

Community Wealth Building - Plan

Performance Report 2021-22

Quarter 4 : April 2021 - March 2022

(This represents the cumulative position to March 2022)

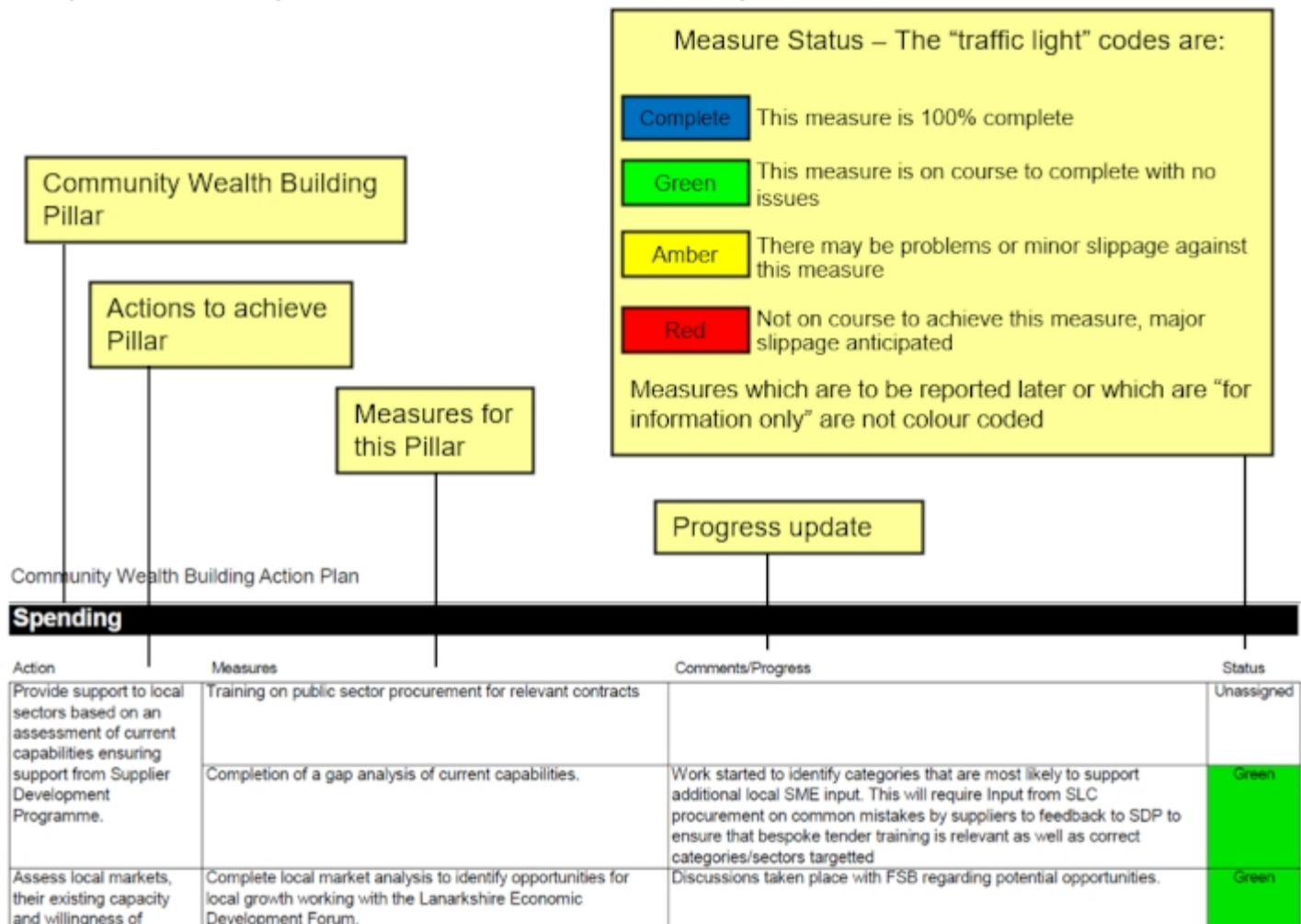


Summary - number of measures complete, green, amber and red under each Community Wealth Building Pillar

Community Wealth Building Pillars	Complete	Green	Amber	Red	Report later	Total
Spending	4	12		5		21
Workforce		9				9
Land and property	2	11	1			14
Finance	1	8				9
Building the generative economy	1	9	3			13
Total	8	49	4	5	0	66

Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented .



Spending

Action	Measures	Comments/Progress	Status
Provide support to local sectors based on an assessment of current capabilities ensuring support from Supplier Development Programme.	Training on public sector procurement for relevant contracts	A bespoke event on the changes to SLC Quick Quote procedure was delivered in February 2022. Suitable contracts were identified for bespoke engagement and training events, which will be delivered by SDP.	Green
	Completion of a gap analysis of current capabilities.	Gap Analysis has been undertaken. There is no shortage of trades and contractors for most general contracts in South Lanarkshire. The prime reason for SMEs unable to compete on, eg QQ, is too few businesses registered on PCS- ie 'Gap' is skills and knowledge among businesses and solution proposed. Conclusion; primary action is to drive increased registration on PCS and to utilise free support from SDP.	Green
Assess local markets, their existing capacity and willingness of business to grow together with the identification of appropriate contract opportunities.	Complete local market analysis to identify opportunities for local growth working with the Lanarkshire Economic Development Forum.	Study of Grow Local data undertaken and identified South Lanarkshire SMEs operating locally who provide goods and services which SLC buyers require. Working with SLC purchasing services on requirements and matching to local suppliers. Working with LEF Business sub group to increase local spend-promote quick quote opportunities, meet the buyer events, access to SDP training. UWS, SL College and New College Lanarkshire have been asked to identify a contact to work with these anchor institutions to identify opportunity for increased local spend.	Green

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Spending

Action	Measures	Comments/Progress	Status
	Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of collaborative contract spend by all Scottish local authorities.	Scotland Excel participated in the Meet the Real Buyer events in November 2021. Going forward this will be central to ongoing marketing strategy to encourage PCS and SDP registration	Green
	Promote the benefits of Supplier Development Programme and increase participation for other public sector partners in South Lanarkshire.	This is now a routine feature in business support engagement, including Business Gateway advisers to promote SDP and PCS registration to all SLC businesses. Going forward this will be included in increased marketing of SLC Business Support SDP has been commissioned by NHS Greater Glasgow and Clyde and NHS Lanarkshire to deliver a project on increasing diversity in their supply chains.	Green
Assess those procurement opportunities where pre-market engagement would be considered beneficial.	Identify relevant procurement opportunities and utilise a range of communication methods including social media to engage with potential bidders.	Changes to Quick Quote have been implemented and promoted as a pilot for New Cross centre fitout works. Evaluation now being carried out	Green
	Utilise support from Supplier Development Programme to facilitate pre-market engagement, using their marketing and social media channels, plus webinars and early engagement events.	SDP have played an integral part in support all procurement events eg jointly delivered inc Meet the Real Buyer and Quick Quote Webinar	Green
Use a range of communication methods to advertise opportunities to potential bidders.	Conduct supplier events and increase the use of social media.	Meet the Real Buyer and Quick Quote Webinar delivered Increased Social Media (Facebook, Twitter and LinkedIn) used for all procurement and/or business support marketing	Green
	Supplier Development Programme to raise market awareness of opportunities using their marketing and social media channels, plus webinars.	SDP have played an integral part in support all procurement events we delivered inc Meet the Real Buyer and Quick Quote Webinar	Green
Review sustainability requirements for contracts	Review the scope and scoring of sustainability requirements in contracts to maximise environmental benefits.	A review exercise was started in Q4 and was due for completion by 30 November 2021. Slippage due to supporting the council's COVID response and recruitment challenges. Recruitment position expected to improve with revised completion date now 31 October.	Red

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Spending

Action	Measures	Comments/Progress	Status
	Implement the Flexible Framework Sustainability action plan to further embed good procurement practice.	The Flexible Framework is updated on a 6 monthly basis and progress reported through the Annual Procurement report	Green
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.	NHS completing a self-assessment tool with further discussions to take place of common areas of interest.	Green
Review of the changes to delivering increased levels of community benefits and identification of new opportunities to improve community outcomes	Review the scope of the community benefits menu and minimum scoring to identify opportunities for improving the gain for communities.	Was due for completion by 31 March 2022 with slippage due to supporting the council's COVID response and recruitment challenges. A new community benefits officer is being recruited with a revised date of 31 December 2022.	Red
	Implementation of community benefits monitoring arrangements and assessment of wider resourcing requirements.	Was due for completion by 31 March 2022 with slippage due to supporting the council's COVID response and recruitment challenges. A new community benefits officer is being recruited with a revised date of 31 March 2023.	Red
	Identify specific community benefits that can be delivered from contracts that can support communities.	Was due for completion by 31 March 2022 with slippage due to supporting the council's COVID response and recruitment challenges. A new community benefits officer is being recruited with a revised date of 31 March 2023.	Red
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	Set up a local spend working group.	Local spend group set up, awaiting confirmation of external participants.	Complete
	Analyse local spend information to identify the nature of the spend and evaluate against other local authorities.	A report was provided to the February meeting of the Commission giving an overview of local spend and a series of actions to improve performance and understanding of the factors that influence it.	Green
	Improve the capturing of local spend information from tier 1 contractors.	Action complete and reported through the Procurement Annual Report	Complete
	Review standing orders on contracts for non-regulated spend.	Amendments to Standing Orders on Contracts approved in September 2021 in relation to use of quick quote for works contracts up to £2m and increased requirement to invite quotes from local SMEs from 2 to 4 (where they exist).	Complete
	Review the contract evaluation criteria for regulated spend.	Was due for completion by 31 December 2021 with slippage due to focus on reviewing and updating standing orders and implementing the new quick quote process. A revised date of 30 September 2022.	Red

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Spending

Action	Measures	Comments/Progress	Status
	Review of current procurement strategy to have a greater emphasis on local procurement.	The annual review of Procurement Strategy for 2021/2022 reflected Community Wealth Building as a key procurement strategic objective.	Complete

Workforce

Action	Measures	Comments/Progress	Status
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	The Living Wage campaign group ran a successful event in Nov 21 promoting the benefits of paying the living wage, including presentations from employers and employees. North and South Lanarkshire Council areas now each have reached over 100 Living Wage accredited employers.	Green
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.	Information is provided to businesses on contact with the council and partners around the benefits of paying the Living Wage	Green
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.	The Home Carer programme is a good example of the work undertaken in this area and in addition the Kickstart programme has provided 44 additional opportunities council wide.	Green
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	We will work with our own services and with partners on our Local Employability Partnership, local business organisations including Federation of Small Businesses and Lanarkshire Chamber of Commerce. The purpose is to consult with these communities – gathering data on their immediate as well as future skills needs. We will develop existing relationships with Scottish Enterprise, Business Gateway and Skills 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	The draft delivery plan covering this work is in place through the LEP and an assessment of Regional Skills was recently delivered by Skills Development Scotland	Green

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Workforce

Action	Measures	Comments/Progress	Status
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.	There are over 100 participants in a range of occupational area, much focus has been on employees within private sector care homes	Green
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.	Local demand has included HGV 28 started training	Green
Identify suitable Modern Apprenticeship opportunities within the Council over next 2-5 years	Work with Resource workforce plans to identify numbers and MA occupational areas, and build on MA frameworks to create training which meets the needs of SLC.	This is a regular feature of our LDWP Boards to ensure this requirement is met	Green
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.	This is on the agenda and discussed at each meeting	Green
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	Funding streams continue to evolve through the Scottish and UK Govts - opportunities to access funding is maximised	Green

Land and property

Action	Measures	Comments/Progress	Status
Increase the supply of	Deliver the Strategic Local Programme Agreement (SLPA)	The SLPA agreed and delivered.	Green

Land and property

Action	Measures	Comments/Progress	Status
affordable housing across South Lanarkshire	Preparation and approval of the Strategic Housing Investment Plan (SHIP) Plan to deliver 507 additional properties in 2021/22.	The 2022-27 Strategic Housing Investment Plan was prepared and approved at Housing and Technical Resources Committee in September 2021. Throughout 2021/22, a total of 582 additional properties were made available for social rent across South Lanarkshire. This included 362 new council properties, 53 purchased by the council from the open market and 167 new homes built by Registered Social Landlord Partners.	Green
Identify and purchase appropriate properties to meet specific housing needs	Specific content within SHIP approved in relation to Open Market Purchase Scheme.	The Open Market Purchase Scheme was included within the 2022-27 Strategic Housing Investment Plan, approved at Housing and Technical Resources Committee in September 2021. The Plan highlighted the importance of the scheme in enabling the council to increase available stock that meets specific needs across different areas of South Lanarkshire.	Green
	Target of 100 properties purchased through Open Market Purchase Scheme for 2021/22.	A total of 53 open market purchases were made within 2021/22. Factors that contributed to the reduction against the target included increased market prices, limiting properties available to the council.	Amber

Land and property

Action	Measures	Comments/Progress	Status
Continuous assessment of regeneration priorities as part of Local Housing Strategy process.	Considered as part of annual review of Local Housing Strategy.	<p>Housing and Technical Resources currently chair the South Lanarkshire Fuel Poverty Sub-Group which has membership from Home Energy Scotland, Energy Action Scotland and Citizens Advice Scotland. Through this group a range of actions have been taken to improve support that can be provided to owners and private landlords. This includes energy efficiency and air source heat pump training for front line officers and improvements to published advice on the council and other partners website relating to energy consumption and tariffs.</p> <p>In addition, the Resource administer the ECO: Flex and EES:ABS grant schemes that direct national funding to make energy efficiency improvements to private homes across South Lanarkshire.</p> <p>Officers also attend various residents groups to discuss and raise awareness of national support mechanisms available to property owners. Through the Private Landlord Forum hosted by the Resource, officers also provided details and advice to landlords on the energy efficiency targets and requirements for their properties, alongside support mechanisms available to help achieve them.</p>	Green

Land and property

Action	Measures	Comments/Progress	Status
	Identified priority projects included as part of SHIP development.	<p>Through the assessment of housing need and demand, as well as requirements to meet specific housing standards Housing and Technical Resources continue to work with local housing partners to consider opportunities for regeneration across South Lanarkshire as part of the affordable housing supply programme, supported by the Scottish Government.</p> <p>Work continues on the delivery of the Whitlawburn Masterplan, which was developed in conjunction with tenants and residents and has delivered a mix of flats and houses as part of a housing led regeneration programme for the Whitlawburn area of Cambuslang. This includes some 'amenity flats' suitable for older residents or residents with particular needs. To date, 160 new homes have been delivered for the Council, with tenants providing positive feedback since moving in.</p> <p>Construction is currently underway to deliver the final phase of development with another 60 new homes to be completed. These are being developed in partnership with West Whitlawburn Housing Co-operative, who will take ownership of the properties once they are complete.</p>	Green
Continue to target long-term empty homes to bring them back into effective use and contribute towards meeting housing needs	Establish a Matchmaker Scheme to link empty properties with interested buyers.	Housing and Technical Resources have been working with other council services and the Scottish Empty Homes Partnership to develop a matchmaker scheme for South Lanarkshire throughout 2021/22. Once all due diligence and appropriate legal services advice has been considered in relation to the data sharing process, the scheme will be launched during 2022/23.	Green

Land and property

Action	Measures	Comments/Progress	Status
with a target of 15 set for 2021/22.	Set up an empty home grant scheme providing financial support for owners to improve property condition.	Housing and Technical Resources to work with other council services and the Scottish Empty Homes Partnership to develop a new grant scheme that will aim to support owners of long term empty properties in improving their property conditions and bringing them back into use. The development process to date has involved reviewing existing schemes used elsewhere, and considering how this could be used to best effect in South Lanarkshire. Once all due diligence and appropriate legal services advice has been considered in relation to the data sharing process the grant scheme will be launched. This is expected to be delivered within 2022/23.	Green
	Provide practical advice and assistance to empty property owners.	<p>Within 2021/22 a new dedicated page on the Council's website was launched providing detailed information and support to owners of empty properties on how they can bring their property back into use.</p> <p>Promotion of this activity will also be taken forward in 2022/23 when new support options, including the grant and matchmaker schemes are launched.</p> <p>In addition the Resource's dedicated officer with responsibility for empty homes continues to liaise directly with owners, as well as hosting cross-Resource officer group to discuss and tackle issues relating to empty homes with other council services.</p>	Green
Provide direct support to applicants	Recruit a Community Asset Transfer Development Officer	While the process took longer than hoped, the CAT Support Officer started in March 2022	Complete
	Provide and publish a bespoke Community Asset Transfer support fund	CAT Support Fund agreed at Finance & Corporate Resources Committee and added to the Grant Visor system in January 2022	Complete

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Land and property

Action	Measures	Comments/Progress	Status
Community Asset Transfer to be promoted to communities across South Lanarkshire	Cross Party Working Group has concluded review of SLLC and Community Asset Transfer to be promoted across South Lanarkshire.	CAT Support Officer looking at CAT processes and procedures and promotion of CAT across South Lanarkshire.	Green
Take the “20-minute neighbourhood” concept into account when planning capital schemes.	Use 20 minute neighbourhoods” as a key scoring criteria when assessing bids for UK, Scottish Government and Council funded capital schemes	<p>A range of projects are progressing in line with the CWB strategy and are being delivered to meet these objectives including:</p> <ul style="list-style-type: none"> •Town centre living at former Hamilton Advertiser, Campbell Street, Hamilton (demolition and new build 25 flats) former Royal Oak Hotel, Lanark (façade retention and development of 15 residential and 1 commercial unit) Vogue site, Hamilton (Proposed development at planning application stage) •Community Asset Transfer, Bothwell Library, creations of community facility •Carnwath, funding and support for construction of new community facility by Carnwath Community Council •EK Civic Centre draft Masterplan prepared •Hamilton HUB aimed at accommodating third sector and new enterprises, in New Cross Centre design completed, and contract let. 	Green
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	<p>Ongoing engagement with town centre owners in EK to deliver a new vision, improvement and repurposing of town centre assets. Working with retail centre owners in Hamilton and Rutherglen to improve and sustain centres. Continue to engage and manage the Place Based Investment fund focussed at local solutions for local communities.</p> <p>Promote and develop the town centre app and functionality.</p>	Green

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Finance

Action	Measures	Comments/Progress	Status
We will look to approach the pension fund to explore further opportunities for investment in local areas. Other councils , with a similar interest, may wish to make a joint approach	Look to engage / establish a group with neighbouring councils if there is an interest who are also looking to progress community wealth building in this area	Ongoing work - other council progressing work in this area have been contacted , to link into work to liase with SPF	Green
	Through officers initially, we will approach SPF to ask for options to be considered for opportunities for local investment. Considerations to be developed along side SPF following initial discussions of possible areas.	approach made to pension fund on what current approach is to local investment. further work to be developed	Green
Establish working relationships with CUs and community partners to promote savings and affordable credit	Engage with Credit Unions to establish shared priorities and linkages to CWB Strategy	Contact has been made with all credit unions. A group meeting is being planned for May 2022 to progress discussion regarding how to develop shared priorities further.	Green
Run "shop and spend local "campaigns to increase awareness of locally available goods and services	Recruit dedicated Investment and Marketing officer as part of Business support team.	Officer recruited to lead on Investment and Marketing through internal appointment.	Complete
	Through economic and tourism strategies develop additional marketing and networking opportunities for local businesses and social enterprises	Existing and new networking events supported including Lanarkshire Business Hub (monthly), Women In Business, (quarterly) South Lanarkshire Tourism strategy symposium (Feb 2022), Meet the real Buyer (Nov 2021) with further events and development of networks relating to for example Tourism sector, net zero, construction sector-Build Lanarkshire (May-June 2022) included in emerging new strategies and to be implemented at appropriate times during calendar year.	Green
	Via our Business Gateway contractor and our business grants programme ensure that local companies have the knowledge and funding to run and develop effective promotional and social media campaigns	Range of marketing advisory services including expert help on marketing strategy and digital marketing and on line selling included as part of Business Gateway Expert help framework.	Green
	Encourage local trading networks	Established town centre App promoting local trade, community activities by promoting local businesses and communities. 'Scotland Loves Local' Gift Card trial approved and in place, 1 year pilot scheme in all SL town centres. Town Centre Strategies in place – Hamilton, Cambuslang, Larkhall and Blantyre, under rolling 5 year review cycle.	Green

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Finance

Action	Measures	Comments/Progress	Status
	Case-study local businesses via our website and the local press	The first case studies have been identified and photography etc is being undertaken. The first case study has been published in SL View. Subsequent case studies being developed on an ongoing basis.	Green
Raise awareness of what is on offer for days out/recreation/culture, events in South Lanarkshire	Provide an events calendar	<p>SLLC promoting venues and events via printed brochure and via online/social media.</p> <p>New Inward investment, Marketing and Promotion and Tourism officers have been appointed in Economic Development and will develop calendar of business networking events.</p>	Green

Building the generative economy

Action	Measures	Comments/Progress	Status
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)	<p>Work continues to focus on support for key sectors. Sector specific programmes for construction, 'Build Lanarkshire' programme, food and drink- Lanarkshire Larder and work on SI Tourism Strategy and action plan.</p> <p>Have sought to recruit additional resources to support development of social enterprise strategy and to increase business engagement in relation to net zero and green sectors</p> <p>Scope of SL Business Support grants widened to support net zero transition.</p>	Green
	Tailor SLC grants to business needs with a new micro-grants scheme for small and start up businesses with minimum red tape.	A new Small Business Support Grant has been introduced and Business Gateway resourced to pilot offer of a new Start Up grant.	Green

Building the generative economy

Action	Measures	Comments/Progress	Status
	Offer larger growth and recovery grants to business, based on jobs created and increased turnover.	The South Lanarkshire Business Recovery and Growth Grant has been amended to make applications easier to progress e.g. Negate need to demonstrate financial need. This will be further improved by forthcoming amendments to the online application system.	Green
	Signpost businesses to other sources of help and advice	During the last year we have led on, or been involved in the delivery of, the following events / initiatives <ul style="list-style-type: none"> •Meet the Real Buyer •Women in Business •Build Lanarkshire •Lanarkshire Business Hub and promote to SLC businesses additional support from e.g. SDP, BG, Business Loans Scotland, Zero Waste Scotland, Princes Trust, including seasonal and ad hoc business support.	Green
Develop a marketing/investment strategy, including a promotional programme with targeted/seasonal events and promotions around key employment sectors.	Create a site prospectus	SL sites submitted to GCR/Scottish Enterprise team to promote as part of Glasgow City Region inward investment prospectus. In addition, work progressing to launch new SL Economic Strategy in draft by June 2022 including marketing and promotion of key economic investment locations.	Green
	Improve web presence/ on line material	Continuing to review website content to include regular case studies and testimonials from SL businesses. Online grant application process also undergoing review and improvement by November 2022.	Green
	Create role for dedicated Economic Development Officer to market the Council area	Officer recruited to lead on investment and Marketing.	Complete
	Ensure planning and other statutory advice is up-to-date and accessible	Liaison takes place with colleagues in Planning to ensure that information is up to date.	Green
New Volunteering strategy for the Community Planning Partnership	Develop a comprehensive Volunteering Strategy	Working Group established led by VASLan. Survey of partner volunteering completed and writing group established.	Green

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Building the generative economy

Action	Measures	Comments/Progress	Status
Develop a new strategic agreement with the Third Sector	Establish a high level review group and comprehensive engagement process for the review	Review Group membership and Terms of Reference agreed.	Green
Review funding to the Third Sector	Establish a cross-partner review group and agree terms of reference	Terms of Reference and membership agreed. Review timetable to be agreed for 2022/23.	Amber
New SE Strategy & Action Plan produced	Establish a Strategy Development Group including partners and representatives of the social enterprise sector	Following recruitment challenges the development of the strategy has been delayed. The Strategy Development Group will be established by September 2022 with representation from the council, partners and the social enterprise sector.	Amber
	Social enterprise advisor recruited into Economic Development	Following interviews on 25 May, the recruitment process is proceeding to appoint a candidate with extensive experience in supporting the social economy sector. The provisional start date is early July and once in post the candidate will work on plan and milestones to develop strategy, coordinate and support sector.	Amber