

# 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 Action Plan 2023 Refresh</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Commission with the Community Wealth Building (CWB) Action Plan for 2023/2024, following a review of the actions at the end of year 2 of the CWB Strategy

## 2. Recommendation(s)

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

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

## 3. Background

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

3.2. Performance reports detailing progress against the action plan have been presented to the Commission at Q2 and Q4 for years 1 and 2 of the Strategy. Following presentation of the latest Q4 progress report on 6 June 2023, the action plan has been reviewed to remove completed actions and to refresh the remaining actions for year 3 of the Strategy.

3.3. This report presents the refreshed action plan for 2023/2024.

## 4. CWB Action Plan – 2023 Refresh

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

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

## 5. Next Steps

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

## 6. Employee Implications

6.1. There are no direct employee implications.

## **7. Financial Implications**

7.1. There are no direct financial implications.

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

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

## **9. Other Implications**

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

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

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

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

**Paul Manning**

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

17 August 2023

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

- Promote Performance Management and Improvement

### **Previous References**

- None

### **List of Background Papers**

- None

### **Contact for Further Information**

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

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## Spending

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
Expand the capability of local business and social enterprises to bid for public sector contracts with support from economic development and procurement teams	Provide support to local sectors based on an assessment of current capabilities ensuring support from Supplier Development Programme (SDP)	Deliver training events on public sector procurement for relevant contracts including quick quote	March 2024
		Promotion of free procurement training aligned with the continued support of the SDP ensuring that all Business Gateway advisers are aware of the programme and what it delivers	March 2024
		Increase the level of spend with local companies	Annual
		Increase the number of registrations with Public Contracts Scotland tendering portal	Annual
		Increase the number of registrations with Supplier Development Programme	Annual
		Increase the contracts awarded to local companies	Annual
		Consider long term economic development growth opportunities across South Lanarkshire	March 2025
		Supplier Development Programme to assist small and medium-sized enterprises (SMEs) to develop the required suite of supporting policy and practical documentation to submit bids for council works contracts	March 2024
		Continue to review the range of support provided to businesses wishing to engage and identify measures to increase capability	March 2024

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
		Report on the findings of the Market Capacity Assessment to understand the capability of the food and drink sector to supply food and drink to the Council	September 2024
Build on our knowledge of market supply through further analysis of local capacity to identify new opportunities for local business to grow	Assess local markets, their existing capacity and willingness of business to grow together with the identification of appropriate contract opportunities	Identify opportunities for local SME's to increase spend working with various agencies	March 2024
		Encourage local suppliers to bid for Scotland Excel and HubSW contract opportunities	March 2024
		Identify the opportunities presented from the review of the Grow Local management information that should allow more local business to bid for prospective work	March 2024
		Promote the Council's contract register as a source of information to interested parties	March 2024
		Enact the changes necessary to the council contract terms and conditions to capture levels of sub-contracting spend	March 2024
Increase the levels of pre-market engagement before commissioning to shape the preparation of tender requirement and prepare potential local bidders	Assess those procurement opportunities where pre-market engagement would be considered beneficial	Utilise support from Supplier Development Programme to facilitate engagement, using their marketing and social media channels, plus webinars and early engagement events	March 2024
		Maintain liaison with Tier 1 contractors to promote SME engagement for sub-contract opportunities and, where possible, obtain details of successful awards	March 2024

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
		Earlier identification of potential contracts and cascading of this information to the relevant businesses	March 2024
Increase promotion of tender opportunities to local sectors	Use a range of communication methods to advertise opportunities to potential bidders	Conduct supplier events and increase the use of social media	March 2024
		Supplier Development Programme to raise market awareness of opportunities using their marketing and social media channels, plus webinars	March 2024
		Specific promotion of quick quote opportunities	March 2024
		Review of the detailed feedback from SDP following the Meet the Real Buyer event	September 2023
Improve the environmental outcomes from procurement	Review sustainability requirements for contracts	Progress the Flexible Framework Sustainability action plan to further embed good procurement practice	March 2024
Work with anchor institutions to explore further opportunities for more local spend	Identify those anchor organisations willing to participate and promote contract opportunities to local SMEs and social enterprises	Complete an exercise to identify common areas of interest with other anchor organisations	March 2024
		Assessment of tender opportunities and development of collaborative procurement routes	March 2025
		For our lower value procurement processes NHS Lanarkshire will ensure, where possible, that at least half of the suppliers invited to quote are based in the Lanarkshire area	March 2024

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>Timescales</b>
Maximise our approach to community benefits and social investment	Review of the changes to delivering increased levels of community benefits and identification of new opportunities to improve community outcomes	Implementation of community benefits monitoring system	June 2025
		Monitor the wish lists delivered from community benefits	March 2024
		Conduct a review of the adoption of the Fair Tax Mark accreditation for contracted suppliers	March 2025
		Review of the approach to Fair Work First and Community Benefit to deliver social investment and increase positive social impact	March 2025
		Put in place greater levels of monitoring in relation to compliance with the range of charters	March 2025
Review procurement practices to deliver more local spend where possible	Consideration of the changes that could be made to the way contractual opportunities are presented to the market and evaluated in support of community wealth building objectives	Review the contract evaluation criteria for regulated spend and potential for increasing tender opportunities for local business	December 2023
		Review standing orders to identify changes that could increase opportunities for local spend	May 2025

## Workforce

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
Promote Living Wage and Fair Work practices locally demonstrating this within our own working practices	Ensure that all Anchor organisations including South Lanarkshire Council have adopted the Living Wage as well as Living hours and fair work practices	We will continue to advocate the Living Wage and work on developing living hours along with our Community Planning Partners and Anchor Organisations	March 2024
	Support our local businesses to create fair working practices	Continue to ensure that all businesses and third sector organisations who engage with the Council are encouraged to adopt the Living Wage and a fair work approach to employment practices	March 2024
		Provide webinars and support to understand impact of Fair Work, for employers and communities	March 2024
	We will improve the percentage of applicants from South Lanarkshire SIMD areas who secure work with Living Wage accredited employers	Our employability projects will work with managers to identify pre employment training and skills required for entry level jobs as well as building on existing work to prepare our local residents for interview and improve their employability	March 2024
			March 2024
Identify employability support staff to provide local employability support to local applicants	We will continue to deliver employability programmes which help local residents into work	We will map the extent of employability support with partners - identifying strengths, gaps and areas for development	March 2024
Identify areas of anticipated future demand through workforce planning and put in place training programmes and access to qualifications to match this	Work with our own services and public and private sector partners to identify the skills they need to grow and create wealth in the local economy, including skills needed for the transition to a net-zero economy	We will work with our own services and with partners on our Local Employability Partnership, local business organisations including Federation of Small Businesses and Lanarkshire Chamber of Commerce. The purpose is to consult with these communities – gathering data on their immediate as well as future skills needs. We will develop existing relationships with Scottish Enterprise, Business	March 2024

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
		Gateway and Skills Development Scotland to ensure that up to date labour market and demand led data is informing our plans and developing our skills and knowledge training	
	Be responsive to business and Social Enterprise needs	We will further develop our Upskilling Programme to ensure it is meeting demand led skills requirements and qualifications from local SMEs and Social Enterprises in particular	March 2024
		We will work with new businesses to ensure residents are upskilled prior to launch date through pre-employment training and employability support	March 2024
Screen vacancies for suitability to local labour market	Promote the Council and partners as an 'Employer of Choice' highlighting our excellent Terms and Conditions and opportunities for flexible working	Build on work ongoing with targeted recruitment in Employability Services, ensuring that applicants are supported to apply for vacancies with the Council and partners as well as receiving pre-employment training where required. Use available funding to support job opportunities for local people within council	March 2024
	Continue to support local residents and businesses through our extensive employability programme of support	We will continue to work with local companies and residents to ensure we reach the best fit of local vacancies to skills. Investing in training and employability support where required	March 2024



<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>Timescales</b>
Identify potential numbers and roles for Modern Apprenticeship (MA) opportunities with managers in the Council and work with Skills Development Scotland (SDS) to reflect these in the contract	Identify suitable Modern Apprenticeship opportunities within the Council over next 2-5 years	Work with Resource Workforce Plans to identify numbers and MA occupational areas, and build on MA frameworks to create training which meets the needs of the Council	March 2024
	Engage with SDS to agree MA priorities at national and local level	Modern Apprenticeship opportunities a standing item for discussion at local employability partnership meetings	March 2024
	Work with Education Resources to identify suitable Foundation and Modern Apprenticeship journeys	Monitor progress of Foundation Apprenticeship candidates who are ready/suitable for Modern Apprenticeship opportunities. Put in place any additional supports required	March 2024
Explore with Scottish Government the possibility of using Youth Guarantee funding to support these additional Modern Apprenticeship roles	Review the funding streams available to the Council to support training including Modern Apprenticeships	Examine the terms and conditions of these funding streams to identify best option for funding or part-funding Modern Apprenticeship programmes and other training opportunities	March 2024
	Put in place options for trainee positions including modern apprenticeships using workforce plans and funding criteria to maximise effectiveness	Use different funding streams to leverage best available options for sustainable traineeships. Link to work with DYW – Developing the Young Workforce	March 2024

## Land and property

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
Continue to deliver an Affordable Housing Supply Programme	Increase the supply of affordable housing across South Lanarkshire	Deliver the Strategic Local Programme Agreement (SLPA)	March 2024 (Annual)
		Preparation and approval of the Strategic Housing Investment Plan (SHIP)	October 2024 (Annual)
		Implement policy on affordable housing in new private developments in South Lanarkshire Local Development Plan 2	March 2024 (Annual)
Continue to operate and further develop the Open Market Purchase Scheme	Identify and purchase appropriate properties to meet specific housing needs	Promote and advertise scheme in targeted areas	March 2024
		Target of 120 properties purchased through Market Purchase Scheme for 2023/2024	March 2024
Identify opportunities for housing led regeneration projects	Continuous assessment of regeneration priorities as part of Local Housing Strategy process	Considered as part of annual review of Local Housing Strategy	March 2024 (Annual)
		Identified priority projects included as part of SHIP development	October 2023 (Annual)
		Ensure priority projects are included as part of the preparation of the next South Lanarkshire Local Development Plan 3	March 2024 (Annual)
Support owners of empty homes to bring them back into use	Continue to target long-term empty homes to bring them back into effective use and contribute towards meeting housing needs with a target of 15 set for 2023/2024	Establish a Matchmaker Scheme to link empty properties with interested buyers	March 2024 (Annual)
		Set up an empty home grant scheme providing financial support for owners to improve property condition	
		Provide practical advice and assistance to empty property owners	

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
Promote and support the Community Asset Transfer (CAT) process	Increasing number of asset transfers	Support asset transfer through:- <ul style="list-style-type: none"> <li>• Continued promotional work</li> <li>• Continuation of CAT Officer Post to support community interest</li> <li>• Grow Community Capacity</li> </ul>	March 2024 (Annual)
	Annual evaluation of the 'value' of asset transfers to communities and community wealth building (CWB)	Co-design an evaluation tool with a 1-2 completed CAT groups  Pilot and test  Develop the tool and CWB indicators	March 2024 (Annual)
Deliver improvements to support the Energy Efficient Scotland programme and encourage homeowners to do the same	Continue to improve the energy efficiency of the Council's housing stock contributing towards national climate change ambitions	The Housing Investment Programme will continue to incorporate sustainable changes to the Council's housing stock, working towards increasing the number of properties that meet the relevant energy efficiency standards for social housing	March 2024 (Annual)
	Continue to implement energy efficiency measures across council and partner facilities including investment in renewable energy solutions and low/zero-carbon heating	Deliver a range of projects as part of the Community Energy Efficiency Fund programme  Reduce embodied carbon from construction (new builds and refurbishment)	March 2024 (Annual)
	Continue to maximise external funding to support owners and private rented properties to improve their property	Work with partners, including Home Energy Scotland, to provide advice and support to owners and private landlords on funding opportunities available to them	March 2024 (Annual)
		Implement and administer the Energy Company Obligation (ECO) scheme within South Lanarkshire	March 2024

