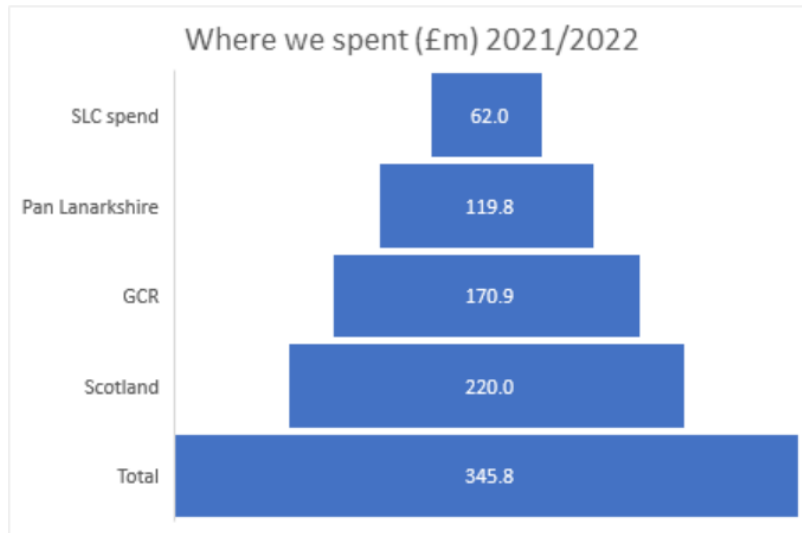
Clyde Windows and Construction are based in Larkhall and were successful in securing a contract valued at £26,000 for replacement windows at our Universal Connections facility in Hamilton. Although this contract was under the previous threshold Clyde Windows had not been successful before in tendering for work with South Lanarkshire Council. Their Managing Director, Dax Duckett, was clear that participating in the Build Lanarkshire programme and attending the Supplier Development Programme webinars – where information and advice was given on the changes to our tendering processes, and what contracts will be coming in the near future – were instrumental in securing this work.

Dax stated that “knowing that South Lanarkshire Council are not only making it easier to tender for contracts via quick quote, but the fact they will be offering local businesses the opportunity to apply for these, gives me confidence going forward that we will be able to be successful in tendering for larger contracts”.

### Case study: South Lanarkshire Council analysis of local spend

Over the course of 2022-23, South Lanarkshire Council undertook a detailed analysis of its procurement spend in the previous year – a total sum of around £346m. Understanding where public money is being spent is one of the foundation-stones of a robust CWB approach and a crucial first step in looking at how more of the spend can be channelled to the benefit of local companies and the local economy.

The chart below shows a geographical analysis of the council's spend in 2021/22, showing that £62m went to South Lanarkshire companies, increasing to £120m when the whole of Lanarkshire is taken into account. Companies within the Glasgow City Region accounted for £171m of spend.



The council's analysis looked in detail at the council's highest spend areas – Social Care and Construction, which together represented over 50% of procured spend. The analysis showed that Social Care spend accounts for 31% of council spend (£108.8m). Although only 30% of this spend is with local enterprises, the vast majority of this spend is for care delivered within the council area on residential and community services, supporting local employment at a living wage level. Spend outwith the local area will indicate the registration of the company is not in South Lanarkshire, although the care is being delivered, and supported by employment, in the local area.

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

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

The full local spend analysis was presented to the CWB Commission in September 2022 and the insights gained are being used to shape future actions under the spend pillar of the CWB strategy and action plan.

### **Case study: Supplier Engagement Survey**

A key objective of the Community Wealth Building (CWB) Strategy is to increase the levels of spend by the Council and anchor institutions within the South Lanarkshire area. An action plan supports the Spend Pillar of the Strategy and includes reviewing the processes for how the Council procures, engages and supports businesses and identifies and promotes increased tender opportunities.

The CWB 'Spend Pillar' Group agreed that ascertaining the skills, experience and thoughts of the local business base would help to further tailor how to support these businesses going forward in relation to increasing the number of local Small Medium Enterprises (SMEs) securing contracts with South Lanarkshire Council. This could be achieved by undertaking a survey of South Lanarkshire businesses, which would complement the wide range of promotional activity and training already being undertaken.

