



Council Offices, Almada Street
Hamilton, ML3 0AA

Thursday, 19 August 2021

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, 31 August 2021

Time: 13:00

Venue: By Microsoft Teams,

The business to be considered at the meeting is listed overleaf.

Yours sincerely

Cleland Sneddon
Chief Executive

South Lanarkshire Council

Councillor Alex Allison

Councillor John Bradley

Councillor Robert Brown

Councillor Maureen Chalmers

Councillor Margaret Cooper

Councillor Joe Fagan

Councillor John Ross (Chair)

Cleland Sneddon, Chief Executive

Paul Manning, Executive Director (Finance and Corporate Resources)

Soumen Sengupta, Director, Health and Social Care

Heather Knox, Chief Executive, **NHS Lanarkshire**

Andy Aird, **Federation of Small Businesses**

Steven Sweeney, Chief Executive, **VASLan**

Elizabeth O'Reilly, Head of Campus Services, **University of the West of Scotland (UWS)**

BUSINESS

1 Declaration of Interests

Item(s) for Consideration		
2	Terms of Reference	3 - 8
	Report dated 3 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)	
3	Context for Community Wealth Building: Data Digest	9 - 20
	Report dated 10 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)	
4	Community Wealth Building Strategy	21 - 44
	Report dated 10 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)	
5	Community Wealth Building Draft Action Plan and Work Programme	45 - 70
	Report dated 29 June 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)	
6	Community Asset Transfer	71 - 76
	Report dated 11 August 2021 by the Executive Director (Housing and Technical Resources). (Copy attached)	
7	Suggested Items for Future Meetings	77 - 78
	Report dated 10 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)	
8	Proposal to Live Stream Future Meetings	79 - 80
	Report dated 18 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)	
9	Date of Next Meeting	
	Wednesday 27 October 2021 at 9am	

Urgent Business

10 Urgent Business

Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name:	Susan Somerville
Clerk Telephone:	01698 454197
Clerk Email:	susan.somerville@southlanarkshire.gov.uk

Report

2

Report to:	Community Wealth Building Commission
Date of Meeting:	31 August 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Terms of Reference
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ♦ submit the Commission's Terms of Reference for noting

2. Recommendation(s)

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

- (1) that the Commission's Terms of Reference, as set out in Appendix 1 to the report, be noted.

3. Background

- 3.1. The draft Community Wealth Building Strategy (the Strategy) was approved at the Council's Executive Committee meeting of 10 March 2021.
- 3.2. The Strategy set out the governance arrangements which included the formation of a Community Wealth Building Commission, chaired by the Council Leader, to drive forward the progress on Community Wealth Building across the Council and with wider regional institutions.

4. Terms of Reference

- 4.1. The Terms of Reference of the Community Wealth Building Commission are set out in the Strategy and include the following:
- ♦ Progress and promote the development of a strategic approach to Community Wealth Building in South Lanarkshire
 - ♦ Support the implementation of the Community Wealth Building Strategy. This will include work to facilitate upskilling and awareness raising, right across the partnership involved in developing this approach. Partners, staff, and communities will all be involved as part of this programme of work.
 - ♦ Take a partnership approach, securing the involvement of partners including businesses, Government agencies and local organisations in Community Wealth Building initiatives and promote best practice among stakeholders.
 - ♦ Review policy and practice to deliver a more inclusive economy.
 - ♦ Consider a communication and stakeholder engagement plan to develop and include the wider partnerships that will contribute to and support the transformation process.

5. Membership and Frequency of Meetings

- 5.1. The membership of the Community Wealth Building Commission is set out in the Strategy and is to be chaired by the Council Leader and include representation from senior Elected members, council services, the Health and Social Care Integration Joint Board and Community Planning Partners. Community representation will involve the CPP locality groups currently under development.
- 5.2. At its meeting held on 26 May 2021, the Executive Committee agreed that, in addition to the Council Leader, the Leader of each of the political/independent Groups within the Council be appointed to the Commission together with the Chair of the Community Planning Partnership, the Chair of the Integration Joint Board, the Chief Executive of South Lanarkshire Council, the Executive Director of Finance and Corporate Resources, and the Director of Health and Social Care. Four nominations were sought from Community Planning Partners. Other Council Officers and Community Planning Partners may be invited to participate in specific Commission meetings as required.
- 5.3. The Commission will meet on a quarterly basis and decision-making will be by consensus.

6. Employee Implications

- 6.1. There are no direct employee implications.

7 Financial Implications

- 7.1. There are no direct financial implications.

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director Finance and Corporate Resources)

3 August 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ♦ Executive Committee, 26 May 2021

Contact for Further Information

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

Geraldine McCann, Head of Administration and Legal Services

Ext: 4658 (Tel: 01698 454658)

Email: geraldine.mccann@southlanarkshire.gov.uk

Terms of Reference

Community Wealth Building Commission

1 Powers and Responsibilities

- 1.1 Progress and promote the development of a strategic approach to Community Wealth Building in South Lanarkshire.
- 1.2 Support the implementation of the Community Wealth Building Strategy. This will include work to facilitate upskilling and awareness raising, right across the partnership involved in developing this approach. Partners, staff, and communities will all be involved as part of this programme of work.
- 1.3 Take a partnership approach, securing the involvement of partners including businesses, Government agencies and local organisations in Community Wealth Building initiatives and promote best practice among stakeholders.
- 1.4 Review policy and practice to deliver a more inclusive economy.
- 1.5 Consider a communication and stakeholder engagement plan to develop and include the wider partnerships that will contribute to and support the transformation process.

2 Membership

- 2.1 The Leader of the Council; the Leaders of the political/independent Groups within the Council; Chair of the Community Planning Partnership; Chair of the South Lanarkshire Integration Joint Board; Chief Executive of South Lanarkshire Council; Executive Director (Finance and Corporate Resources); Direct of Health and Social Care; 4 nominations from Community Planning Partners.
- 2.2 Other Council officers and Community Planning Partners may be invited to participate in specific meetings as required.
- 2.3 The Commission will be chaired by the Leader of the Council.
- 2.4 Quorum – 4 (2 of which should be elected members)

3 Meeting Arrangements and Practice

- 3.1 4 meetings each financial year on dates to be agreed.
- 3.2 Additional meetings to be held as and when required.
- 3.3 Minutes of meetings will be submitted to the next appropriate meeting for approval as a correct record.
- 3.4 Decision-making to be by consensus

Report

3

Report to:	Community Wealth Building Commission
Date of Meeting:	31 August 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Context for Community Wealth Building: Data Digest
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Present data on the social and economic situation in South Lanarkshire as context for Community Wealth Building.

2. Recommendation(s)

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

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

3. Background

- 3.1. A joint session of the North and South Lanarkshire Community Planning Partnerships was held in June 2021 on the topic of “tackling inequalities”. To set the scene for the discussion, the Partnership Boards considered a digest of demographic, social and economic indicators relating to North and South Lanarkshire.
- 3.2. This information has been updated where possible and is attached as appendix 1 to this report. It is presented to the Commission to provide context for our Community Wealth Building work – not only in terms of the South Lanarkshire situation but within a pan-Lanarkshire and indeed wider city-region context.
- 3.3. The data digest covers a range of topics, including:
- ◆ General population
 - ◆ Claimant unemployment and universal credit claimants
 - ◆ Child poverty
 - ◆ Welfare service statistics
 - ◆ Economic performance including GVA, business start-ups and failures, and businesses per population
 - ◆ Health
 - ◆ Impact of Covid on the labour market
 - ◆ A range of public health indicators including road accident casualties, crime statistics and hospital admissions data.
- 3.4. Updates on these and other related data sets will be brought to the Commission as appropriate to assist debate and provide essential context as the work of the Commission progresses.

4. Employee Implications

- 4.1. There are no direct employee implications.

5. Financial Implications

- 5.1. There are no direct financial implications.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

- 7.1. None.

8. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

10 August 2021

Link(s) to Council Objectives/Values/Ambitions

- Achieve results through leadership, good governance and organisational effectiveness

Previous References

- None

List of Background Papers

- None

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

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



Lanarkshire Joint Community Partnerships **Data Digest**

June 2021

Data Digest

General Population - 2020

Indicator	South Lanarkshire	% of Total Population	North Lanarkshire Comparator	% of Total Population
Total Population	320,820	100.0%	341,140	100.0%
Male Population	155,362	48.4%	165,034	48.4%
Female Population	165,458	51.6%	176,106	51.6%
Adult Population (Aged 16 and over)	265,270	82.7%	278,862	81.7%
Working Age population (Aged 16 to 64)	201,790	62.9%	219,051	64.2%
Population aged 65 and over	63,480	19.8%	59,811	17.4%

Source: NRS Mid-Year Estimates 2020

Economic Performance

Indicator	South Lanarkshire	North Lanarkshire Comparator
Gross Value Added (GVA) - 2019	£6,846m	£8,090m
Gross Value Added per Hour Worked - 2018	£27.42	£33.10
Business Expenditure in R&D per head - 2019	£82	£194
Businesses - 2020	9,055	7,595
Businesses per 10,000 working-age population - 2020	447.9	346.1
New Business start-ups	1,195	1,175
Business start-ups birth rate per 10,000 16-64 population	59.1%	53.5%
% of Scottish business start-ups	5.52%	5.42%
Business Failures	1,070	990
Business start-ups death rate per 10,000 16-64 population	52.9%.	45.1%.
% of all Business Failures in Scotland	5.51%	5.09%
Businesses surviving after Three Years in of those established in 2016 and still in business in 2019	54.4%	55.5%

Scottish Government Growth Sector Enterprise Rate per 10,000 working-age population in 2020	172.4	110.3
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Source: Office for National Statistics

Impact of Covid-19 pandemic on the labour market

Indicator	South Lanarkshire	North Lanarkshire Comparator	Scotland Comparator
Total employments on furlough June 2021 (p)	8,900	8,400	141,500
Total take-up rate employments on furlough June 2021 (p)	6.1%	5.5%	6.0%
Cumulative number of employments on furlough - June 2021 (p)	56,400	60,900	908,600
% of eligible residents	38.6%	39.3%	38.4%
Number of claims to the SEISS tranche 4 6 th June 2021	7,400	7,500	120,000
SEISS tranche 4 take-up rate	62%	65%	58%
Total number of SEISS claims made to 6 th June 2021	34,100	33,400	553,000
Total value of SEISS claims made to 6 th June 2021	£95.3m	£91.5m	£1,535m

Source: HM Revenue & Customs

Claimant Unemployment

Council	March 2020		June 2021	
	Numbers	Rate	Numbers	Rate
South Lanarkshire	7,045	3.5%	10,830	5.4%
North Lanarkshire	8,275	3.8%	12,605	5.7%
Scotland Comparator	114,650	3.3%	181,780	5.2%

Source: NOMIS

People on Universal Credit

Council	March 2020		June 2021 (p)	
	Numbers	Rate	Numbers	Rate
South Lanarkshire	17,466	8.6%	29,537	14.4%
North Lanarkshire	19,543	8.9%	34,363	15.4%
Scotland	264,117	7.4%	484,149	13.6%

Source: DWP Stat-Xplore

Child Poverty - 2019/2020

Council	Numbers	Rate
South Lanarkshire	12,840	23.1%
North Lanarkshire Comparator	16,604	26.5%
Scotland Comparator	223,749	24.3%

Source: The End Child Poverty Coalition. These figures pre-date the onset of the COVID-19 pandemic – the number of children and young people living in poverty in South Lanarkshire as at August 2021 will be considerably greater. Further impacts in relation the end of the Job Retention Scheme and the removal of temporary £20 uplift to Universal Credit will increase the numbers to an as yet unknown level.

Welfare Services Statistics

Indicator	South Lanarkshire		North Lanarkshire Comparator	
	March 2020	March 2021	March 2020	March 2021
Awards made for council tax reduction	29,428	31,743	35,390	36,679
Projected Council tax reduction spend	£19.760m	£21.859m	£23.043m	£25.466m
Number of applications for the Scottish Welfare Fund	13,259	17,731	20,067	20,668
Number of awards made for the Scottish Welfare Fund	7,220	10,247	14,833	15,569
Discretionary Housing Payments awards	7,026	8,858	9,246	9,991
Discretionary Housing Payments value	£3.613m	£4.350m	£5.071m	£6.008m
Number of awards for free school meals	9,964	9,677	10,170	12,149
Number of clothing grants	12,362	13,021	10,849	13,406
Tenants in receipt of Universal Credit	6,163	7,915	7,584	9,796
Tenants on Universal Credit who were in arrears	4,219	4,566	4,682	4,534

Source: South Lanarkshire Council; North Lanarkshire Chief Executive Office

Health

Indicator	South Lanarkshire	North Lanarkshire Comparator	Scotland Comparator
Number of Incapacity-based benefits (per 1,000 16-64 population) - Aug 2020	61.4	73.7	59.8
Number of residents economically inactive due to long-term sickness - 2020	10,900	17,600	228,600
Rate of residents economically inactive due to long-term sickness - 2020	27.6%	32.1%	28.7%
Healthy Life Expectancy for those born in the 2017 to 2019 period for Females	63.0 years	57.8 years	61.9 years
Healthy Life Expectancy for those born in the 2017	57.9 years	58.7 years	61.7 years

to 2019 period for Males			
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Source: Office for National Statistics

Selected Information from ScotPHO profiles at Council Area level

More detail can be found on the [Scottish Public Health Observatory website](https://www.scotpho.org.uk/)

Indicator	South Lanarkshire	North Lanarkshire Comparator	Scotland Comparator
Active travel to work - 2018/2019	8.9%	6.9%	14.6%
Adults rating neighbourhood as a very good place to live - 2019	56.8%	46.7%	57%
Alcohol-related hospital admissions per 100,000 population - 2019/2020	747.14	982.36	673.27
Alcohol-specific deaths per 100,000 population - 2015 to 2019; 5-year aggregates	21.12	30.52	20.4
Annual participation (in education, training or employment) measure for 16 - 19 year olds - 2019	92.64%	90.08%	91.56%
Asthma patient hospitalisations per 100,000 population - 2017/18 to 2019/20; 3-year aggregates	101.78	132.85	89.6
Babies exclusively breastfed at 6-8 weeks - 2017/18 to 2019/20; 3-year aggregates	22.83%	17.55%	31.24%
Bowel screening uptake - 2017/18 to 2019/20; 3-year aggregates	59.50%	55.77%	61.62%
Breast screening uptake - 2010 to 2012; 3-year aggregates	70.85%	68.26%	72.48%
Cancer registrations per 100,000 population - 2017/18 to 2019/20; 3-year aggregates	652.21	654.89	643.58
Child dental health in primary 1 - 2018/2019 School year	73.07%	68.22%	71.31%
Child dental health in primary 7 - 2018/2019 School year	73.48%	69.32%	72.91%
Child healthy weight in primary 1 - 2019/2020	76.50%	73.61%	76.25%
Children looked after by local authority - 2020 July snapshot - Crude rate per 1,000 children aged 0-17 years	12.7	11.8	14.0
Children referred to the Children's Reporter for offences -2018/2019 - Crude rate per 1,000 children aged 8-15 years	5.71	5.58	6.12

Indicator	South Lanarkshire	North Lanarkshire Comparator	Scotland Comparator
Chronic obstructive pulmonary disease (COPD) patient hospitalisations per 100,000 population - 2017/18 to 2019/20; 3-year aggregates	330.80	416.52	277.45
Coronary heart disease (CHD) patient hospitalisations per 100,000 population - 2017/18 to 2019/20; 3-year aggregates	395.86	430.51	372.45
Crime rate - 2019 - Crude rate per 1,000 population	26.32	31.85	28.61
Deaths all ages per 100,000 population - 2017 to 2019; 3-year aggregates	1181.45	1320.47	1142.07
Deaths from suicide per 100,000 population - 2015 to 2019; 5-year aggregates	13.19	14.0	13.64
Deaths, aged 15-44 years per 100,000 population - 2017 to 2019; 3-year aggregates	121.19	137.14	112.54
Domestic abuse - 2019/2020 - Crude rate per 1,000 population	112.9	140.6	115.1
Drug crimes recorded - 2019/2020 - Crude rate per 1,000 population	64.3	82.4	64.6
Drug-related deaths, males - per 100,000 population - 2015 to 2019; 5-year aggregates	25.94	27.22	26.77
Drug-related hospital admissions - per 100,000 population – 2016/17 to 2018/19; 3-year aggregates	177.55	199.89	200.16
Early deaths from cancer, aged <75 years - per 100,000 population - 2017 to 2019; 3-year aggregates	154.3	180.87	154.64
Early deaths from coronary heart disease (CHD), aged <75 years - per 100,000 population - 2017 to 2019; 3-year aggregates	53.88	52.52	50.42
Emergency patient hospitalisations per 100,000 - 2017 to 2019; 3-year aggregates	8722.2	9837.96	7624.77
Healthy birth weight - 2017/19 to 2019/20; 3-year aggregates	83.52%	84.82%	84.07%
Immunisation uptake at 24 months - 6 in 1 - 2017 to 2019; 3-year aggregates	98.17%	97.99%	97.33%
Immunisation uptake at 24	96.52%	95.73%	94.26%

Indicator	South Lanarkshire	North Lanarkshire Comparator	Scotland Comparator
months – MMR - 2017 to 2019; 3-year aggregates			
Life expectancy, females - 2017 to 2019; 3-year aggregates	81.06 years	79.6 years	81.14 years
Multiple emergency hospital admissions, aged >65 years - per 100,000 - 2017 to 2019; 3-year aggregates	6261.79	7048.66	5455.96
People aged 65+ with high levels of care needs who are cared for at home - 2018/2019	37.85%	49.39%	35.03%
People claiming pension credits, aged >60 years – 2016 May snapshot	6.49%	8.35%	5.49%
People living in 15% most 'access deprived' areas - 2019	13.36%	8.79%	14.99%
Population income deprived – 2019	12.70%	14.91%	11.98%
Population prescribed drugs for anxiety/depression/psychosis - 2019/20	21.77%	21.82%	19.70%
Population within 500 metres of a derelict site - 2017	28.85%	75.79%	29.72%
Prisoner population per 100,000 – 31 st March 2014 snapshot	178.51	174.58	161.86
Psychiatric patient hospitalisations per 100,000 - 2017/18 to 2019/20; 3-year aggregates	223.68	210.09	254.15
Road traffic accident casualties - per 100,000 - 2016 to 2018; 3-year aggregates	44.43	46.55	58.90
School leavers in positive destinations - 2016/17 school year	94.26%	91.28%	92.91%
School leavers with 1 or more qualification at SCQF Level 4 - 2013/14-2017/18	96.07%	95.64%	96.17%
School leavers with 1 or more qualification at SCQF Level 6 - 2013/14-2017/18	61.94%	60.75%	62.15%
Secondary school attendance – 2014/15 school year	90.79%	92.05%	91.79%
Secondary school attendance by looked after children - 2016/17 school year	80.08%	81.50%	87.42%
Single adult dwellings – 2019	37.77%	37.77%	37.50%
Smoking attributable deaths per 100,000 - 2017 to 2018; 2-year aggregates	357.93	415.07	327.76

Indicator	South Lanarkshire	North Lanarkshire Comparator	Scotland Comparator
Smoking during pregnancy - 2017/18 to 2019/20; 3-year aggregates	13.39%	17.52%	14.56%
Smoking prevalence, aged 16-34 years - 2017 survey year	20.21%	22.30%	19.74%
Teenage pregnancies - 2016 to 2018; 3-year aggregates- Crude rate per 1,000 females aged 15-19	30.86	34.88	30.48
Violent crime – 2019/20 - Crude rate per 10,000	15.6	16.8	17.1
Working age adults with low or no educational qualifications - 2013	13.1%	17.5%	12.57%
Working age population claiming out-of-work benefits – 2016 May snapshot	11.39%	12.90%	10.53%
Working age population employment deprived – 2019	9.7%	11.3%	9.3%

Source: Scottish Public Health Observatory. Please note the majority of these data sets pre-date the COVID-19 pandemic, however, are the most current published data available. These data should be regarded as indicative given the potential significant change in trend in the intervening years.

Report

4

Report to:	Community Wealth Building Commission
Date of Meeting:	31 August 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Community Wealth Building Strategy
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Present the council's Community Wealth Building strategy as background and context to the work of the Commission.

2. Recommendation(s)

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

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

3. Background

- 3.1. Over the last decade or so, the concept of community wealth building (CWB) has been generating considerable interest, as a people-centred approach to local economic development. With widespread recognition that the Covid-19 pandemic has exposed weaknesses in traditional economic models, the ideas within CWB have gained renewed impetus.
- 3.2. At a national level, CWB has been endorsed as an approach by the Scottish Government, with a range of community-led measures for economic development set out in the Programme for Government published on 1 September 2020.
- 3.3. COSLA has recently signalled its support for the principle of CWB as a means of delivery of place based, inclusive growth and has stated that it will work to support local authorities interested in taking forward CWB as a model for economic development.
- 3.4. Building on work undertaken at the end of 2020, subject experts from across the council prepared a draft CWB strategy for South Lanarkshire. The strategy was approved by the Executive Committee of the council on 10 March 2021. This report presents the strategy as context for the work of the CWB Commission.

4. The Community Wealth Building strategy

- 4.1. 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.
- 4.2. The strategy was developed through a process which included:
- ◆ An evaluation of the council's current practice in terms of how it aligns with the principles of CWB

- ◆ A desktop review of approaches that have been adopted in other council areas
- ◆ Liaison with the Centre for Local Economic Strategies to benefit from best practice and experience gained elsewhere
- ◆ Subject experts within the council looking at specific CWB objectives in the South Lanarkshire context

- 4.3. This work resulted in the CWB strategy which is attached at appendix 1. The strategy mirrors the approach taken by a number of other authorities which sees high level objectives set out alongside a selection of case studies to highlight local successes arising from existing service activity.

5. Next Steps and recommendations

- 5.1. The strategy sets out high-level aspirations in relation to CWB. A detailed action plan has been developed to support the delivery of these aspirations over an appropriate time-period (3 to 5 years).
- 5.2. Within this, decisions will have to be made about priorities, timescales and the sequence in which commitments are delivered. Elected Member and stakeholder input to this aspect of the strategy will be an important requirement as this agenda is progressed in South Lanarkshire.
- 5.3. In line with strategies developed elsewhere, the CWB strategy commits to the publication of annual reports on progress as well as the development of a dashboard of suitable indicators to track the direction and pace of change. This reporting framework will be integrated with the council's other performance reporting arrangements, including the annual Resource Plans and reporting on the council plan, Connect.
- 5.4. Recognising that CWB could signal a fundamental shift in the council's approach across a number of services, a robust risk assessment and register will be developed to accompany the detailed action plan.

6. Employee Implications

- 6.1. There are no direct employee implications.

7. Financial Implications

- 7.1. There are no direct financial implications.

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

- 9.1. None.

10. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

10 August 2021

Link(s) to Council Objectives/Values/Ambitions

- Achieve results through leadership, good governance and organisational effectiveness

Previous References

- None

List of Background Papers

- Own the future: a guide for new local economies – report by Centre for Local Economic Strategies

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

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

Community Wealth Building Strategy

2021



Contents

Foreword

What is Community Wealth Building?

Why are we taking this approach?

Governance and approach

Spending

Workforce

Land and
property

Finance

Building
the
generative
economy

What does success look like?

Foreword

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.

There is growing interest in Community Wealth Building across the UK and especially in Scotland, where it has been endorsed by the Scottish Government as an important plank of how Scotland can deliver on its wellbeing economy aspirations.

This strategy sets out South Lanarkshire Council's ambitions across each of the five pillars of Community Wealth Building, covering spending, workforce, land and property, finance and building the generative economy.

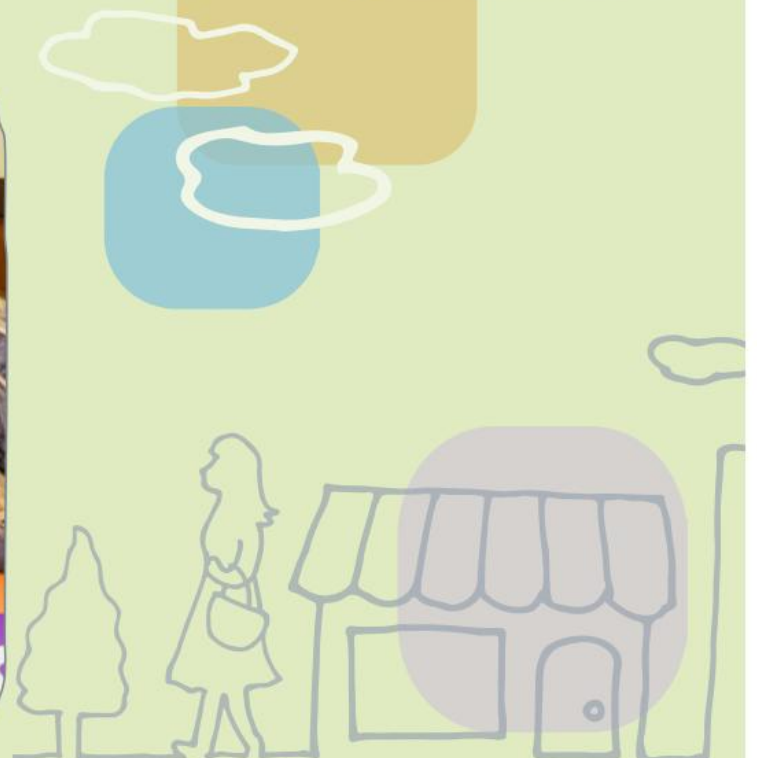
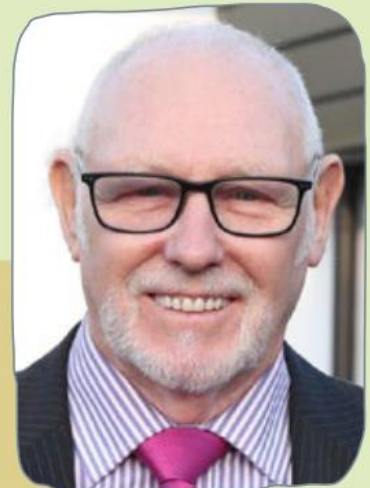
Within each pillar we set out our aim and our objectives, alongside a selection of case studies which illustrate the range of work we're doing right now to help people, communities and businesses in South Lanarkshire. The strategy sets out how we will build on and develop this work with a Community Wealth Building focus going forward.

Our Community Wealth Building Strategy is aligned with our Community Plan and by delivering the Strategy we will contribute to the overarching objective to tackle poverty, deprivation and reduce inequalities.

We will monitor our progress through annual reports on the Community Wealth Building strategy, and we will develop a dashboard of indicators to track our progress towards our Community Wealth Building goals.



Councillor John Ross
Leader of the Council



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 seeks to harness 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 encompasses a place-based approach to economic development where anchor institutions which are deeply rooted within their localities do all they can to “spend local”. Anchor institutions like the council spend millions annually on goods and services but much of the spend is not with local businesses – meaning the benefits leak out of the local economy. A key aim of CWB is influence spend towards local businesses and social enterprises to help grow and sustain local economies and promote positive social outcomes.