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>Timescales</b>
Repurpose neglected town centre assets to encourage footfall and spend in the local economy, and create thriving places where people can access goods and services on foot or via public transport	Take the “20-minute neighbourhood” concept into account when planning capital schemes	Include “20 minute neighbourhoods” within the scoring criteria when assessing bids for UK, Scottish Government and Council funded capital schemes	October 2023 (Annual)
	Apply the principles of Community Wealth Building to spatial planning decision including the preparation of South Lanarkshire Local Development Plan 3 (SLLDP3) and the assessment of planning applications	<p>Ensure SLLDP3 supports the principles of Local Living and community wealth building</p> <p>Submission of Evidence Report</p> <p>Prepare guidance to aid the assessment of planning applications</p> <p>Approval of proposed Plan followed by consultation and examination</p> <p>Adoption of Plan</p>	<p>September 2024</p> <p>December 2024</p> <p>October 2025</p> <p>December 2027</p>
Look to ensure that Council-led physical regeneration schemes have input from other anchor institutions and key partners and enable sharing and participation from the community and voluntary sectors	Engage with public, private and voluntary sector partners to marry-up aspirations and pool funding to add value and deliver one-stop service provision	Ensure cross sector-partners are aware of planned projects and opportunities for collaboration	October 2023 (Annual)

## Finance

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>Timescales</b>
Building on the relationship we already have with local credit unions (CUs), we will work locally with the credit unions and other community partners to explore ways to encourage use of the savings and affordable credit facilities which they offer	Establish working relationships with CUs and community partners to promote savings and affordable credit	Work with communities to grow credit unions by promoting savings and affordable credit	March 2025

## Building the generative economy

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
Continue to develop how business grants can help grow communities	Offer targeted support to South Lanarkshire businesses, enabling them to create and safeguard jobs, increase turnover and profit	Develop sector specific programmes (tourism, food and drink, social enterprises, green economy, construction, manufacturing etc)	March 2024 (Annual)
		Signpost businesses to other sources of help and advice	March 2024 (Annual)
Promote investment opportunities to regional and national institutions to market South Lanarkshire as a place to visit and do business	Develop a marketing/investment strategy, including a promotional programme with targeted/seasonal events and promotions around key employment sectors	Create a site prospectus	March 2024 (Annual)
		Improve web presence/ on line material	March 2024 (Annual)
		Ensure planning and other statutory advice is up-to-date and accessible	March 2024 (Annual)
Create a positive environment for third sector organisations where local anchors offer development support	Develop a new strategic agreement with the Third Sector	Establish a high level review group and comprehensive engagement process for the review	March 2024
	Implement the new strategic agreement with the Third Sector	High level strategic agreement group overseeing actions	March 2025
Support our social enterprises and key Third Sector organisations to generate more of their own funding	Review resourcing and funding the Third Sector	Establish a cross-partner review group and agree terms of reference	March 2025
	Implement new funding arrangements for Third Sector	Develop options for new funding arrangements for Third Sector	March 2025
Develop a new Social Enterprise Strategy and Action Plan	Deliver the objectives outlined in the social enterprise strategy 2023-2027	Deliver actions under the key priorities of Stimulating Social Enterprise, Developing Stronger Organisations and Realising Market Opportunity	March 2024