The online survey was open from 2 to 30 September 2022. The survey was marketed via social media channels (Twitter, Facebook and LinkedIn) and was also cascaded to a range of partner organisations to share with their client bases. An email was also sent to all relevant businesses on the FAME database of companies (981 listed) which Economic Development subscribe to.

Overall, 243 respondents completed the questionnaire, 221 of which are located in South Lanarkshire. This is considered a good return for this form of engagement and the timescale the survey was open.

The main findings are:-

- 71% of respondents feel they know where to access public sector opportunities.
- Of the businesses who tendered for contracts with the Council over the past 2 years, 81% found the tender process easy to follow.
- 65% are aware of the Quick Quote process.
- 86% are aware of Public Contracts Scotland.
- 60% found the feedback received from tenders to be good or excellent, with 37% rating it average and 3% rating it poor.
- 82% are willing to invest in additional resources to bid for public sector contracts. 62% of respondents feel they have the skills/knowledge/experience in their business to tender for public sector contracts.
- 84% of respondents were not aware of the change to standing orders allowing works contracts up to £2 million to be tendered for via Quick Quote and of the applicable respondents; 71% feel this change will make them more likely to tender for such works.
- 89% have been happy with their involvement in a procurement exercise carried out by South Lanarkshire Council in the past two years.
- 66% have won a contract with South Lanarkshire in the past 2 years.
- 58% typically bid for contracts with a value less than £0.5m.
- 20% have been involved in the delivery of a South Lanarkshire contract as a subcontractor.
- 62% of respondents have not received training, support or advice on tendering for Scottish public sector contract.

The main barriers to public sector procurement are seen as:-

- lack of training in the requirements of public sector procurement
- lack of awareness of tendering opportunities.

This survey gives a valuable insight into the knowledge, experience and capacities of local companies when looking to tender for public sector opportunities. It also highlights where more work needs to be done to address the barriers identified and it serves as a guide to the supports which the council and partners will continue to provide to local businesses.

## Workforce

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

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

### How we have supported Community Wealth Building

- The council has developed an employability pipeline which creates opportunities for residents and local communities. We had our first Recruitment Fair in August 2022, resulting in 53 interviews and 29 job offers. The fair provided us with several learning points, which included a more tailored approach to geographical area and posts available.
- Our second Recruitment fair in February 2023, has increased our conversion to application from those who attended, with 75% of job seekers completing applications in Feb 23.
- Through our upskilling programme we have supported 49 businesses; 44 employees have completed their qualification during the year; and there are 97 employees currently undertaking a recognised qualification in areas Health & Social Care, Child Care, Warehousing, Distribution & Logistics, and creative industries.
- The council has continued to deliver a range of pre-employment training opportunities including in HGC and LGV through our delivery partner Routes to Work South and in partnership with DWP to support progression to employment in the care sector.
- We continue to support local Homecare providers who deliver services on behalf of the council by promoting vacancies and linking opportunities to employability client. We have upskilled 57 employees in Health & Social Care qualifications through our Upskilling project.
- We have continued to deliver employer engagement activities with Routes To Work South. 2022/2023 Programmes such as Making it Work has had 58 registrations, 21 job outcomes 66 training outcomes.
- The council's established Modern Apprenticeship programme currently has 184 in training under a range of occupational areas including construction, business and administration, child care, social care, digital apps and IT support, road workers and housing assistant.

### How it's working in South Lanarkshire:

#### Case study: AspireWorks

David was referred to AspireWorks by the Throughcare team. David is care experienced and resided in a Children's House. His barriers included lack of work experience and literacy support needs.

David's aspirations were to move into employment, he was keen to work in a manual role.

David was allocated a key worker from the AspireWorks programme who met with him to carry out an initial assessment and to draw up an individual action plan. Goals were identified and barriers were discussed.

Part of David's action plan included taking part in work experience, meeting his key worker to go over employer expectations and employability skills. Also as part of David's plan he attended a local training provider who offered construction tasters, this gave David a flavour of the types of manual work he could try but also gave him a sense of working within a team and health and safety in the work place.