One model of Community Wealth Building identifies a dual role for local authorities:

The analyst – By developing and maintaining a deep understanding of the local economy and the impacts of the Covid-19 pandemic in their area, local authorities will be critical to creating a local economy which addresses the interconnected priorities of poverty, ill health, social isolation and inequality

The anchor and agent of change – By realising the potential of their role as an anchor institution for their place, local authorities – and other large, locally rooted institutions – will be key sources of the purchasing power, assets and employment with which economies can be recovered and reformed. By using these levers, local authorities will exercise strong, confident intervention in local economies to advance the cause of social and economic justice for all.

Building on this, five 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

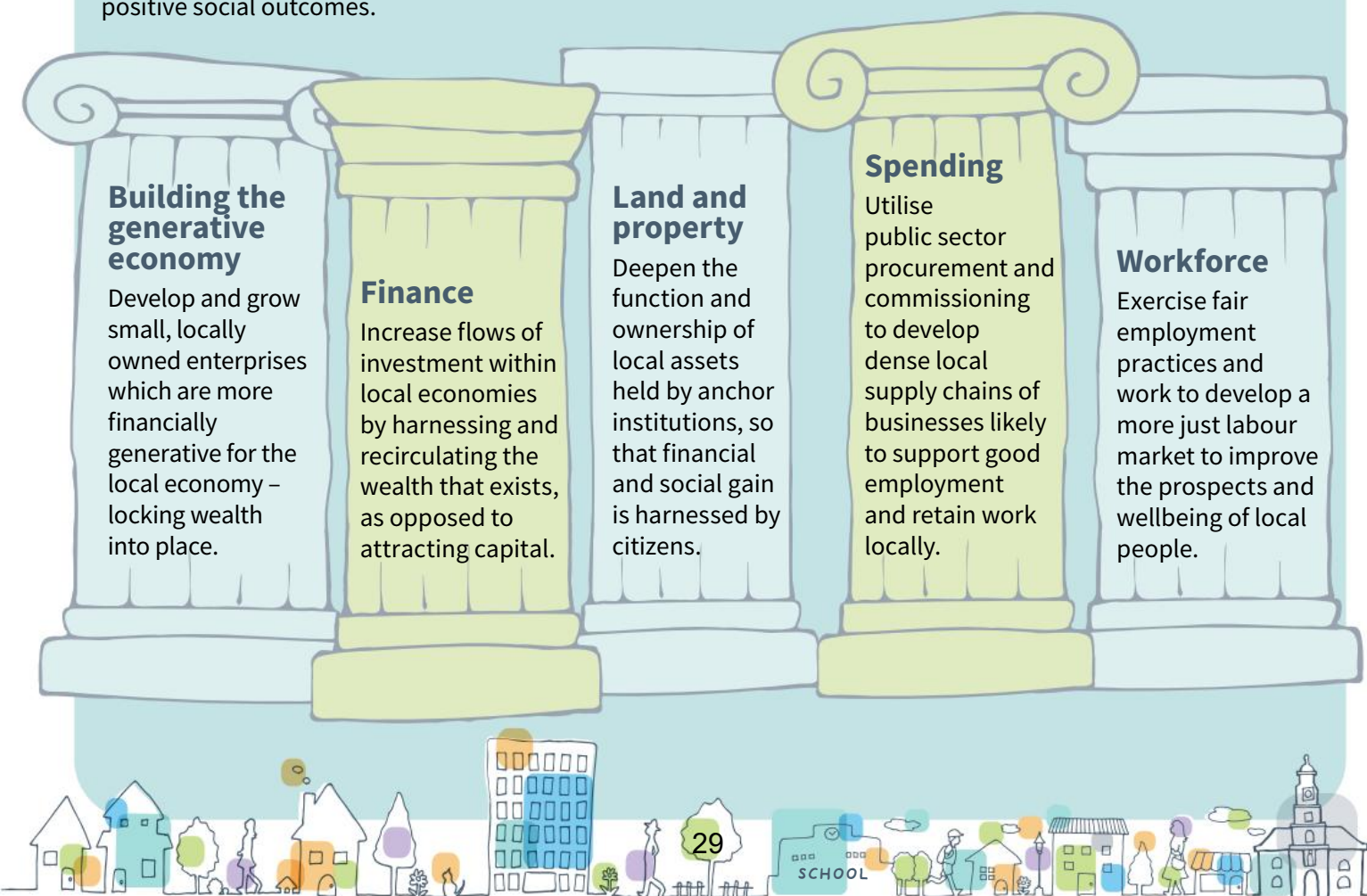
Deepen the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens.

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.



Why are we taking this approach?

With widespread recognition that the Covid-19 pandemic has opened the door to new ways of working and a renewal of civic roles and responsibilities, the idea of “build back better” has been gaining traction.

Within this, the concept of community wealth building (CWB) has been generating considerable interest, as a people-centred approach to local economic development.

At a national level, CWB has been endorsed as an approach by the Scottish Government, and is seen as an important plank of how Scotland can deliver on its wellbeing economy aspirations. Aligned with this, a range of community-led measures for economic development were set out in the Programme for Government published on 1 September 2020.

COSLA has recently signalled its support for the principle of CWB as a means of delivery of place based, inclusive growth and has stated that it will work to support local authorities interested in taking forward CWB as a model for economic development.

Where has CWB been successful elsewhere?

There are numerous examples, both in the UK and abroad, which illustrate how CWB can work in practice.

A pioneer of CWB in the UK, Preston City Council has published **How we built community wealth in Preston: achievements and lessons**, which reflects on eight years of collaboration, outlines key achievements and maps out possible next steps. The document provides a timeline of key stages in the Preston journey, and provides a range of case studies to illustrate how anchor institutions can take action under the 5 pillars to strengthen the local economy. More information on the Preston approach can be found at www.preston.gov.uk/communitywealthbuilding

The London Borough of Newham’s CWB strategy – **Community Wealth Building for a fair and inclusive Newham** – focuses on tackling poverty in the borough, addressing racial and gendered wealth gaps, and responding to the climate emergency. The strategy looks in turn at procurement; business support; skills, training and the future of work; employment and resident support; housing, health and air quality; and democratising the local economy. More information can be found at www.newham.gov.uk/council/community-wealth-building/1

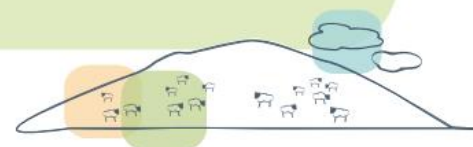
Wigan Council’s **CWB strategy** has five main areas of focus: the Wigan Pound; a good job here for all; housing; green jobs; and working with business. Each section covers “where we are”, “where we want to be” and includes a case study showcasing local success. More information can be found at www.wigan.gov.uk/Council/The-Deal/Community-Wealth-Building.aspx

In Lewes, the council put the twin goals of community wealth building and sustainable transition from fossil fuels at the heart of its **Corporate Plan 2020-24**. The pandemic has given renewed impetus to the council’s goal of a socially and environmentally sustainable local economy. These plans are heavily focused on mobilising council assets – including land, property and council housing investment – to shape and grow businesses and organisations which will create economic opportunities and lifelines to the people of Lewes.

In Wirral, community wealth building has been the defining characteristic of the local economic approach for several years. Wirral Council published a 5-year **Community Wealth Building Strategy** in early 2020, which included plans to develop anchor procurement; repurpose local business support resources to focus on community wealth building; and to participate in a North West Community Bank.

North Ayrshire Council recently published its **CWB strategy 2020-2025: an action plan for a community wealth building council**. The strategy covers all the pillars of CWB – procurement; fair employment; land and assets; financial power; and plural ownership of the economy – and sets out specific actions the council and partners will take to realise their ambitions. More information can be found at www.north-ayrshire.gov.uk/council/community-wealth-building/community-wealth-building.aspx

Further afield, CWB approaches have been implemented in a wide range of countries, including the USA, Spain, Australia and New Zealand.



Governance and approach

Statement of principles

What are we trying to do?

Our strategy outlines an ambitious set of actions to achieve a fair and resilient generative local and regional economy which will contribute to our aims of building a people-centred approach to building fair and resilient communities.

Link in to the CPP

Our partnerships will be key to successful delivery of CWB objectives and to achieve these we will work alongside our fellow anchor organisations, the City Region Economic Partnership, local businesses, the third sector and communities.

Who else will we involve?

We are engaging with Community Wealth Building thought leaders including the Centre for Local Economic Strategies (CLES), and have engaged with other councils across the UK to learn from their Community Wealth Building journeys. In developing CWB in South Lanarkshire we will also engage our communities via the CPP locality groups that are under development.

The City-Region context

Our CWB approach acknowledges that, as part of a wider city region, South Lanarkshire businesses benefit from regional spend and the idea of “community” may extend beyond the council boundary.

The Economic Delivery Group (EDG) of the City Region Partnership has taken the lead on CWB and a decision has been made to concentrate on two key areas: the first is Procurement, with an emphasis on construction. The idea is to use anchor institutions involved in construction – including colleges and universities – to adopt more progressive procurement practices. The second area of activity is Land and Property – aiming to reduce vacant and derelict land across the Region by bringing it back into community use for food growing, recreation and sport.

At time of writing this work is at an early stage but it complements other work being done by the council and we will continue to engage via our City Deal networks

What the Governance Arrangements will be

- We would seek the formation of a Community Wealth Building Commission, chaired by the Council Leader, to drive forward the progress on Community Wealth Building across the council and with wider regional institutions.
- The Commission would include representation from senior Elected Members, council services, Health and Social Care Integration Joint Board and Community Planning Partners (CPP) including NHS Lanarkshire, Scottish Fire and Rescue, Police Scotland, University of the West of Scotland, Scottish Enterprise, VASLAN (Third Sector Interface), SLLC, Skills Development Scotland. Community representation will also involve the CPP locality groups currently under development.
- The Community Wealth Building Commission will:
 - Progress and promote the development of a strategic approach to Community Wealth Building in South Lanarkshire.
 - Support the implementation of the Community Wealth Building strategy. This will include work to facilitate upskilling and awareness raising, right across the partnership involved in developing this approach. Partners, staff and communities will all be involved as part of this programme of work.
 - Take a partnership approach, securing involvement of partners including businesses, Government agencies and local organisations in Community Wealth Building initiatives and promote best practice among stakeholders.
- Review policy and practice to deliver a more inclusive economy.



Funding provision

● How will we use our budget to deliver a community wealth building approach?

The council has significant resources that are spent every year. A revenue budget of £740m, alongside capital funding of £83m in 20/21 (plus £48m for housing) allows the council significant opportunity to contribute to local community growth, and support business in South Lanarkshire. Part of this budget funds our arms-length Leisure and Cultural Trust (£19m) and our integrated Health and Social Care Partnership (£133m), working in the heart of our communities, keeping them safe and healthy.

Of that budget, our procured spending is around £328m. This is what we actually spend on goods and services. Some of this funding is spent locally, although where possible local business is encouraged and supported to contract with the council. The aim would be to increase the level of spend made locally, supporting the local economy to grow through the effective use of procurement to benefit local communities.

Alongside procured spend, the council also contributes to the community through financial support to community and voluntary organisations, with around £8m of funds spent annually (including commissioned works). This funding allows the community to thrive and support itself, including those who are vulnerable, and those supporting others.



Spending

Our aim: The council will support and encourage the local economy to grow sustainably through the effective use of procurement to benefit local communities

We will:

- Expand the capability of local business and social enterprises to bid for public sector contracts with support from economic development and procurement teams
- Build on our knowledge of market supply through further analysis of local capacity to identify new opportunities for local business to grow
- Increase the levels of pre-market engagement before commissioning to shape the preparation of tender requirement and prepare potential local bidders
- Increase promotion of tender opportunities to local sectors
- Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of collaborative contract spend by all Scottish local authorities.
- Improve the environmental outcomes from procurement
- Work with anchor institutions to explore further opportunities for more local spend
- Maximise our approach to community benefits
- Ensure contractors deliver social investment
- Review procurement practices to deliver more local spend where possible

Case study 1

Supplier Development Programme

Procurement and Economic Development work closely with the Supplier Development Programme (SDP) to encourage participation from local businesses in council procurement exercises.

SDP has supported SLC procurement activity by providing general training on tendering procedures to local businesses and on specific tendering opportunities.

A total of 1,177 companies in South Lanarkshire are now registered with SDP, representing a 44% increase from 2019.

Case study 2

Community Benefits Clauses

The council delivers local employment and supply chain opportunities through Community Benefits clauses included in contracts.

Construction projects typically offer the highest levels of benefits providing new start employment opportunities, apprenticeships, training events and community project contributions.



Case study 3

Early Learning and Childcare Services

Procurement, Economic Development services and the Supplier Development Programme work in partnership to improve local procurement spend across the public sector.

A clear example of this is, in order to meet the Scottish Government's pledge to increase free childcare hours from 600 per year to 1,140 by August 2020, South Lanarkshire Council sought to tender for delivery of additional Early Learning and Childcare Services.

SDP and South Lanarkshire Council worked together to help local business prepare for the tendering process. More than 120 local childcare providers, who had limited or no experience in bidding for a contract, benefitted from three specialist, local training sessions to help SMEs apply and bid for this contract opportunity. During the training sessions, representatives from South Lanarkshire Council's Early Years and the Procurement team discussed the requirements for the tender.

A bespoke webinar was also held and SDP provided free training on Public Contracts Scotland Tender – the portal and process through which childminders and nurseries will apply and bid for the tender to deliver the Early Learning and Childcare Services for the council.

South Lanarkshire Council's proactive approach to planning for the increase in childcare hours available, along with support offered through the SDP to potential childcare providers, meant the local authority was on track to deliver the full number of hours by 2020.

Case study 4

Meet the Real Buyer

The first 'Meet the Real Buyer' event was held in November 2018 where individual officers from a range of council services with responsibility for contracting and purchasing, supported by Procurement, Economic Development and SDP, provided the opportunity for South Lanarkshire based SMEs to participate in a dialogue in order to understand future contracting opportunities and tender requirements so they could ready themselves to bid for work with South Lanarkshire Council.

This pioneering event builds upon the national Meet the Buyer model but introduces the end service user to explain their requirements and is intended to increase the ability of local businesses to win contracts with the council and to ensure more of the authority's procurement spend is retained within the council area and demonstrates the council's commitment to inclusive growth.



Workforce

Our aim: The council recognises the importance of employment for individuals and families in terms of achieving potential, improving feelings of self-worth, achieving financial independence and reducing poverty and will act as an Anchor Organisation, promoting Fair Work practices and be a role model for other employers

We will:

- Promote Living Wage and Fair Work practices locally demonstrating this within our own working practices
- Identify employability support staff to provide local employability support to local applicants
- Identify areas of anticipated future demand through workforce planning and put in place training programmes and access to qualifications to match this
- Screen vacancies for suitability to local labour market
- Identify potential numbers and roles for Modern Apprenticeship opportunities with Managers in the council and work with Skills Development Scotland (SDS) to reflect these in the contract.
- Explore with Scottish Government the possibility of using Youth Guarantee funding to support these additional Modern Apprenticeship roles

Case study 1

Living Wage Anchor Organisation

Since 2011, as the largest employer in the local authority area, South Lanarkshire Council has been the key local champion for the Living Wage movement, through paying its own higher rate Living Wage well in advance of it becoming a requirement of the public sector.

As the lead for Community Planning, it was recognised our influence extends beyond our own organisation and as such have championed the Living Wage across all sectors of the local economy and beyond.

We established a Living Wage Campaign Group in 2014 with representation from all sectors and significant progress has been made.

South Lanarkshire Council achieved Living Wage Accreditation in 2016, impacting on our supply chain. We have since been working very closely with the Scottish Living Wage Accreditation team in the Poverty Alliance to encourage others to do the same.

In December 2018 our work in this key area was recognised in receiving the Living Wage Scotland - Anchor Institution Award.

Case study 2

Care Experienced Employability

In September 2018 the council piloted supporting young people into full time, full pay jobs within South Lanarkshire Council. A pilot programme commenced, and work was carried out to establish an assessment process and to put in place the levels of support required for each young person. This included aftercare and key work support as required.

There were five young people in this initial pilot which started in October 2018. To date two young women who are care experienced have secured permanent employment within the council and one young man secured a Modern Apprenticeship in Plumbing with a contractor. Another young man received support to look at further training and finance towards driving lessons which resulted in a promoted post. The remaining young man was not in a position to sustain full time employment secured for him and he receives ongoing Aftercare support.



Case study 3

Support for local businesses The Hungry Gannet Deli, Hamilton

As Scotland continues along the road out of lockdown shoppers are being encouraged to support the businesses on their doorstep to help the local economy and reduce the risk of virus outbreaks.

When lockdown came into force The Hungry Gannet was one of many local businesses that successfully applied for grant support through South Lanarkshire Council to help them offset the impact.

Owner Taher Purwaiz said; **"Funding from the recovery grant we received was an absolute lifeline financially and emotionally, it gave us the boost to know that we could make it through and come back stronger."**

South Lanarkshire Council Economic Development team was involved throughout the early development stages of Taher's new venture offering advice and guidance. In addition, the team can assist with grant support towards capital equipment and infrastructure improvements as well as referral to various organisations for specialist help and connections to the wider network of support.

Case study 4

Support for local businesses Footprints Podiatry, Burnside

Footprints Podiatry in Burnside, like many other companies, was hit badly when it had to shut its doors but was able to reopen with the support of the council's 'Shop Safe, Shop Local' campaign.

Owner Karen Hendry said: **"I was very much aware of the support the council can provide having been helped with advice and guidance, along with grant support to help me with the start-up of my business a few years ago."**

"So when the lockdown effectively shut me down I again sought out advice from the council's Business Support team who guided me through the process for applying for the appropriate support to keep me going through the coronavirus crisis."

"Being able to reopen without having debt was a massive boost. The grant allowed us to continue to pay the bills and staff wages as well as providing the funds to help us pay for the hugely inflated PPE to let us open up again safely when it was once again possible to do so."

The grant was secured through the Scottish Government's Coronavirus Business Support Fund.



Land and property

Our aim: The council will use or repurpose both council property and assets, and that of other anchor institutions in a socially productive way to generate wealth for local citizens.

We will:

- Continue to deliver an Affordable Housing Supply Programme
- Continue to operate and further develop the Open Market Purchase Scheme
- Identify opportunities for housing led regeneration projects
- Support owners of empty homes to bring them back into use
- Promote and support the Community Asset Transfer process
- Deliver improvements to support the Energy Efficient Scotland programme and encourage homeowners to do the same
- Adapt council-led physical regeneration schemes to enable sharing and participation from the community and voluntary sectors
- Repurpose neglected town centre assets to encourage footfall and spend in the local economy
- Encourage investment and create thriving places where people can access goods and services on foot or via public transport
- Improve our carbon footprint by making the “20 Minute neighbourhood” a reality – promoting local shopping and health facilities, education, green spaces, affordable and diverse housing, safe streets, active travel and public transport, and employment opportunities.

Case study 1

Community Asset Transfer

South Lanarkshire Council works with a wide range of community led organisations to progress applications for Community Asset Transfers including community councils or sporting groups. In Blantyre, the council was approached by the Blantyre Soccer Academy for the transfer of a local hall. Once it became apparent that the application would not be supported by the local community, the council worked with the group to find other accommodation that would meet their needs and those of the wider community. This led to the full Community Asset Transfer of Rowan Hall in Blantyre by sale. As a result of this successful application, the Blantyre Soccer Academy has increased its membership and prominence within the community and now has ambitions to expand further.

Information on Community Asset Transfer, including how to pursue a transfer request, is available on the council's website via [this link](#).



Case Study 2

Housing Led Regeneration

Due to a variety of socioeconomic factors the area of Fernhill in Rutherglen experienced high levels of deprivation which adversely impacted on the estate and wider community. In 2008 South Lanarkshire Council, supported by a number of community partners, led the regeneration of the area which consisted of extensive public consultation and community involvement, an ambitious demolition and new build programme and improved community, leisure and retail facilities. In total 246 new homes were built alongside substantial improvements made to existing rented and private sector stock. With the final phase completed in 2016, the area has been positively transformed with an enhanced community spirit as a result of the regeneration and Fernhill is now an area with strong demand on the South Lanarkshire housing register.

A similar regeneration project is now taking place within Whitlawburn, Cambuslang. Building on the processes established at Fernhill, this ambitious housing led regeneration project is due for completion in 2022 and will see the development of over 200 new homes for social rent alongside new housing for sale, and open spaces. Engagement with the local community has been at the heart of these proposals and the project aims to reflect the needs of those who will be living within the new homes and surrounding area. This includes the establishment of a community endowment fund with decisions on how this is spent made by local residents and a substantial community benefits programme that will offer training and employment opportunities to local people and businesses.

Case Study 3

East Kilbride Civic/Town Centre Regeneration

South Lanarkshire Council is using Scottish Government Town Centre Capital Grant Fund money (TCCGF) to support a feasibility study to investigate the potential of moving out of the Civic Centre in EK which is under-utilised and no longer suitable for modern service delivery. This should enable the current site to be redeveloped for an alternative use (probably Town Centre housing, subject to council approval). It is envisaged that remaining council staff will relocate into the EK Shopping Mall as well as to other council accommodation.

The project will also engage partner organisations including Police Scotland, Scottish Fire and Rescue Service, NHS and the Department of Work and Pensions to fully explore options for their engagement and to help with meeting their service needs, improving operational efficiency and also the customer experience.

The council will continue to work with partners from the public, private and voluntary sectors to diversify the use of space in the town centre for community, business, enterprise purposes as possible future phases.



Case Study 4

New Cross Centre Hamilton (Hamilton Hub)

This project aims to re-model part of the 1970s New Cross Shopping Mall in Hamilton Town Centre as a community/business /enterprise hub which will include office space, private and shared business facilities, a community café, youth activities and business start-up space. Early discussions are underway with a number of public, private and third sector organisations, who it is intended, would run the different aspects of the facility. The project will support the sustainability of the remainder of the Centre. It has already benefited from a Regeneration Capital Grant Fund (RCGF) funding award and that is matched by money from the Scottish Government's Town Centre Capital Grant Fund (TCCGF) scheme – providing a comprehensive funding package. This scheme will enable local people to access a range of services in an accessible location and add vitality and investment to Hamilton Town Centre as a whole.



Finance

Our aim: The council will encourage and support communities financial growth including building and attracting development and investment opportunities and encouraging local spend.

We will:

- Through our relationship with the council's Pension Fund provider, Strathclyde Pension Fund, look to develop and support their work on providing opportunities for more local investment opportunities
- Building on the relationship we already have with local credit unions, 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
- Building on the success of our existing support to local business we will continue to develop how business grants can help grow communities
- Through media and procurement interventions, we will encourage our staff to spend locally, in our communities to allow them to grow.
- Look at ways of attracting and promote investment opportunities in our area to regional and national institutions

Case study 1

Pension Fund Investment

The council is a participating employer in Strathclyde Pension Fund (SPF). SPF have adopted principles on Responsible Investment and have committed to investing in areas with a positive local, economic or environmental and social impact.

The Fund's Direct Investment Portfolio, which has a current capacity of £1.8 billion has an explicit local investment remit. It also does a lot of other things – renewable energy, infrastructure, housing which have positive environmental, social and governance impacts alongside strong investment returns.

In November the Strathclyde Pension Fund Committee approved a further £280m of investment from the portfolio: £100m in UK infrastructure, £50m in renewable energy infrastructure, £30m in community housing and £100m in the Clydebuilt II portfolio. Clydebuilt II will invest exclusively in the former Strathclyde region and is a successor fund to Clydebuilt I which has already invested £100m locally.

Case study 2

Credit unions

Credit unions are community savings and loan cooperatives, where members pool their savings to lend to one another at reasonable rates. There are 6 credit unions based within South Lanarkshire, all of which are engaged with the Financial Inclusion Network.

Engagement with the credit unions is positive at present, and this is an aspect of work which can be strengthened to support a Community Wealth Building approach. Work to reinvigorate the Financial Inclusion Network is planned for 2021/22 and as part of this, the council will work with the credit unions and other community partners to explore ways to encourage use of the savings and affordable credit facilities which they offer, and to identify any opportunities to work together; for example, to address debt issues which may be identified through money advice work.

Case study 3

Business grants

The council's business support team have a small budget to provide grants (typically up to £10,000) to micro businesses and Small/Medium Enterprises. The council is also a partner in Business Loans Scotland who can offer start-up and growth loan funding typically between £25,000 and £100,000 to businesses within a number of sectors including manufacturing, construction, wholesale, software and transport and distribution.



Building the generative economy

Our aim: The council will work to support local businesses, not-for-profit organisations and communities to safeguard and create local jobs and address post-Covid recovery. We will foster partnerships with local employers, national and local enterprise agencies and educational institutions to reduce red tape and make it easier for our businesses and workforce to access the training and support they need, including an effective local procurement strategy. The council and other anchor institutions will proactively support key sectors and supply chains to tackle deprivation and inequalities by targeted intervention towards our own homegrown businesses and social enterprises.

We will:

- Continue to develop how business grants can help grow communities
- Promote investment opportunities to regional and national institutions
- Encourage local businesses to explore the social and environmental impact of their activities
- 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
- Develop actions to increase the number and improve the sustainability of social enterprises in South Lanarkshire
- Work with our partners to support organisations which offer volunteering opportunities
- Create a positive environment for third sector organisations where local anchors offer development support
- Support our social enterprises and key Third Sector organisations to generate more of their own funding
- Develop a new Social Enterprise Strategy and Action Plan and, in conjunction with the social enterprise sector, establish a Social Enterprise Steering Group
- Encourage partnership and consortium development in the social enterprise sector to compete for public contract

Case Study 1

Reconfigure the council's Business Support Grants

The Business Support Team is working to update criteria to deliver a tiered funding approach for business investment. This will include a small Business Support Grant of up to 3k, a Business Recovery Grant of up to 10k and a Business Growth Fund of up to 20k. This funding is intended to support new and established South Lanarkshire businesses and will include support for product improvement/innovation, new business processes and market diversification. The re-configured scheme is intended to aid business sustainability and growth, increase turnover and profit and create and safeguard local jobs.

Case Study 2

Targeted support for key local business sectors

The Business support Team will deliver clearly defined projects in the construction, tourism, food and drink, engineering and low carbon sectors. This is aimed at growing and supporting sectors which are already well-represented in the local economy. Initiatives will include local events, encouraging networking, mentoring, business awards, encouraging local recruitment into the sectors and assisting businesses in reaching new markets. This will include close collaboration with key agencies such as Visit Scotland and Scottish Enterprise as well as local colleges and universities, to maximise sharing of opportunities and promotion of businesses. The aim is to encourage sectoral recovery post Covid, increase spend in the local economy and improve the employment prospects of our residents.

Case study 3

Connect2 Renewables Employability Initiative

The Windfarm Fund Connect2 Renewables Employability initiative is delivered by SLC and Banks Renewables and is implemented as part of Banks' commitment to the South Lanarkshire economy and communities. The initiative is funded from a proportion of the community benefit funds that cover a 10km radius of Middle Muir Windfarm development in Crawfordjohn and 10km radius of Kype Muir Windfarm development in Strathaven.

The Connect2 Renewables Employability Programme is able to fill any gaps in service provision working in partnership with other local initiatives to support the needs of the local people. An active visual presence within local communities results in positive community engagement. An open door policy encourages contact with local people the majority of whom are signposted with the remaining directly helped and supported with employability.

The purpose of the fund is to help people living within 10km of the Kype and Middlemuir windfarms into employment. Over 300 local people have been supported to date.

We are working to develop closer partnerships with key Community Groups to determine where they see areas of priority are in employability and to direct support to where it is most needed.

Case studies Connect2

Individual Support

Isabel was successful in gaining entry to the HN Music Performance Course at the Academy of Music and Sound, Glasgow, the course was only part funded by Student Awards Agency Scotland (SAAS). Connect2 Renewables Windfarm Employability fund is paying the annual balance of course fees. The fund is also supporting with transport costs to and from College. Isabel is excelling with her course work. She is singing live performance gigs as part of the college course, has recently taken part in a photo shoot, is working toward releasing her own single and is growing in confidence with her performing. She is an exceptionally talented singer. The family are very grateful for the support offered to her by the Fund.

Isabel is currently in her second year of her course and is still being supported by the Fund.

Support for local businesses

John Bryson & Sons, a local Dairy Farm recently benefitted from the wage subsidy offered by The Connect2 Renewables Windfarm Employer Incentive. The incentive allowed the farm to support a local unemployed person into employment within the Dairy Farm with full training in all elements of farm work. The fund supplied the employee with appropriate workwear, he has settled well into his new position even working on Christmas day. His future with the company looks promising. William Bryson Farm Manager said that the fund has been great and he has appreciated the support especially in the current climate. As of November 2020, E is still in employment with John Bryson & Sons and is a valued member of their Team.



What does success look like?

Our Community Wealth Building Strategy is aligned with the priority outcomes in our Community Plan:

- Reducing child poverty in South Lanarkshire
- Reduction in employment deprivation
- Reduction in Income deprivation

By delivering our Community Wealth Building Strategy we will contribute to our priority outcomes, which we will measure using the following key indicators:

- Percentage of children living in poverty
- Percentage of working age population in employment
- Percentage of procurement spent on local enterprises
- Percentage of those earning less than the Living Wage
- Proportion of council operational buildings that are suitable for their current use
- Hectares of vacant and derelict land in South Lanarkshire
- Reduce the proportion of children who live in families with limited resources (after housing costs)
- Reduce the proportion of children who live in families that are unable to afford the basic necessities
- Reduce the proportion of working age residents who are employment deprived across South Lanarkshire and reduce the Gap between the South Lanarkshire rate and the Scottish average
- Reduce the proportion of working age residents who are employment deprived across South Lanarkshire and reduce the Gap between the 20% most deprived communities and South Lanarkshire
- Reduce the levels of income deprivation and the Gap between the South Lanarkshire rate and the Scottish average
- Reduce the levels of income deprivation and the Gap between the 20% most deprived communities and South Lanarkshire

We will monitor our progress through annual reports on the Community Wealth Building strategy, and we will use the indicators above to develop a dashboard which tracks our progress over time towards our priority outcomes.







www.southlanarkshire.gov.uk

If you need this information in another language or format,
please contact us to discuss how we can best meet your needs.
Phone: 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

Produced for Finance and Corporate Resources by Communications and Strategy. 060812/Mar21



Report

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Report to:	Community Wealth Building Commission
Date of Meeting:	31 August 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Community Wealth Building Draft Action Plan and Work Programme
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Present an initial workplan for the Commission based around actions plans which cover the 5 pillars of Community Wealth Building.

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 action plan attached at appendix 1 be approved; and
- (3) that the items outlined in section 5.2 be approved as the basis for the initial work programme of the Commission.

3. Background

- 3.1. The council approved its Community Wealth Building (CWB) strategy on 10 March 2021. Recognising that the strategy sets out principles and high-level aspirations in relation to CWB, work has been underway to develop the detailed action plans which will support delivery of the strategy.
- 3.2. This report presents the draft action plans for the Commission's consideration and approval. While the actions are council-focused at this point in time, it is anticipated that plans will be live documents which will evolve as necessary to include Partner and stakeholder elements as appropriate and as directed by the Commission.

4. Action Plan to support delivery of CWB strategy

- 4.1. The aim of the CWB strategy was to set out a statement of intent regarding how the council, with partners and other stakeholders, wished to move forward into the period of recovery and economic renewal. As such, the strategy sets out high-level objectives under each of the 5 pillars of CWB.
- 4.2. To support delivery of these objectives, council officers have developed a draft action plan focusing on actions to be delivered within the next few years.
- 4.3. The draft action plan is attached at appendix 1. The actions address the CWB objectives under each pillar, as set out in the CWB strategy. Each objective is broken down into high-level actions, which are further specified through a series of steps required to deliver the action. The timescales within the action plan show the anticipated completion date of the specific steps.

4.4. The action plan sets targets against measures where it has been possible to quantify the scale of activity or improvement to be expected. However, a number of measures will require further work to establish the baseline and to estimate potential gains arising from the implementation of the actions.

4.5. The action plan provides the basis for a reporting and monitoring framework for the CWB strategy and approach generally. It is anticipated that reporting will occur quarterly to this Commission on progress of the actions in the action plan.

5. Work Programme

5.1. Delivering the action plans against the 5 pillars of CWB will comprise the main part of the work plan for the Commission. As noted at 3.2 above, the action plans are council-focused at this point in time, however they can develop flexibly to take account of new developments and wider partnership actions under the direction of the Commission.

5.2. The Commission should also consider the following items as elements of the work plan going forward, some of which are covered under other items on the agenda for this meeting.

- ◆ Partner and community representation on the Commission
- ◆ Risk register
- ◆ CWB Awareness and Communications

6. Next Steps and recommendations

6.1. It is recommended that:

- ◆ the contents of the report be noted; and
- ◆ that the draft action plan attached at appendix 1 be approved; and
- ◆ that the items outlined in section 5.2 be approved as the basis for the initial work programme of the Commission.

7. Employee Implications

7.1. There are no direct employee implications.

8. Financial Implications

8.1. There are no direct financial implications.

9. Climate Change, Sustainability and Environmental Implications

9.1. There are no climate change implications as a result of this report. However the mid-term review acknowledged the need to take action in response to climate change and the emphasis placed on this will help Resources to highlight and prioritise appropriate actions going forward.

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)

29 June 2021

Link(s) to Council Objectives/Values/Ambitions

- Achieve results through leadership, good governance and organisational effectiveness

Previous References

- None

List of Background Papers

- Own the future: a guide for new local economies – report by CLES

Contact for Further Information

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

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Appendix 1 – Community Wealth Building Action Plan

Spending

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
1	Expand the capability of local business and social enterprises to bid for public sector contracts with support from economic development and procurement teams.	1.1 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.	Increased participation in training programmes, supplier feedback and outcomes on tender success.	Year 1 (March 2022) Then Annual Review
			Completion of a gap analysis of current capabilities.	Completion of gap analysis.	Year 1 (March 2022)
			Review of the range of support provided to those markets and identify measures to increase capability.	Completion of the review.	Year 2
2	Build on our knowledge of market supply through further analysis of local capacity to identify new opportunities for local business to grow	2.1 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.	Completion of the market analysis exercise.	Year 1 (March 2022)
			Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of	Increase in the number of local suppliers on Scotland Excel frameworks.	Year 1 (March 2022)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			collaborative contract spend by all Scottish local authorities.		Then Annual Review
			Promote the benefits of Supplier Development Programme and increase participation for other public sector partners in South Lanarkshire.	Increase in registered local businesses year on year.	Year 1 (March 2022) Then Annual Review
3	Increase the levels of pre-market engagement before commissioning to shape the preparation of tender requirement and prepare potential local bidders	3.1 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.	Input from pre-market engagement is used to inform procurement routes and tender requirements.	Year 1 (March 2022) Then Annual Review
			Utilise support from Supplier Development Programme to facilitate pre-market engagement, using their marketing and social media channels, plus webinars and early engagement events.	Data on interaction can be collated pre and post activities.	Year 1 (March 2022) Then Annual Review
4	Increase promotion of tender opportunities to local sectors	4.1 Use a range of communication methods to advertise opportunities to potential bidders.	Conduct supplier events and increase the use of social media.	Increase in the number of promotional events and exercise.	Year 1 (March 2022) Then Annual Review

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			Supplier Development Programme to raise market awareness of opportunities using their marketing and social media channels, plus webinars.	Provision of data from Supplier Development Programme on bookings and attendees at webinars/ events and feedback.	Year 1 (March 2022) Then Annual Review
5	Improve the environmental outcomes from procurement	5.1 Review sustainability requirements for contracts.	Review the scope and scoring of sustainability requirements in contracts to maximise environmental benefits.	Use of a revised approach to the setting and scoring of sustainability requirements in contracts.	Year 1 (November 2021)
			Implement the Flexible Framework Sustainability action plan to further embed good procurement practice.	Completion of targeted actions.	Years 1 - 3
6	Work with anchor institutions to explore further opportunities for more local spend	6.1 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.	List prepared of common areas of interest.	Years 1 & 2
			Assessment of tender opportunities and development of collaborative procurement routes.	Procurement routes identified for increasing local spend with SME's and social enterprises on a collaborative basis.	Years 2 & 3
7	Maximise our approach to community benefits	7.1 Review of the changes to delivering increased	Review the scope of the community benefits menu and minimum	Updated community benefits menu and	Year 1 (March 2022)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		levels of community benefits and identification of new opportunities to improve community outcomes.	scoring to identify opportunities for improving the gain for communities.	minimum scoring in place.	
			Implementation of community benefits monitoring arrangements and assessment of wider resourcing requirements.	Cenefits rolled out across contract managers and new reporting arrangements in place.	Year 1 (March 2022)
			Identify specific community benefits that can be delivered from contracts that can support communities.	Preparation of a community benefits wish list based on community engagement.	Year 1 (March 2022) Then Annual Review
8	Ensure contractors deliver social investment	8.1 Review of the range of measures that can be put in place to deliver greater levels of social investment from contractors.	Review of the approach to the use of specific clauses to deliver social investment.	Review complete.	Year 2
			Conduct a review of the adoption of the Fair Tax Mark accreditation.	Review complete.	Year 2
			Put in place greater levels of monitoring in relation to compliance with the range of charters.	New monitoring arrangements in place.	Year 2
9	Review procurement practices to deliver more local spend where possible	9.1 Consideration of the changes that could be	Set up a local spend working group.	Group set up and programme of meetings established.	Year 1 (June 2021)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		made to the way contractual opportunities are presented to the market and evaluated in support of community wealth building objectives.	Analyse local spend information to identify the nature of the spend and evaluate against other local authorities.	Preparation of a report on the analysis and benchmarking.	Year 1 (November 2021)
			Improve the capturing of local spend information from tier 1 contractors.	Report on local spend through tier 1 contractors.	Year 1 (December 2021)
			Review standing orders on contracts for non-regulated spend.	Report to Corporate Management Team and Executive Committee outlining changes.	Year 1 (December 2021)
			Review the contract evaluation criteria for regulated spend.	Completion of the review.	Year 1 (December 2021)
			Identify the spend in scope based on the requirements of the procurement regulations, reflecting changes to standing orders and evaluation criteria.	Identification of in scope spend.	Year 2
			Identification of local contract opportunities where viable local markets exist based on changes to standing orders and evaluation criteria.	Preparation of a list of contract opportunities.	Year 2

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			Review of current procurement strategy to have a greater emphasis on local procurement.	2021/22 strategy updated to reflect the new Community Wealth Building strategic objective and associated year 1 actions.	Year 1 (June 2021)

Workforce

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
10	Promote Living Wage and Fair Work practices locally demonstrating this within our own working practices	10.1 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.	Increase in number of organisations accredited as Living Wage employers in South Lanarkshire	Year 1 (March 22)
		10.2 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.	Increase in number of organisations committed to fair work practices.	Year 1 (March 22)
			Provide webinars and support to understand impact of Fair Work, for employers and communities.	Number of participants in Fair Work webinars. Number of people who attend webinars.	Year 2 (Oct 22)
		10.3 We will improve the percentage of applicants from South Lanarkshire SIMD areas who secure work	Our employability projects will work with managers to identify pre employment training and skills required for entry level jobs as well as	Establish baseline of unemployed residents of South Lanarkshire SIMD areas – increase participation in employability activities	Year 1 (March 22)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		with Living Wage accredited employers	building on existing work to prepare our local residents for interview and improve their employability.	and preparation for interview.	
				Measure increase in successful employment outcomes.	Year 2 (March 23)
11	Identify employability support staff to provide local employability support to local applicants	11.1 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.	Mapping exercise completed	Year 2 (March 23)
12	Identify areas of anticipated future demand through workforce planning and put in place training programmes and access to qualifications to match this	12.1 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	Workforce planning priorities are identified and articulated into implementation plans.	Year 1 (March 22)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			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		
		12.2 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.	Measure the number of employers and employees participating and completing Upskilling programmes – leading to improvements in salary and/or hours.	
			We will work with new businesses to ensure residents are upskilled prior to launch date through pre-employment training and employability support.	Measure the number of employers and employees participating and completing Upskilling programmes – leading to improvements in salary and/or hours.	Year 2 (March 23)
13	Screen vacancies for suitability to local labour market	13.1 Promote the Council 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 SLC vacancies as well as receiving pre-employment training	Increased number of local residents successfully recruited to Council vacancies.	Year 2 (March 23)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			where required. Use available funding to support job opportunities for local people within council.		
		13.2 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.	Unemployed residents participate in employability support and move into sustainable employment	Year 1 (March 22) Then annually
14	Identify potential numbers and roles for Modern Apprenticeship opportunities with Managers in the council and work with SDS to reflect these in the contract.	14.1 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.	Number of suitable vacancies identified and recruited. Bespoke training programme to supplement the MA framework	Year 1 (March 22)
		14.2 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.	Agreed priorities for Modern Apprenticeship funding meet SLC requirements	Year 1 (March 22)
		14.3 Work with Education Resources to identify suitable Foundation and	Monitor progress of Foundation apprenticeship candidates who are	Pool of suitable Foundation Apprenticeship participants move into	Year 2 (March 23)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		Modern Apprenticeship journeys	ready/suitable for Modern Apprenticeship opportunities. Put in place any additional supports required.	associated Modern apprenticeships as a positive outcome.	
15	Explore with Scottish Government the possibility of using Youth Guarantee funding to support these additional Modern Apprenticeship roles	15.1 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	Clarification received regarding use of funding for this purpose from Scottish Government. The solution is likely to be part-funding as the funding streams are time limited.	Year 1 (March 22)
		15.2 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.	Funding is used, opportunities created and trainees complete qualifications.	Year 2 (March 23)

Land and property

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
16	Continue to deliver an Affordable Housing Supply Programme	16.1 Increase the supply of affordable housing across South Lanarkshire	Deliver the Strategic Local Programme Agreement (SLPA)	Progress in this area will be reported through the Local Housing Strategy annual review.	Year 1 (October 2021) Then annually.
			Preparation and approval of the Strategic Housing Investment Plan (SHIP) Plan to deliver 507 additional properties in 2021/22.	Annual submission also required to the Scottish Government for SHIP approval.	
17	Continue to operate and further develop the Open Market Purchase Scheme	17.1 Identify and purchase appropriate properties to meet specific housing needs	Specific content within SHIP approved in relation to Open Market Purchase Scheme.	Annually approved as part of SHIP process.	Year 1 (October 2021) Then annually.
			Target of 100 properties purchased through Open Market Purchase Scheme for 2021/22.	Complete when target achieved.	Year 1 (October 2021) Then annually.
18	Identify opportunities for housing led regeneration projects	18.1 Continuous assessment of regeneration priorities as part of Local	Considered as part of annual review of Local Housing Strategy.	Progress in this area will be reported through the Local Housing Strategy annual review.	Year 1 (November 2021) Then annually.

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		Housing Strategy process.	Identified priority projects included as part of SHIP development.	Progress in this area will be reported through the Local Housing Strategy annual review.	Year 1 (October 2021) Then annually.
19	Support owners of empty homes to bring them back into use	19.1 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 2021/22.	Establish a Matchmaker Scheme to link empty properties with interested buyers. 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.	Progress in this area will be reported through the Local Housing Strategy annual review. Target of properties set within SHIP.	Year 1 (November 2021) Then annually.
20	Promote and support the Community Asset Transfer process	20.1 Provide direct support to applicants	Recruit a Community Asset Transfer Development Officer Provide and publish a bespoke Community Asset Transfer support fund	Officer in post Agreement of criteria and promotion of the support fund	Year 1 (October 2021) Year 1 (October 2021)
		20.2 Community Asset Transfer to be promoted to	Cross Party Working Group has concluded review of SLLC and Community Asset	Process for promotion of Community Asset Transfer to be agreed.	Year 1 (December 2021)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		communities across South Lanarkshire	Transfer to be promoted across South Lanarkshire.		
21	Deliver improvements to support the Energy Efficient Scotland programme and encourage homeowners to do the same	21.1 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 Energy Efficiency Standards for Social Housing 2 (EESH2). A target of 7% has been set for 2021/22.	Progress in this area is monitored through both the Local Housing Strategy and Climate Change and Sustainable Development Strategy. The Council will also be required to report progress against EESH2 to the Scottish Housing Regulator.	Year 2 Reported in April 2022, then annually.
		21.2 Continue to implement energy efficiency measures across council 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.	Progress in this area is monitored through the Climate Change and Sustainable Development Strategy.	Year 2 Reported in April 2022, then annually.
			Reduce embodied carbon from construction (new builds and refurbishment)		

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		21.3 Continue to maximise Energy Efficient Scotland funding to support owners and private rented properties	Work with partners, including Home Energy Scotland, to provide advice and support to owners and private landlords on funding opportunities available to them.	Progress in this area is monitored through the Climate Change and Sustainable Development Strategy, with the total amount of funding secured and delivered reported annually.	Year 2 Reported in April 2022, then annually.
22	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.	22.1 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	We will measure the following indicators: <ul style="list-style-type: none"> - Increased footfall in town centres. - Decrease in vacant and derelict sites and property - Higher occupancy rates in town and neighbourhood centres - Number of residential units completed on Council/partners’ land. - More sites made available for mixed-use as a result of collaboration/rationalisation. - Increase in number of residents able to access range of goods and services within 20 -minute walk of their home. 	Year 1 (October 21) Then Annual Reviews

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
23	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.	23.1 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	As above	Year 1 (October 21) