



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 28 August 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, 05 September 2023
Time: 14:00
Venue: Hybrid - Committee Room 1, 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 Gardner, Chief Executive, **NHS Lanarkshire**
Josephine Pravinkumar, Director of Public Health, **NHS Lanarkshire**
Hisashi Kuboyama, Development Manager, **West of Scotland, 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 - 8
Minutes of the meeting of the Community Wealth Building Commission held on 6 June 2023 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

- 3 **Community Wealth Building Action Plan 2023 Refresh** 9 - 22
Report dated 17 August 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Community Wealth Building Annual Report 2022-2023** 23 - 46
Report dated 17 August 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Spatial Planning and Community Wealth Building** 47 - 52
Report dated 28 July 2023 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 6 **Town Centres Strategic Update** 53 - 58
Report dated 27 July 2023 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 7 **Draft Community Wealth Building Charter** 59 - 64
Report dated 28 July 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Third Sector and Community Wealth Building** 65 - 70
Report dated 17 August 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 9 **Forward Programme for Future Meetings** 71 - 74
Report dated 16 August 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
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Clerk Email:	helen.calley@southlanarkshire.gov.uk

COMMUNITY WEALTH BUILDING COMMISSION

2

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 6 June 2023

Chair:

Councillor Joe Fagan

Present:

South Lanarkshire Council

Councillors Robert Brown, Maureen Chalmers, Kirsten Robb, Margaret B Walker
C Sneddon, Chief Executive; P Manning, Executive Director (Finance and Corporate Resources)

NHS Lanarkshire

J Pravinkumar, Director of Public Health

University of the West of Scotland

T Adamson, Estates Environmental Manager

Also Attending:

South Lanarkshire Council

Community and Enterprise Resources

Y McBride, Economic Development Officer; I Ross, Project Manager

Finance and Corporate Resources

H Calley, Administration Officer; C Fergusson, Head of Finance (Transactions); J Kerr, Community Engagement Manager; N Reid, Improvement and Community Planning Manager; L Wyllie, Administration Assistant

Housing and Technical Resources

J Read, Strategy and Policy Adviser

Local Government Improvement Service

R Hart, Project Lead, Rutherglen

Apologies:

South Lanarkshire Council

Councillors Alex Allison, Margaret Cooper, John Ross; S Sengupta, Director, Health and Social Care; G McCann, Head of Administration and Legal Services (Finance and Corporate Resources)

Federation of Small Businesses

H Kuboyama, Development Manager, West of Scotland

NHS Lanarkshire

J Gardner, Chief Executive

VASLan

S Sweeney, Chief Executive Officer

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 28 February 2023 were submitted for approval as a correct record.

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

3 Shaping Places for Wellbeing

A report dated 10 May 2023 by the Executive Director (Finance and Corporate Resources) was submitted introducing the Local Government Improvement Service's (LGIS) Shaping Places for Wellbeing Programme.

Shaping Places for Wellbeing was a 3 year programme, running until March 2024, delivered by Public Health Scotland (PHS) and LGIS, with local authorities and NHS Boards. It aimed to address health inequalities and attempted to stop problems developing through the use of an upstream approach to address the social determinants of health.

The Programme recognised that the ability to make improvements sat with local partners, including councils and it sought to harness this to develop new approaches that improved health and wellbeing outcomes and from which learning could be drawn and used more widely across Scotland.

In South Lanarkshire, Rutherglen had been selected as a test site due to its level of health inequalities, its strong local infrastructure and the work being complementary and supplementing the range of activity already underway. The report detailed links to the CWB agenda.

R Hart, Project Lead, Rutherglen, gave a presentation which highlighted the following:-

- ◆ Shaping Places for Wellbeing was achieved through 3 activities; local project work, local learning cohort and national leadership cohort
- ◆ the national context, including key policies and approaches
- ◆ the 'Big Picture' was "how to keep focus on long term system change when there was so much firefighting in the context of acute need and low resource?"
- ◆ the state of health and health inequalities in Scotland
- ◆ delivering a future for Scottish local authorities through 6 core anchors that underpinned the role of the local government sector of the future
- ◆ the Place and Wellbeing Collaborative
- ◆ implementation of the Shaping Places for Wellbeing Programme
- ◆ next steps and additional resources

The Project Lead, Rutherglen, responded to members' questions on:-

- ◆ the assessment sessions and their expected outcomes
- ◆ supports provided to achieve objectives in local and neighbourhood plans
- ◆ the new Planning regulations and ensuring spatial requirements were included
- ◆ understanding of areas of health inequalities
- ◆ how emerging themes from the data profiling had impacted the Programme

The Commission decided: that the report and presentation be noted.

J Pravinkumar joined the meeting during this item of business

4 South Lanarkshire Social Enterprise Strategy 2023 to 2027

A report dated 27 April 2023 by the Executive Director (Community and Enterprise Resources) was submitted providing an update on the progress of the development of the South Lanarkshire Social Enterprise (SE) Strategy.

At the first meeting of the Community Wealth Building (CWB) Commission on 31 August 2021, members approved an action plan to accompany the South Lanarkshire CWB Strategy 2022. This new Social Enterprise (SE) Strategy was one of the high-level outcomes of the CWB Action plan, alongside the development of an SE Steering Group.

The SE Strategy set out the Council's commitment to increase the number of social enterprises and improve the sustainability of the sector in South Lanarkshire. Constructive comments had been received which had informed the SE Strategy, attached as Appendix 1 to the report.

The priorities and draft narrative were shared with and informed by, partners and stakeholders, within and outwith the Council, as part of a wider consultation process. A list of consultees was attached as Appendix 2 to the report.

The SE Strategy was a new strategy for South Lanarkshire and was in keeping with the Scottish Government's priorities for the sector and vision of a fair society and inclusive economy, as set out in the 'Scotland's Social Enterprise Strategy 2016 to 2026'. The 3 high level priorities were:-

- ◆ stimulating Social Enterprise
- ◆ developing stronger organisations
- ◆ realising market opportunity

The Strategy's vision was "to cultivate a vibrant and growing social enterprise sector in South Lanarkshire, which creates social and environmental benefits for all". A summary of the sections of the Strategy was provided in the report.

The Economic Development Officer responded to a member's question on the Community Bond model.

The Commission decided: that the content of the South Lanarkshire Social Enterprise Strategy 2023 to 2027 be noted.

[Reference: Note of 31 August 2021 (Paragraph 4)]

5 Supplier Engagement

A report dated 18 May 2023 by the Executive Director (Community and Enterprise Resources) was submitted providing an update on the engagement activities that had been undertaken to assist local businesses to access South Lanarkshire Council tender opportunities which included the South Lanarkshire Council Supplier Engagement Survey that was cascaded to the local business base during September 2022.

A key objective of the Community Wealth Building (CWB) Strategy was to increase the 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 included reviewing the processes for how the Council procured, engaged and supported businesses and identified and promoted increased tender opportunities.

The CWB 'Spend Pillar' Group had agreed that ascertaining the skills, experience and thoughts of the local business base would help to tailor how to support those businesses going forward in relation to increasing the number of local Small Medium Enterprises (SMEs) securing contracts with South Lanarkshire Council. This would be achieved by undertaking a survey of South Lanarkshire businesses and 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 and cascaded to 13 partner organisations, as detailed in the report, to share with their client bases. An email was also sent, by the Economic Development Lead Officer on Construction Sector, to all relevant businesses on the FAME database of companies to which Economic Development subscribed.

Overall, 243 respondents completed the questionnaire, 221 of which were located in South Lanarkshire. This was considered a good return for this form of engagement and for the timescale the survey was open. Information on the make-up of the respondents, the main findings of the survey and observations from the survey were provided in the report.

Details of other supplier engagement events and activities were detailed in the report, as well as information on the Meet the Real Buyer event held on 22 February 2023.

The review of the survey responses confirmed that the range of actions which were being progressed under the current action plan in relation to training and awareness raising, were highly relevant. However, further activity would take place focusing on the preparation of an awareness and training plan for 2023/2024 to extend the reach to more businesses.

A second business survey would be completed in 2024/2025, the results of which would allow a comparison to be made with results from the one completed in 2022/2023.

The Head of Finance (Transactions) responded to a member's question on increasing feedback on the tender processes.

The Commission decided: that the report be noted and proposed further actions pursued.

Councillor Chalmers left the meeting during this item of business

6 Community Benefits Associated with the Council's Affordable Housing Supply Programme

A report dated 18 May 2023 by the Executive Director (Housing and Technical Resources) was submitted providing:-

- ◆ an overview of the approach taken by South Lanarkshire Council to enable maximum community benefits from construction projects within its Affordable Housing Supply Programme and non-domestic estate
- ◆ examples of recent South Lanarkshire Council-led construction projects that had direct contribution to the Community Wealth Building (CWB) ambitions across South Lanarkshire

Within the 'Land and Property' Pillar of the South Lanarkshire CWB Strategy, the Council's Housing and Technical Resources was responsible for delivering actions to increase the supply of affordable housing within South Lanarkshire and ensuring consideration was given as to how this would also result in wealth being generated or retained locally.

As set out in the South Lanarkshire Local Housing Strategy 2022 to 2027, increasing the supply of affordable housing would be achieved, in part, through the delivery of the Council's Affordable Housing Supply Programme which aimed to deliver a further 1,300 additional council homes by 31 March 2028.

The delivery of new council housing supply attracted significant levels of grant funding from the Scottish Government, alongside sustained investment from the Council's Housing Revenue Account. As such, opportunities existed to ensure this funding generated direct and indirect benefits for local people, businesses and services, in addition to positive outcomes for new or existing South Lanarkshire Council tenants.

Each year, Scottish local authorities spent significant sums on works, goods and services that were essential to the delivery of public services in local communities. In procuring such works, there were opportunities to consider and implement a range of initiatives that would promote skills, training, apprenticeships and employment of local people. Details of the community benefits and how those aligned with CWB were detailed in the report.

Examples of projects contributing to the CWB agenda, including the community benefits acquired from each, were detailed in Appendix 1 to the report.

The Strategy and Policy Adviser responded to a member's questions on delivery and assessment of the Community Benefit Programme and reviewing the Community Benefits Menu.

The Commission decided:

- (1) that the approach taken by the Council to enable the maximum community benefits from construction projects within its Affordable Housing Supply Programme and non-domestic estate be noted; and
- (2) that the examples provided in Appendix 1 to the report be noted.

J Pravinkumar left the meeting during this item of business

7 Community Wealth Building Scottish Government Consultation

A report dated 10 May 2023 by the Executive Director (Finance and Corporate Resources) was submitted presenting the South Lanarkshire response to the Scottish Government's consultation on Community Wealth Building (CWB), which was developed by the CWB Progress Group on behalf of the Commission.

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 and sought views on what was required to accelerate and deepen CWB in Scotland. The extended closing date for responses was 9 May 2023.

At its meeting on 28 February 2023, the Commission agreed that the CWB Progress Group would develop a South Lanarkshire response to the consultation which would be submitted on behalf of the Commission once approved by the Chair.

The key topics within the consultation were whether and in what form, to introduce a duty to advance CWB; how best to support such a duty and whether there were any changes to Scottish legislation which could accelerate or support the 5 pillars. In relation to the duty to advance CWB, there were 3 options which were detailed in the report.

The South Lanarkshire response supported option A as the most effective and proportionate approach, the reasons for which were detailed in the report.

The full South Lanarkshire response to the consultation was attached as Appendix 1 to the report. The response addressed all the questions outlined in the consultation and supplied suggestions and reflections across all 5 pillars of CWB. The response was compiled from input by members of the CWB Progress Group and also benefited from the Glasgow City Region draft response which was circulated to Commission members in April 2023.

The Head of Finance (Transactions) responded to a member's questions regarding the size of contracts and making them more accessible to smaller groups and the retrofit supply chain.

The Commission decided: that the report be noted.

[Reference: Note of 28 February 2023 (Paragraph 7)]

8 Community Wealth Building Action Plan Q4 Update

A report dated 16 May 2023 by the Executive Director (Finance and Corporate Resources) was submitted on the Quarter 4 update on 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 12 month period April 2022 to March 2023.

The Strategy and Policy Adviser responded to a member's question on the Community Energy Efficiency Fund Programme and delays with the supply of materials.

The Commission decided: that the report be noted.

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

9 Forward Programme for Future Meetings

A report dated 18 May 2023 by the Executive Director (Finance and Corporate Resources) was submitted advising of the forward programme for meetings of the Commission and inviting members to suggest topics for inclusion in the Commission's forward programme.

The Commission decided: that the report be noted.

10 Any Other Competent Business

There were no other items of competent business.

Report

3

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

Subject:	Community Wealth Building Action Plan 2023 Refresh
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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:-

Tom Little, Head of Communications and Strategy

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

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

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
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

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
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"> Continued promotional work Continuation of CAT Officer Post to support community interest Grow Community Capacity 	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	March 2024 (Annual)
		Reduce embodied carbon from construction (new builds and refurbishment)	
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

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
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

We will:	High Level Actions	Steps we will take to deliver this action	Timescales
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

Report

4

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

Subject:	Community Wealth Building Annual Report 2022/2023
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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.

Section	Content
Introduction	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
What is CWB	What is CWB and why are we doing it - this revisits the background to CWB and outlines the 5 pillars
Progress and case studies	This section of the annual report takes each pillar in turn and: <ul style="list-style-type: none"> • reviews the aims of the strategy • highlights progress made; and • provides case studies to illustrate the work of the Council and partners under this pillar
Conclusion	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

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Progress and case studies

- **Spending**
- **Workforce**
- **Land and property**
- **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”.

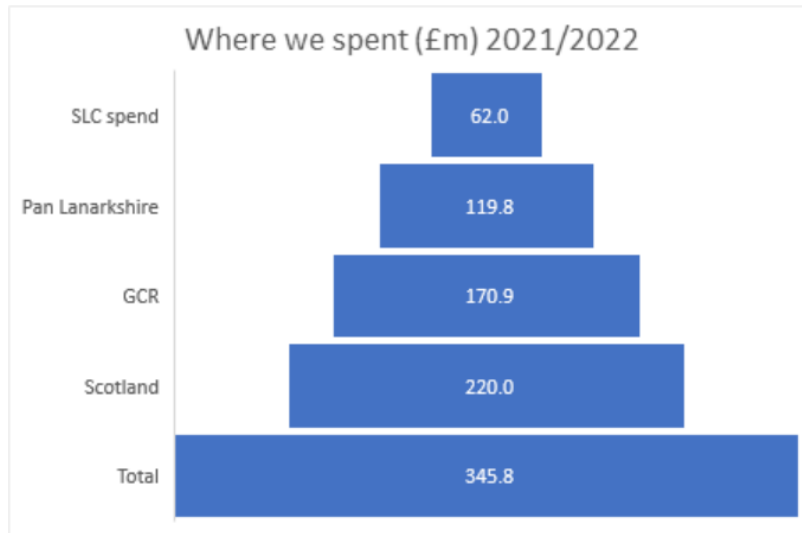
Clyde Windows and Construction are based in Larkhall and were successful in securing a contract valued at £26,000 for replacement windows at our Universal Connections facility in Hamilton. Although this contract was under the previous threshold Clyde Windows had not been successful before in tendering 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](#)

Report

5

Report to:	Community Wealth Building Commission
Date of Meeting:	5 September 2023
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Spatial Planning and Community Wealth Building
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Community Wealth Building Commission of spatial planning policy direction on Community Wealth Building (CWB) as set out in National Planning Framework 4 (NPF4)
- ◆ summarise the process involved in the preparation of the Council's next Local Development Plan and the key issues the plan will address in terms of Community Wealth Building.

2. Recommendation(s)

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

- (1) note the adoption of National Planning Framework 4 by the Scottish Government and the implications for decision making in relation to planning matters
- (2) note the process involved in the preparation of the Council's next Local Development Plan and the key issues the plan will address in terms of Community Wealth Building

3. Background

3.1. The Planning (Scotland) Act 2019, which received Royal Assent in July 2019, sets out the legislative response to the transformation of the planning system the Scottish Government has been developing. This includes the introduction of a statutory requirement for the Scottish Government to prepare and adopt a new National Planning Framework which, unlike previous versions, will form part of the development plan alongside the Council's own Local Development Plan. This means all planning decisions, including the preparation of Local Development Plans and the determination of planning applications, have to accord with NPF4.

In addition, the Act sets out the legislative requirements for the preparation of a new style of Local Development Plan. This report focuses on the issues in relation to CWB.

4. National Planning Framework 4

4.1. NPF4 is the Scottish Government's National Spatial Strategy for Scotland to 2045. It seeks to support the role the planning system has in achieving the target of net zero emissions by 2045; supporting nature restoration and recovery; tackling underlying disadvantage and poor health issues; and supporting the principles of local living by improving access to local services, learning, work and leisure.

The Strategy is underpinned by the principle of a Just Transition and making sure the needs and aspirations of local communities are addressed.

- 4.2. The Strategy includes 33 policies on separate topics for the development and use of land which are to be applied in the preparation of local development plans and for determining planning applications. For the first time in spatial planning context, CWB has been given distinct policy direction in recognition of the impact the delivery of the overarching principles can have on the quality of a place and in tackling inequality.
- 4.3. NPF4 explains that the overall policy intent, in relation to CWB, is to encourage, promote and facilitate a new strategic approach to economic development that also provides a practical model for building a wellbeing economy at local, regional and national levels. Outcomes include the delivery of local economic development that focuses on the community and place benefits in order to support local employment and supply chains.

In addition, the policy is intended to support community ownership and the management of buildings and land. Other key policies that are identified as having a close connection to CWB are listed as brownfield and vacant/derelict land; local living and 20 minute neighbourhoods; and business and industry.

- 4.4. Local Development Plans (LDPs) should be aligned with the strategy for CWB for the area. The plans are required to address CWB priorities; identify community assets; set out opportunities to tackle economic disadvantage and inequality; and seek to provide benefits for local communities.
- 4.5. When it comes to determining planning applications, proposals which contribute to local or regional CWB strategies and are consistent with local economic priorities are to be supported in principle. Examples of what this may involve include:-
 - ◆ improving community resilience and reducing inequalities
 - ◆ increasing spending within communities
 - ◆ ensuring the use of local supply chains and services
 - ◆ local job creation
 - ◆ supporting community led proposals, including the creation of new local firms and enabling community led ownership of buildings and assets

In addition, proposals linked to community ownership and management of land are to be supported.

5. Lanarkshire Local Development Plan 3

- 5.1. The Council has a statutory duty to prepare a Local Development Plan for all parts of its area. The process for preparing LDPs and their format and content is set out in regulations and guidance that was published in May 2023. One key matter to note is that the new style LDP will have a 10 year lifetime instead of 5 years previously. The current LDP2 was adopted in April 2021 and there is no policy reference to CWB.
- 5.2. At its meeting on 8 August 2023, the Planning Committee gave approval for officers to start preparation of a third Local Development Plan (SLLDP3) for South Lanarkshire. LDP3 will have to take account of NPF4 (the issues in 4.4 above are relevant) and the Council's Community Plan. It will be a corporate document drawing together the objectives of the Council Plan and other Council strategies and plans as well as of those of its partners and other stakeholders.

The LDP will include a Delivery Programme which will set out how the Council will implement the plan, including a list of actions required to deliver the policies and proposals and the timescales involved.

- 5.3. The plan will be place-based and presented as a series of maps, site briefs and masterplans for individual sites and localities. The plan should also be people-centred so that it meets the needs and aspirations of people and communities. Extensive engagement is to be carried out with stakeholders, key agencies and partners and local communities so that the plan is prepared collaboratively taking into account a diverse range of views.
- 5.4. The Act has introduced a new requirement to prepare an evidence report at the start of the plan-making process. The evidence will be used to inform what to plan for before the Proposed Plan looks at where new development should take place. The evidence to be gathered includes a wide range of quantitative data from a national to a local level. It also involves local, regional and national strategies and policy priorities that will have an impact on the direction of the LDP. Internal and external partners will provide valuable input.

The evidence report is also to be informed by the views of those affected by the plan and involved in its delivery and therefore, extensive early engagement will be carried out with key agencies, stakeholders, interest groups and local communities to ensure evidence gathering is collaborative and transparent. In this way, the lived experience of those who live and work in a place will be captured. It is expected that validation and agreement of the evidence by stakeholders will be carried out.

- 5.5. The Council is also required to invite community bodies to prepare a Local Place Plan for their area at the start of the evidence report process. While not mandatory, it allows local communities to set out their aspirations to make their place better in order to feed into the development plan process.
- 5.6. The newly published guidance provides advice on the information that should be gathered and taken into consideration for each of the 33 policy themes. In terms of CWB, this includes the location; use and condition of community assets; the CWB priorities that have been identified for the area; and the identification of areas of economic disadvantage and inequality. Both the CWB and Social Enterprise Strategies are relevant in this context. Using the data gathered, the evidence report will show how a wellbeing focussed local economy will be developed.

6. Next Steps

- 6.1. NPF4 now forms part of the Council's Development Plan alongside the currently adopted South Lanarkshire LDP2. As the latter contains no policy reference to CWB, NPF4 is currently the sole source of policy direction when determining planning applications. This includes the criteria described in 4.5 above. To aid officers assess applications and give direction to landowners and developers on how they can address these matters, local planning guidance will be produced as an interim position until LDP3 is adopted (the current programme anticipates this being at the end of 2027).
- 6.2. In the meantime, officers will gather data and information to inform the preparation of the LDP3 evidence report. The type and range of this is described in 5.6 above and officers will be approaching other Council services and members of the CWB Commission to aid this exercise. In addition, the planning service will engage with our partners and stakeholders to validate our assessment of the information and make sure the policy direction on this subject is appropriate.

6.3. As noted in 4.3 above, CWB has direct links with a number of other policy themes that will have to be considered in a wider context. The planning service will work with other services within the Council and other partners and stakeholders including NHS Lanarkshire, VASLan, further and higher education bodies and the business sector/other anchor organisations. This will inform the direction of LDP3 and the preparation of the associated Delivery Programme. Further updates to the CWB Commission as this work evolves may be appropriate.

7. Employee Implications

7.1. The implementation of NPF4 and the preparation of LDP3 in relation to the CWB policy theme will have an impact on the day to day work of planning officers including developing partnership working with other Council services and partners.

8. Financial Implications

8.1. The costs of the preparation and production of the next Local Development Plan will be expected to be met from existing budgets.

9. Climate Change, Sustainability and Environmental Implications

9.1. The theme of tackling the Global Climate Emergency, meeting the Scottish Government's targets for net zero emissions and the promotion of sustainable developments are central to the spatial strategy in NPF4 and in turn, through the preparation of the Council's next Local Development Plan and in decision making on planning applications.

10. Other Implications

10.1. Since its adoption, NPF4 now forms part of the Development Plan for the Council as Planning Authority alongside its adopted SLLDP2 and is a material consideration for determining all planning applications. Similarly the proposed LDP3 must take account of NPF4 as well as the Community Plan.

11. Equality Impact Assessment and Consultation Arrangements

11.1. NPF4 was subject to an Equalities Impact Assessment, Child Rights and Wellbeing and a Fairer Scotland Duty Assessment. LDP3 will also be subject to these assessments.

11.2. Extensive engagement and consultation by the Council will be carried out during the preparation of LDP3.

David Booth

Executive Director (Community and Enterprise Resources)

28 July 2023

Link(s) to Council Values/Priorities/Outcomes

◆ Good quality, suitable and sustainable places to live

Previous References

◆ None

List of Background Papers

◆ Planning (Scotland) Act 2019

◆ National Planning Framework 4 approved by Scottish Parliament on 11 January 2023

- ◆ Town and Country Planning (Development Planning) (Scotland) Regulations 2023
- ◆ Scottish Government Local Development planning guidance published May 2023

Contact for Further Information

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

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Report

6

Report to:	Community Wealth Building Commission
Date of Meeting:	5 September 2023
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Town Centres Strategic Update
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide the Commission with an update on town centre activity

2. Recommendation(s)

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

- (1) Note the updates provided in the report

3. Background

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

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

3.3. The contribution town centres make to our communities cannot be overstated. Town centres support and contribute to people's lives across our communities whether this is to access essential services, visiting for shopping or enjoying leisure time. Around 70% of businesses and jobs in the economy are located in town centres and they are often the principal location for leisure and hospitality. They retain vital social importance as a meeting, events and performance space.

3.4. Strategic Overview

Across the 10 towns defined in the South Lanarkshire Local Development Plan (LDP) there is active and ongoing engagement with the most appropriate groups in each town. These range from town to town and include Business Improvement Districts (BIDs), Development Trusts, Community Councils and private property owners.

3.5. Town Centre strategies and action plans have been prepared and approved for Hamilton, Cambuslang, Larkhall and Blantyre with work now underway in Rutherglen.

Similar plans are being progressed by the communities in Lanark and Carluke along with the master planning work by the owners of East Kilbride. In Strathaven the Conservation Area Regeneration Scheme (CARS) has recently been completed and as noted below, funding for a significant project in Biggar has been approved. A review and refresh of the Hamilton strategy is also ongoing.

- 3.6. These strategies and action plans are closely aligned with the Government approach to town centres captured in the New Future for Scotland's Town Centres report and action plan.
- 3.7. Officers in Economic Development are working with all key stakeholders across our towns and have commissioned 2 key pieces of work to set the direction of the Council's work around town centres going forward. These will inform and align with existing and emerging funding opportunities around town centres:-
 - ◆ Town Centre Visioning – this will set out how the Council delivers on the strategic aims and objectives at a local level. As noted above, while all towns have similar challenges, the solutions are not always the same. This work will set out how the Council, communities and partners should deliver meaningful and sustainable change within our town centres through a series of projects and action plans
 - ◆ Transition to Net Zero – town centres are major contributors to pollution and although a number of early wins have been achieved, the ways to deliver long term meaningful and sustainable reductions are complex and not always palatable to business or customers. This work will set out a practical approach to working towards net zero across our towns
- 3.8. Officers in Enterprise, Planning and Community Engagement are working with colleagues in the Improvement Service on a pilot project in Rutherglen called Shaping Places for Wellbeing. The project is working in 7 towns across Scotland taking a multi-agency approach to placemaking. The initiative is still in the early stages; however, it is hoped it will become a useful model for working with communities across South Lanarkshire.

4. **Current Initiatives**

- 4.1. There are a number of key areas of work underway in support of our town centres which will inform the investment strategies and priorities going forward for the next 5 to 10 years. This work will also support and inform potential Levelling Up Fund and other external funding bids.
- 4.2. East Kilbride Town Centre Masterplan
 - 4.2.1. As members are aware, the shopping centre has gone through a challenging period over the last 18 to 24 months. Along with the challenges faced around Covid-19 and the changes in shopping patterns, the centre has been called in by the bank, who funded the previous purchase and was subsequently put into administration on 16 November 2022. The shopping centre has vacancy rates of around 30% albeit there are some particularly challenged sections where vacancy rates are especially high and where the key challenges lie. The town centre is very large for its catchment and in comparison to its nearest competitors. East Kilbride has around 230 retail units while each of Braehead, Glasgow Fort and Silverburn have between 120 to 130 units each.

- 4.2.2. With each change of ownership a new team of asset managers has taken responsibility for the centre and given the scale and complexity of the asset, it has taken some time for them to familiarise themselves with the asset, issues and appropriate strategy.
- 4.2.3. Throughout these challenging times, officers have kept regular contact with both the Asset Management Team and the Local Management Team. At all times these discussions have been positive and the commitment by the asset managers to the future of the town centre is without doubt.
- 4.2.4. Work on the masterplan has progressed at pace since the administration was confirmed with a draft position agreed at the end of April 2023. It is clear from this work that taking account of the size of the centre and the level of vacancy rates, the centre cannot sustain the amount of retail. This needs to be significantly reduced with alternative uses considered in the most appropriate sections of the centre. The draft reflects this position and will be presented to elected members on 7 September 2023 with a public consultation in the town centre and online running from 11 to 29 September. The masterplan will be updated to reflect the consultation process and thereafter be submitted for planning permission in principle. The administrators have been clear they are keen to work through this process efficiently and seek to implement the initial phases of works in 2024/2025.

4.3. Hamilton Town Centre Masterplan

- 4.3.1. Following the ongoing challenges faced by the Regent Centre and the closure of the Marks and Spencer's unit, the town centre requires the preparation of a masterplan for its south eastern quarter. Vacancy rates in the town have remained consistently below the national average; however, there are a number of key units which have become vacant and which do not seem likely to find occupiers in the short term. The owners of the Regent Centre have confirmed their intention to sell their interest and as with East Kilbride, the masterplan will set the context for public and private sector investment over the next 5 to 10 years and will be beneficial in effecting a change of ownership. It is proposed the following sites will be included in the masterplan work:-

- ◆ Keith Street Car Park
- ◆ Townhead Street Car Park
- ◆ Regent Centre
- ◆ former Bairds department store
- ◆ Newcross Centre
- ◆ Police Station
- ◆ other adjacent sites

Consultants have been procured during May with the intention of a draft masterplan for consultation being completed by the end of the calendar year. As with East Kilbride, it is intended the masterplan will become a supporting document for the Local Development Plan and inform public and private sector investment going forward.

4.4. Place Based Investment Programme

- 4.4.1. The Scottish Government announced in its Programme for Government in February 2021 that it proposed to implement a place-based investment programme over the 5-year period of the parliament. The funding is targeted at addressing some of the challenges faced by Scotland's places across the country.
- 4.4.2. The Council was awarded £2.003m for year 1 of the programme, £1.74m for year 2 and £1.213m for each of the remaining 3 years giving total funding of £7,382m over the 5-year programme.

The programme has just entered year 3 with the projects for years 1 and 2 complete or on target to complete in line with the terms around financial spend of the grant award. Two projects were carried over into year 3 due to delays in the programmes. These are Larkhall Leisure Centre and Lanark outdoor space.

The budget for year 3 also includes project budget carried forward from year 2 of £331k and Shared Prosperity Funds of £390k, giving an overall budget allocation for year 3 of £1.934m. There is also an allocation of £223k from Shared Prosperity Funds for year 4 giving a total of £1.436m in that year.

4.4.3. The proposed allocation for year 3 reflects these funding commitments. It is also recommended that projects with longer delivery programmes are funded over more than 1 year and on that basis recommendations for the atrial allocation of year four are included. The agreed allocation is as follows:-

Town	Project	Description	Allocation (£)	
			Year 3	Year 4
		Budget	1,934,000	1,436,000
Larkhall	Larkhall Leisure Centre	Funding in support of wider redevelopment	880,000	500,000
Lanark	Outdoor Space	Improve public space to provide multipurpose capacity	289,000	
Larkhall	Coalyard Housing	Support development of social housing scheme to deliver 18 units	190,000	260,000
East Kilbride	Civic Centre/ Town Centre Masterplan	Continuation of work to set the future direction of the town centre	150,000	
Hamilton	Town Centre Masterplan	Study to set the future direction of the town centre	75,000	
East Kilbride	Kirktonholme pitches	Phase 2 of improvement of pitches and changing facilities	150,000	150,000
Lesmahagow	Lesmahagow Development Trust	Creation of community and business facility and 2 affordable flats in town centre	50,000	50,000
Biggar	Biggar Youth Project	Youth club building redevelopment to improve green profile in town centre	150,000	63,000
		Total	1,934,000	1,023,000

4.5. Town Centre Living

4.5.1. One of the keys to supporting and regenerating our town centres is increasing the amount of town centre living. In many of our towns this is at a very low level relative to other towns and historic rates and there is potential for some of the less commercially viable parts of town centres to be considered for residential development.

An internal officer working group has been established and its recommendations will be presented to the appropriate committee in due course. An update on this work will be brought to a future meeting of the Commission.

5. Employee Implications

- 5.1. The continued development and implementation of this and future years of the PBIP will be taken forward by officers within Enterprise and Sustainable Development Services, in consultation with colleagues across all other Council resources and Community Planning Partners as appropriate.

6. Financial Implications

- 6.1. The PBIP funds from the Scottish Government, where appropriate, will be brought into the Council's General Services Capital Programme and will be subject to the normal monitoring and financial processes. This will feed into the requirements of the Scottish Government to report on progress and identify spend.
- 6.2. In respect of the size of the applications, many of the groups involved will not have the cash flow to finance their planned project and may request advance funding to allow their project to progress. In line with previous funds, forward funding of projects is not available.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. The projects and initiatives identified in this report will be delivered using a range of sustainable techniques and models, having regard to best practice and current construction industry guidance. It is also noted that many of the projects will result in the redevelopment of vacant buildings and land.

8. Other Implications

- 8.1. Due to the diverse portfolio of projects, the timescales within which projects have been developed and the capacity of groups involved assessed, however, there is a risk that some projects may not proceed in the way envisaged and fail to meet the timescales required.
- 8.2. Ultimately, this could result in grant not being expended in the relevant time frame and opportunities to implement these specific projects will not be maximised. This may result in project funding being withdrawn. To mitigate this risk, where possible, a reserve list of projects has been compiled and will be used if needed.

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.
- 9.2. Consultations have been co-ordinated by Enterprise and Sustainable Development Services with a range of other Council Services who have an ongoing role in delivering services and initiatives in our Town Centres. This consultation and co-operation will continue throughout the duration of the initiative.

David Booth
Executive Director (Community and Enterprise Resources)

27 July 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, Effective, Efficient and Transparent
- ◆ Ambitious, self-aware and improving
- ◆ Fair, open and sustainable
- ◆ We will work towards a sustainable future in sustainable places
- ◆ We will work to recover, progress and improve
- ◆ Good quality, suitable and sustainable places to live
- ◆ Thriving business, fair jobs and vibrant town centres

Previous References

- ◆ Community and Enterprise Resources Committee, 29 June 2021 – Place Based Investment Programme
- ◆ Community and Enterprise Resources Committee, 7 December 2021 Place Based Investment Programme (PBIP) and Town Centre Capital Fund – Update
- ◆ Community and Enterprise Resources Committee, 9 August 2022 - Town Centre and Place Based Investment Programme Update and Funding Award 2022/2023

List of Background Papers

- ◆ None

Contact for Further Information

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

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Report

7

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

Subject:	Draft Community Wealth Building Charter
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present a draft Community Wealth Building Charter for South Lanarkshire, together with recommendations and next steps

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 draft CWB Charter, attached at appendix 1, be approved;
- (3) that the activities, described in section 5.4, be agreed as appropriate to launch, publicise and roll out the Charter; and
- (4) that an update report on progress and impact of the Charter be brought to a future meeting of the Commission

3. Background

3.1. The South Lanarkshire Community Wealth Building (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. At the meeting on 28 February 2023, the Commission considered examples of how charters and anchor frameworks have been used in different localities to support CWB and it was agreed that the aims of the South Lanarkshire CWB Strategy could be advanced by the development of a local CWB Charter.

3.3. The CWB Progress Group was tasked with developing a draft Charter and associated recommendations. This report presents the draft CWB Charter along with proposals from the Progress Group relating to its communication, roll-out and uses.

4. Commission Discussion on the Charter

4.1. At the Commission's meeting on 28 February 2023, it was noted that 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.

4.2. 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.

- 4.3. 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 a 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.
- 4.4. 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.
- 4.5. 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.
- 4.6. Taking these general observations into account, the Commission indicated that a local CWB Charter should:-
 - ◆ be easy to understand and not add complexity
 - ◆ be used as a vehicle to engage and aid communication
 - ◆ include all the pillars of CWB and not focus on any specific aspect
 - ◆ not bring in any additional pillars over and above the 5 already present in the strategy
 - ◆ be inclusive, have potential to be used by individuals and community groups as well as anchor organisations

The draft Charter, attached at appendix 1, has been developed to satisfy these requirements.

5. The South Lanarkshire Charter

- 5.1. In line with charters elsewhere and following on from the CWB Strategy, the Charter includes a vision statement:-

“To work together to create a strong, resilient and inclusive local economy.”
- 5.2. The Charter goes on to articulate a “charter pledge” for each of the CWB pillars. The pledges are drawn from statements already contained within the South Lanarkshire CWB Strategy for each pillar, however, they have been cast in more straightforward language and in most cases, can be supported both at an organisational/collective level or on a personal basis.
- 5.3. To illustrate the pledges, the Charter provides examples of actions which could be taken to support them. These are examples only and are drawn from actions already being undertaken by anchor organisations in South Lanarkshire.
- 5.4. Other points to note about the Charter include:-
 - ◆ it covers all 5 pillars
 - ◆ is firmly based on the South Lanarkshire CWB Strategy and is not a copy of any other charter
 - ◆ designed to be “at a glance,” not a lengthy or complex document

6. Next Steps and Recommendations

- 6.1. If approved, the Charter will be given appropriate branding and uploaded onto the Council's CWB webpage.
- 6.2. There are several actions that could be taken to promote the Charter, raise awareness, boost engagement and realise benefits from the Charter. These could include:-
 - ◆ a launch event attended by partners
 - ◆ a communications campaign, undertaken by all partners both internally and with external stakeholders
 - ◆ using the charter as part of community engagement – for example within the Local Governance Review engagement exercise the council is undertaking
 - ◆ development of web content which explains the Charter and invites local people and organisations to support the Charter in their own way.

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, sustainability or environmental 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)

28 July 2023

Link(s) to Council Objectives/Values/Ambitions

- Accountable, effective and efficient

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

CWB Charter

What is Community Wealth Building (CWB)?

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.

Anchor Institutions are organisations that are rooted in places by their purpose, histories, land and assets, and established local relationships. Anchor Institutions, by working together and with local communities, have a powerful role to play to build, protect and enhance community wealth.

By increasing community wealth, all communities improve, wellbeing improves, and people thrive

CWB Charter Mission Statement

“To work together to create a strong, resilient and inclusive local economy.”

CWB Pillar	Spending	Workforce	Land and property	Finance	Generative economy
Charter pledge	I/We will support and encourage the local economy to grow sustainably by making spending decisions which benefit local communities.	I/We will promote Fair Work practices and act as a role model for others.	I/We will use or repurpose land and property in a socially productive way to generate wealth for local citizens.	I/We will encourage and support local financial growth in communities by attracting development and investment opportunities and encouraging local spend.	I/We will support local businesses, not-for-profit organisations and communities to safeguard and create local jobs and address post-Covid recovery.
Actions which support the pledge <i>We will support the pledge by delivering these and related actions</i>	<p>Commit to proactively developing supply chain and spend analysis with detailed information about local spend</p> <p>Undertake ongoing supplier engagement and market analysis and increase local spend where possible</p> <p>Proactively engage with other Anchor Institutions to identify and progress joint procurement opportunities where possible</p> <p>Support local business and social enterprises to bid for public sector contracts</p> <p>Seek to maximise the sustainable outcomes from procurement</p> <p>Seek to maximise the community benefits associated with our spend (from procurement activity)</p>	<p>Promote Living Wage and Fair Work practices locally</p> <p>Seek to boost recruitment locally and from priority groups where appropriate, for example, young people, people with long-term health problems, people experiencing poverty</p> <p>Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support</p> <p>Ensure workers are respected and have access to trade union membership</p>	<p>Commit to undertaking an asset review to identify opportunities for Community Wealth Building</p> <p>Proactively support communities who wish to use or develop underutilised assets</p> <p>Use our land and property assets to help develop low carbon and renewable energy schemes and networks to support our climate change and sustainable development ambitions</p> <p>Encourage investment and create thriving places where people can access goods and services on foot or via active or public transport</p>	<p>Support and promote progressive finance initiatives, including local credit unions</p> <p>Encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns</p> <p>Building on the success of our existing support to local business we will continue to develop how business grants can help grow communities</p> <p>Look at ways of attracting and promote investment opportunities in our area to regional and national institutions</p>	<p>Proactively engage with communities to co-produce local services and initiatives</p> <p>Commit to involving local SMEs, employee-owned businesses, social enterprises, cooperatives and community owned enterprises in local supply chains</p> <p>Encourage local businesses to explore the social and environmental impact of their activities</p> <p>Work to increase the number and improve the sustainability of social enterprises in South Lanarkshire</p> <p>Support organisations which offer volunteering opportunities</p>

Report

Report to:	Community Wealth Building Commission
Date of Meeting:	5 September 2023
Report by:	Steven Sweeney - CEO, VASLan

Subject:	Third Sector and Community Wealth Building
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ provide an update on third sector perspectives of Community Wealth Building

2. Recommendation(s)

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

- (1) we collaborate to raise awareness of Community Wealth Building (CWB), as part of wider community engagement around the Local Governance Review, including identifying with communities, opportunities for them to get involved; and
- (2) we undertake additional research to understand the gaps between what is being bought locally by public sector partners and sold locally, to support local Social Enterprises to realise the market opportunity

3. Background

3.1. Voluntary Action South Lanarkshire (VASLan) is the Third Sector Interface (TSI) for South Lanarkshire. Our vision is to see “Resilient and empowered communities creating a stronger, fairer and more equitable South Lanarkshire with volunteers and thriving local third sector organisations at its heart.” Our mission is to “enable volunteers and local third sector organisations to deliver transformational change.” Our values are respect, integrity, inclusiveness and commitment.

3.2. We have 4 main functions as a TSI which are to build capacity, facilitate sector voices, connect partners and be a source of and for third sector intelligence. Our current organisational strategy “Moving to Action 2022-24” has 6 strategic objectives:-

- to reprioritise volunteering in South Lanarkshire for individuals, third sector organisations and across the Community Planning Partnership
- to support VASLan members to proactively access the capacity building supports available to them, as and when they require it
- to develop flexible, well organised, well managed third sector organisations, which supports future third sector growth
- to raise the visibility of volunteering and third sector organisations, and their active contributions to society within the general public, the third sector itself, the private sector, across health and social care, and the Community Planning Partnership

- v. to accelerate partnership and collaborative working within South Lanarkshire's Third Sector
- vi. to continue internally as a sustainable organisation with sound governance

3.3. As part of our strategic engagement role, we represent the third sector locally and cross-sector with Community Planning Partners. We have sat on the Community Wealth Building Commission since its inception and have had the opportunity to Chair the Progress Group since January 2022. We acknowledge that to date, this has been very local authority driven but with an openness for cross-sector partner contributions. This paper is intended to outline the third sector's relationship with Community Wealth Building to date.

4. The Economic Footprint of the Third Sector

4.1. Neil McInroy presented to the Community Wealth Building Commission in 2022 and noted that a good place to start regarding the third sector and Community Wealth Building, would be the sector's economic contribution to South Lanarkshire. Below are details from VASLan's CRM system which notes by locality annual revenues, numbers of employees and volunteering. Perhaps this data can complement the area profiling tool and complement locality discussions.

Locality	Annual Revenue	No of Employees	No of Volunteers	Volunteer Hours	Volunteer Value
CamGlen	£19,213,142	113	1,138	7,608	£75,319.20
Clydesdale	£48,261,376	85	667	50,388	£498,841.20
East Kilbride	£20,139,651	142	624	115,800	£1,146,420
Hamilton	£18,812,208	263	949	88,608	£877,219.20
Total	£106,426,377	603	3,378	262,404	£2,597,799.60

5. Current Context

5.1. Following on from the pandemic, costs crisis and other ongoing challenges, the current context within the public sector and other bodies is well documented. The third sector, volunteers, community organisations and social enterprises, are our line of sight for what is actually happening within our communities. To frame progress to date against the strategic objectives, the following data gives us a sense of the current operating context in which volunteering predominantly sits:-

- ◆ according to OSCR's Sector Overview Report from July 2023, 77% of community organisations have an income profile of £100k or less
- ◆ based on SCVO's Third Sector Tracker Report from Winter 2022/2023, 67% of community organisations are having challenges recruiting and retaining volunteers, with only 89% confident they will still be operating in 12 months' time
- ◆ many grant makers have less funding available, whilst taking pauses to review strategic impact
- ◆ in South Lanarkshire over the past 12 months, based on our intelligence, 20 organisations have ceased to exist, along with 33 services of existing organisations. Predominantly lack of funding has been cited as reasons for ceasing. We currently have 1,603 organisations and 2,576 active third sector services but trends and analysis suggest this will decline further over next period
- ◆ there is a lack of capacity in the sector locally, based on intelligence specifically around community transport, befriending, counselling, mental health supports and broader social prescribing activities

Of course we could and should ask the question locally whether there is more that can be done by public sector partners to support the third sector as part of a whole-systems approach. Equally, there is acknowledgement that this is largely a national issue and there is a need for cross-sector joint lobbying of national stakeholders if we are to see core investment and fair funding arrangements for the third sector. At a local level, Social Enterprise and Community Wealth Building has been identified as the best route of support for the sector. Community Wealth Building Commission members are invited to consider the risks associated with the above economic footprint being removed from South Lanarkshire communities

6. Third Sector Locality Networks

- 6.1. The Third Sector Locality Networks, supported by the Health & Social Care Partnership, were formed in the summer of 2022 as part of our voice and to influence work, to ensure the third sector is heard with regards to what matters to them, testing local views, etc. This replaced the pre-pandemic Locality Forums, with increased autonomy and direction provided by lead third sector partners, as opposed to VASLan themselves.

<u>Clydesdale Locality Network</u> (Third Sector Locality Network - Lanark - YouTube) Third Sector Locality Network Meeting - Clydesdale 2023 - YouTube Third Sector Locality Network Clydesdale - June 2023 - YouTube	
Lead Partners	CCI & Healthy Valleys

<u>East Kilbride Locality Network</u> (Third Sector Locality Network - East Kilbride - YouTube) Third Sector Locality Network Meeting - East Kilbride 2023 - YouTube Third Sector Locality Network East Kilbride - June 2023 - YouTube	
Lead Partners	Connected East Kilbride

<u>CamGlen Locality Network</u> (Third Sector Locality Network - Cambuslang and Rutherglen - YouTube) Third Sector Locality Network Meeting - Rutherglen - YouTube Third Sector Locality Network - CamGlen - YouTube	
Lead Partners	VASLan (placeholder as lead partner application still open)

<u>Hamilton Locality Network</u> Third Sector Locality Network Meeting - Blantyre at the David Livingstone Birthplace 2023 - YouTube Third Sector Locality Network - Hamilton - YouTube	
Lead Partners	David Livingstone Trust & LAMH

- 6.2. Within all these local conversations, we also asked local people what Community Wealth Building is and how they could get involved or contribute. The majority of responses suggested that there is a lack of awareness of what Community Wealth Building is, and how they can get involved.

This was consistent across all localities and identifies a clear gap and need for a partnership approach in better engaging with our communities in 2023 around Community Wealth Building, to increase participation at a local level.

- 6.3. In Spring 2023, in response to the above point, we ran some further engagement sessions with third sector partners to better understand how they would like VASLan to support communities improve their understanding and participate in Community Wealth Building. A subsequent further 2 sessions took place in partnership with NHS Lanarkshire, exploring their new strategy development through a Community Wealth Building lens, allowing for direct dialogue between volunteers, community organisations, Social Enterprises, and public sector colleagues from NHS Lanarkshire. With the development of a Community Wealth Building Charter as a communication tool with communities, it is important we follow this up with in person conversations.
- 6.4. Therefore, it is proposed that partners collaborate on community engagement activities to promote Community Wealth Building. It is further proposed that the Scottish Government/COSLA's Local Governance Review (LGR) provides an ideal opportunity to kickstart this piece of work and that CWB be added to a Community Planning Partnership programme of community engagement that is scheduled to take place across September and October to discuss shared decision-making in the context of the LGR.

7. Social Enterprise in South Lanarkshire

- 7.1. Details of the Social Enterprise Strategy and Action Plan were presented to the Community Wealth Building Commission in June 2023. The Strategy can be found here: [South Lanarkshire Social Enterprise Strategy 2023-27](#). Meanwhile, South Lanarkshire Council and VASLan, in partnership, have generated some of the following quick wins to build momentum:-
- ◆ multi-agency South Lanarkshire Social Enterprise Steering Group (SESG) established to provide local collective leadership
 - ◆ Social Enterprise Network (SEN) to facilitate third sector voice and drive the priorities of the membership
 - ◆ South Lanarkshire Social Enterprise Census commissioned, with key statistics shared in strategy document, further analysis of local intelligence underway with SEN and SESG taking forward
 - ◆ awareness raising and interest generating around models of democratic finance. SLC has committed to an initial £50k Community Bond Pilot with Officer and SEN workshops, ongoing engagement and the gathering of potential project ideas currently in action
 - ◆ Social Enterprise Small Grants Funding Pot launched in April based on 50% match funding, 3 grants worth £11.5k allocated to date
 - ◆ Climate Confident South Lanarkshire programme of work underway as a digital solution with wraparound support, 15 of 30 spaces taken so far
 - ◆ the Social Enterprise Accelerator ran by Inspirent was a huge success, 15 Social Enterprise Leaders supported through an intensive training package of support. Currently procuring a further 2 courses for up to 30 Social Enterprise Leaders
 - ◆ Locator App, an online directory of third sector services including Social Enterprises, scheduled for launch in September
 - ◆ SLC has funded a part-time resource hosted within VASLan to drive forward the SEN
 - ◆ South Lanarkshire's Social Enterprise Strategy has been named as a finalist in the Market Builder Category for the Social Enterprise Scotland Awards 2023

8. Social Enterprise Network

8.1. The SEN has set out its priorities as the following:-

- ◆ network members adopt the Voluntary Code of Practice for Social Enterprises
- ◆ building relationships with other Social Enterprises providing mutual support
- ◆ a place to share knowledge and experience
- ◆ collaborative working relationships and connection across South Lanarkshire, pan-Lanarkshire and the wider Social Enterprise community, as well as with the public and private sectors
- ◆ identify emerging themes
- ◆ be an advocate for funding specifically designed for Social Enterprises
- ◆ receive relevant updates and provide feedback to strategic groups
- ◆ better services and experiences
- ◆ support consultation and dialogue on the ongoing development and effective implementation of strategies and action planning

8.2. When reflecting on the Terms of Reference for the group at our second meeting on 19 January 2023, hosted at EK Collective, there was a desire from members for us to be more ambitious, and for our voice to be heard in that regard. A conversation followed with Louise McDonald OBE, Director General for Economy, where it was acknowledged that when delivering a product or service, combined with social impact, it is inevitably more expensive.

Social Enterprises locally wish to participate in a competitive environment for contracts, as they should. However, further weightings towards Social Enterprises would be welcomed. Going one step further, with the acknowledgement of often what is being bought and sold do not always align, a need for flexibility and adaptation of business models for market potential need to be realised. Encouragement for Social Enterprises to flex their model, with a fair chance of winning contracts for products and services, whilst retaining their social value and impact, would accelerate how we build local Community Wealth in South Lanarkshire.

8.3. It is proposed that we undertake some additional research to understand the gaps between what is being bought and sold locally, to support local Social Enterprises to realise the market opportunity.

9. Employee Implications

9.1. There are no direct employee implications.

10. Financial Implications

10.1. There are no direct financial implications.

11. Climate Change, Sustainability and Environmental Implications

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

12. Other Implications

12.1. None.

13. Equality Impact Assessment and Consultation Arrangements

13.1. 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.

Steven Sweeney
CEO, VASLan

17 August 2023

Contact for Further Information

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

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Report

9

Report to:	Community Wealth Building Commission
Date of Meeting:	5 September 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. Members of the Commission have 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)

16 August 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:-

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APPENDIX – CWB COMMISSION OUTLINE FORWARD PROGRAMME

12 December 2023	<ul style="list-style-type: none"> ◆ Data Digest Report ◆ Neighbourhood Planning ◆ Action Plan Q2 Progress Report ◆ Forward Programme for Future Meetings 	Neil Jen Neil 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