During his time on AspireWorks the Care Experienced Employability Focus Group were running a pilot to support care experienced young people into employment within South Lanarkshire Council. David's commitment and good engagement on Aspireworks made him a good fit for this initiative.

David and his key worker met with the recruitment team for initial discussion on possible employment options. Following discussions – and taking into account David's literacy needs – David was offered a position as a General Operative, which represented a good match for his interests and needs.

David was delighted by this and accepted. His key worker supported David with the recruitment process to ensure his start date and paperwork were in order. David then started work as a General Operative and flourished in this role for 12 months. It gave him great experience in working in a large organisation and built up his confidence. Throughout this time his key worker regularly kept in touch with David and his supervisor for progress reports.

David then felt confident to apply for a new post – Modern Apprenticeship in Roads with South Lanarkshire Council. Again his key worker supported him through the application process and David was successful. David continues in this post and is doing really well.

### **Case study: NHS Demonstrator Programme**

The NHS Demonstrator Programme was the result of NHS Lanarkshire and the Local Employability Partnerships working together to get long term unemployed individuals, aged 25 years and over, back into the labour market by employing them within NHS Lanarkshire for 6 months within a variety of roles. The aim of the programme was to increase their confidence, learn new skills and develop employability skills. Here, we hear from Marion, a Clerical Officer, based in Law House.

Marion says: "I have loved every minute of the experience of the NHS Demonstrator Project - the job has been fascinating to learn from start to finish. I have also really enjoyed working in an office environment again and being part of a team has given me my confidence back again. It's also good to have some office chat."

"I have received great support from the day I started and feel I can approach my line manager with any issue."

## Land and Property

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

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

### How we have supported Community Wealth Building

- During 2022/2023, the Council delivered 176 new build council homes as part of its ongoing Affordable Housing Supply Programme. This included sites across East Kilbride, Hamilton, Larkhall and Blantyre and equated to over £10million in grant funding being successfully acquired from the Scottish Government. Key projects delivered within this included completion of the housing-led regeneration of Whitlawburn and new technology enabled amenity homes on the site of the former St Joseph's primary school in Blantyre.
- The council has unlocked significant community benefits associated with these new build projects – see case studies below.
- Following the appointment of a dedicated Community Asset Transfer (CAT) Officer, the CAT process has been refined with online support pages and Learn on Line training module launched. The CAT process has been promoted with VASLan and presented to Third Sector Locality Networks. CAT process also presented to all Area Committees. Specific session held with SFA and football teams across South Lanarkshire in February.
- The council continues to work with partners to support homeowners and private landlords to improve energy efficiency within their properties. Recently, this included sharing opportunities for funding and updates to environmental legislation at a Virtual Private Landlord Forum in Spring 2023, with over 60 landlords from across South Lanarkshire in attendance.

### How it's working in South Lanarkshire:

#### Case study: Our Place Our Plan – Burnhill (High Backs Project)

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

The Burnhill Area has high levels of deprivation and was identified by the Community Planning Partnership as an area for Locality Planning as defined by the Community Empowerment (Scotland) Act 2015 with a focus on reducing inequalities.

The Community Engagement Team work with local stakeholders to address issues raised through community consultation that are highlighted in the Our Place Our Plan Burnhill document. The Burnhill Action Group take a lead role in progressing the plan working in partnership with other organisations and council resources to address the issues local people highlighted in the plan.

Burnhill Action Group are a community led group working to support the Burnhill community through activities, events and initiatives. All activity of the Burnhill Action Group is for the benefit of the residents in Burnhill and addresses issues relating to local people.

Recently the group have developed a derelict piece of land they call the high backs to use as a community space as there is a lack of facilities locally to host community activity. Including space for community growing, a potting shed and a poly tunnel, they have managed to incorporate three outhouses/sheds to be used as a coffee hut, community pantry and a space for activities.

Some of the activities and projects being delivered by local people are Wellbeing Hubs, Family Hubs, CAB Drop in, Parent Café, Youth Action Group, Cooking Courses, coffee mornings and throughout the year they organise themed community events such as summer fun days, Easter egg hunts, Halloween events and Christmas Elf Trail for the whole community and all activities are free to access. The group are currently working on creating a community pantry to allow local people access to free food and other household essentials, becoming a free sanitary product outlet and working to create a project plan with a developer to explore the potential for development in the “High Backs”.

Burnhill “High Backs” has been different from the other projects we have seen locally as it has been a genuinely community led with a lot of partnership working from many different agencies and council departments to address community priorities in one central project to create a hive of community activity and support. This project shows that projects like these can be done anywhere and don’t necessarily need big expensive community halls and that communities are able to work with partners to deliver key services and allocate resources differently to support community need. For example it has been identified that cancer screening rates in the Burnhill area are extremely low so with the help of our partners in Health, community anchor organisations and funders the volunteers have been able to deliver out of hours appointments with transport to reduce the barriers to people up taking these appointments. The volunteers also use their social media platform to promote the importance of attending routine cancer screening appointments.

Lizzie, a Burnhill volunteer, sums up the community’s ownership and sense of achievement: “This area has been overgrown since I was young, residents had loads of concerns about the land with issues around fly tipping and anti-social behaviour. People wanted to see more positive things happening in the area and our group has been established to work with local people. Having a community consultation was great it gave people a chance to use their voices and sharing their own ideas it was magic. The support of the partners helped us through hurdles we just couldn’t climb, and they made it achievable. The activities and the “high backs” have encouraged our community to tackle issues around mental health, general health and social isolation, we have neighbours who are engaging with each other who didn’t before this project. We are so blessed to have this area as an asset we are very fortunate, we would encourage other communities if you have an idea reach out for support and keep chipping away”.

## Case study: Delivering affordable homes and unlocking community benefits

### Project 1: Whitlawburn Regeneration, Cambuslang



#### Overview

The Whitlawburn masterplan was developed in conjunction with tenants and residents and funded jointly by South Lanarkshire Council and the Scottish Government. This development comprised of 170 new homes for the council, including 24 amenity flats and 6 amenity bungalows suitable for older residents or residents with particular needs completed in October 2022. A further 60 properties have also been constructed to be managed by West Whitlawburn Housing Co-operative, due for completion summer 2023.

#### Community Benefits

Cambuslang based housebuilder CCG Homes were procured by the council to deliver the project and due to its scale resulted in a significant number of community benefits being delivered. This included:

- Establishment of 18 work placements for local people
- Utilisation of six existing apprenticeships providing additional experience for them
- Four apprenticeship completions during course of construction
- Nine Construction Curriculum Support sessions delivered at local schools and colleges and four SME Engagement events and workshops held.

In addition, a £50,000 community endowment fund was created following agreement between CCG and the council to maximise local impact of project. Consultation with tenants in the new council homes and existing neighbourhood planning groups was held, with the fund allocated in line with their preferences. This includes:

- £14,000 directed to the established 'Our Place, Our Plan' participatory budgeting activity, allowing local community groups to access funding for specific projects and activities.
- £5,000 donated to the West Whitlawburn Housing Co-operative led food pantry, to help them continue to provide free fruit, vegetables, and other provisions within the community.
- £1,000 donation to each of St Anthony's and Loch Primary Schools.
- £1,000 has been allocated to the organisers of Cambuslang Summerfest, an annual event which can be enjoyed by the wider community.



## **Project 2: St Joseph's, Blantyre**



### **Overview**

Comprising of 45 new homes, this site is adjacent to the new Blantyre care facility and was completed in October 2022 by Cambuslang based Cruden Homes. Alongside 25 mainstream houses and flats, the site contains 20 technology enabled homes equipped with state of the art telecare systems to help those with additional support needs.

### **Community Benefits**

As a result of the new homes being part of the new care facility project, significant community benefits were delivered. This included:

- Three new apprenticeships for local people in heating engineering and plumbing
- One new locally based labourer and one new cleaner employed
- Attendance at job fairs in East Kilbride and Hamilton
- Six South Lanarkshire based SME's utilised as sub-contractors.



In addition, a community grant of £5,000 was awarded to five community organisations, with £1,000 each provided to Blantyre Community Group, Blantyre Miners Group, Terminal One Youth Club, Regen:FX and Blantyre Soccer Academy.

### ***Project 3: Newton Farm Primary School Extension, Cambuslang***



#### **Overview**

Completed in August 2022 the extension to the existing primary school comprised of eight classrooms to accommodate up to a further 222 primary school pupils from the local catchment area. The project cost a total of £4.3million, with South Lanarkshire Council the lead contributor, covering £3.4million of the capital costs and remaining amount met by the Glasgow City Region Deal.

#### **Community Benefits**

Focus within the community benefit package for this project was to maximise training and employment opportunities for local companies, employed as sub-contractors on the project. Twelve of thirteen contractors utilised for the project were located within 50 miles of Cambuslang and four of these were located within South Lanarkshire.

Through working with contractors, the project enabled:

- 4 work placements for local young people over the age of 16
- 1 new full time permanent construction job for a local person
- Utilisation of 2 existing apprentices, providing additional experience for them
- Completion of 1 S/NVQ in construction for one person
- Enrolment in a Leadership and Management training course for one person
- Enrolment in a Advanced Health and Safety Training course for one person

Each of these benefits aim to contribute to improving employment and skills in the local workforce whilst also providing income to contribute to the local economy.

## Finance

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

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

### How we have supported Community Wealth Building

- CET Officer appointed to engage with credit unions across South Lanarkshire. Engagement successful and credit unions are now part of the Financial Inclusion Network and working on various initiatives to improve and increase awareness of credit union services.
- South Lanarkshire Credit Union Network has been re-established and regular meetings held to link credit union activity to CWB process. Discussions are now ongoing with the CU Network to look at new financial models for CU activity.
- The council, working with Scottish Communities Finance Ltd, has developed a pilot Community Bond programme to support local organisations that are looking for investment to realise their projects. See Community Bond case study below.

### How it's working in South Lanarkshire:

#### Case study: Community Bond pilot programme

South Lanarkshire Council has agreed a partnership with Scottish Communities Finance Ltd to stimulate investment in local social and community enterprises that want to take over buildings, undertake renewable installations or want to grow their products and services.

This pilot programme will see the Council package up investment and support local organisations that are looking for investment to realise their projects. It will also test the opportunity for local business and local people to invest in Community Bonds for a financial return, whilst making things happen locally.

Starting in 2023 the programme includes a range of measures to stimulate local investment whilst also encouraging organisations to use bonds to raise investment. Included in the range of measures are, an investor money back guarantee, buying one bond for every one bought by a local person and buying any outstanding bonds to ensure a viable project proceeds.

Commenting on the programme, Councillor Robert Brown, Chair of Community and Enterprise Committee at South Lanarkshire Council said "South Lanarkshire Council is the first Local Authority in Scotland to invest in and test the Community Bond model, as a new form of investment into the local economy. Under the Council's community wealth building approach, this pilot aims to create opportunity for the social economy, whilst retaining and circulating money within our communities."

Pauline Hinchion, Managing Director, Scottish Communities Finance Ltd said, "We are delighted to be working the South Lanarkshire Council on a new Community Bond pilot. Social and community enterprises have great ambitions for their communities, but often lack the money to realise them, so providing these organisations with direct financial and business support whilst also encouraging citizen investors is a win-win for all the communities of South Lanarkshire."

## Building the generative economy

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

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

### How we have supported Community Wealth Building

- We have developed sector specific strategies and programmes - Food, Tourism and Social Enterprise Strategies completed and in place. Specific business support initiatives have taken place to support key sectors including Build Lanarkshire - a construction accelerator programme, and women in business pilot programme delivered with partners.
- The scope of business support grants has been widened to include funding for low carbon, energy efficiency projects.
- Small business support grant pilot introduced 2022 to assist micro and small businesses implement projects to help them grow. This has been successful and well received by businesses and will therefore continue as a business support offer.
- A new business start up grant, for businesses which have not yet started trading and therefore ineligible for existing support, was also trialled and this was implemented through Business Gateway contractor.
- Business Growth Grant was delivered throughout the year committing around £1.3M of funding to local businesses. This fund is being replaced with a new grant fund focussing on creating jobs and implementing net zero activity using UK Shared Prosperity Funding throughout 2023-24 and 2024-25.
- A new volunteering strategy for the Community Planning Partnership was approved and launched.
- A Social Enterprise Strategy was developed and approved. (See South Lanarkshire Social Economy case study below) and the implementation will be supported by a dedicated SE officer.

### How it's working in South Lanarkshire:

#### Case study: supporting CWB through the Place Based Investment Funding (PBIP)

The projects below illustrate the progress and pipeline of projects supporting CWB through the Place Based Investment Funding (PBIP).

#### ***Carnwath Community Council - Business and Community Hub***

Carnwath Community Council are completing a 3 - phase Capital project to provide locally based business and community support Hub in Carnwath village centre. This is a rural community with limited local assets and travel issues to other local towns.

Phase 1 - To support this the community council purchased the VDL site at 143 main street with funding of £323k from PBIP, included in the cost was demolitions and remediation. This has been completed.

Phase 2 - The group then applied to PBIP for £25k funding to purchase 84 Main Street including funds to refurbish the property. The purchase has been completed and refurbishment ongoing. The aim is for the site to be used as a charity shop to generate income to support the proposed Hub's operational costs.

Phase 3 - The Community council have subsequently raised approximately £734k of funding from multiple sources to build a new Community and Business Hub on the purchased site at 143 Main street. The combination of the 2 sites will provide a revenue stream to assist in the operating of the community and business Hub whilst providing a valuable service in a rural location to residents of limited means.

PBIP funding £347K Project value £1,080k

### ***Bothwell Futures – Bothwell Business and Community Hub***

Bothwell Futures are in the process of redeveloping and extending Bothwell Library as a business and community hub. It is a 3-phase project.

Phase 1 – They have purchased Bothwell Library via an asset transfer, supported by PBIP to the value of £50k. The asset transfer is complete.

Phase 2 - They have completed a £400k refurbishment partially funded by £100k of PBIP, to repurpose it as a business and community hub. The existing building refurbishment is complete, and the centre currently has 2 tenants full time in the business offices providing an income in rentals to support the community activities. Included in the costs plan is a development officer working in the centre to deliver support to the local community.

Phase 3 – Planning is underway for the extension to the existing building providing additional office and community space to let. Currently funding is being raised for this element.

PBIP value £150k Project value £450k (excluding phase 3)

### ***East Kilbride United – Kirktonholme Pavillion***

East Kilbride United have embarked on a 3-phase plan to develop their Kirktonholme site, creating a more disabled friendly pavilion and sports areas to support local groups and widen their use.

Phase 1 - was a feasibility study for £10k funded by PBIP used to engage with local groups and organisations to gauge their interest in the project. this has been completed and support for the work is overwhelming.

Phase 2 - is a refurbishment of the entrances, changing facilities and exits to the sports field funded by PBIP totalling 180k. this is currently under construction and going to plan.

Phase 3 - is a resurfacing of the parks with artificial turf to allow greater use by all including disabled users. This has been supported by the SFA, Sport Scotland, SLC Community Benefit Fund and SLC PBIP providing £300k with a project value of £875k.

The combination of these works will open up the facility to a number of additional organisations who otherwise are not able to take part in social sports activities. The new playing surface will provide a safer environment to use in all conditions increasing the frequency of use.

PBIP value £490K Project value £1,065k

### ***Lesmahagow – Community and Business Hub***

This project is to refurbish a 3-storey retail unit in the town centre of Lesmahagow that has closed down, creating a business space on the ground floor and 2 affordable flats on the 1st and 2nd floors to generate income to support the Hub. The building is owned by the group.

This is a multi-phase project.

Phase 1 - is the design and development of the project to RIBA stage 4 funded by PBIP to the value of £55k which is currently being worked up and will be completed by the end of July 2023.

Phase 2 - is the refurbishment of the facility and flats with a combination of several different funds totalling £726k PBIP contribution £100k.

Once open it will provide office and meeting space for local individuals and organisations supported by the income from the flats above.

PBIP Value £155k Project value £781k

### ***Biggar Youth Project – Facility Refurbishment***

The Biggar youth project is based in one of the old Auction mart sheds and supports school children during the day and groups and organisations at night. As a rural High School, most students attending Biggar are bussed to school from the surrounding area and as such this facility provides a calming and relaxing space away from school during lunch or free periods.

The building itself is over 100 years old and is in poor condition. Historically it was a cattle and sheep pen and was designed as such. It is poorly insulated, very expensive to heat, and these associated costs put a strain on the facilities' resources. The building is owned by the group. The planned works are in 2 phases.

Phase 1 – to design and develop the project to RIBA stage 4 at a value supported by funding to the value of £85k from PBIP.

Phase 2- a combination of funds including PBIP to the value of £846k to support the redevelopment and insulation of the site including replacement windows, doors and insulation in the roof space, combined with a new boiler to create a more energy efficient space improving the sites green credentials. Making it more cost effective to run and ensuring its future. PBIP contribution £300k.

PBIP value £385k Project Value £931k.

### **Case study: South Lanarkshire Social Economy Strategy**

A new strategy to ensure South Lanarkshire's social enterprise continue to thrive and grow over the next 5 years has been published by South Lanarkshire Council.

The strategy has been developed around a shared vision to cultivate a vibrant, and growing social enterprise sector in South Lanarkshire which creates social and environmental benefits for all.

South Lanarkshire Council, working with Voluntary Action South Lanarkshire (VASLan) co-produced its first dedicated strategy for South Lanarkshire following consultation with the sector and wider stakeholders. The strategy represents a next step in the journey to shape

South Lanarkshire's agenda for social enterprise, building upon the excellent work which is already taking place.

Concentrating on 3 priorities, as set out in the Scottish Government's 10 Year Social Enterprise Strategy, South Lanarkshire will focus on:

- Stimulating the social economy - Working with public, private and third sector partners we will generate awareness and greater understanding of the social economy and encourage start up social enterprises and growth here in South Lanarkshire.
- Developing stronger organisations - We will target capacity building and the wider business support offer to social enterprises, so that organisations can access the resources, knowledge and support needed and achieve greater potential.
- Realising market opportunities - The SESG partnership ambition is to increase the number and range of social enterprises directly involved in selling to consumers, the public and private sector, and to increase supply chain opportunities in the delivery of local products and services.

Social enterprises are active across all sectors of the economy. Here in South Lanarkshire, the latest 2021 Census captured 177 organisations, and shows the largest fields of activity for social enterprises in Health and Social Care (16%), Early Learning and Childcare (16%) and Arts and Creative Industries (15%). Four out of ten social enterprises trade locally, whether in their local community (25%) or within the local authority area (15%). A significant number of South Lanarkshire social enterprises have a wider reach, either to neighbouring local authority areas (35%) or Scotland-wide (25%).

Key facts from the South Lanarkshire census figures include:

- 75% led by women
- 78% sell direct to consumers
- 26% located in rural South Lanarkshire
- £35m GVA added to South Lanarkshire economy
- 1,280 Full Time Equivalent employees
- 92% pay at least the Real Living Wage to all employees
- 20% won a public contract in the last 12 months
- £64m total annual income of South Lanarkshire Social Enterprises

The Strategy has been developed with the social enterprise sector and wider partners and stakeholders. Together, over the lifetime of the Strategy, we will work collectively to deliver key actions to boost the South Lanarkshire Social Economy and deliver on our community wealth building priorities.

To kick start the Strategy we have delivered a bespoke business Accelerator programme with 15 South Lanarkshire Social Enterprise and aim to roll out this year to a further 30 businesses. £75,000 has also been made available as a fund to help organisations income generate and support consortia development.

## **Conclusion**

This annual report has highlighted our progress over the second year of Community Wealth Building. We have strengthened the links between anchor organisations in South Lanarkshire through the work of the CWB Commission and we have continued to focus our combined energies, skills and resources onto our Community Wealth Building ambitions.

We continue to be inspired by examples of what CWB can achieve in the UK and abroad, and we are delighted to be active participants in the growing CWB movement within Scotland.

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

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

## **Further information**

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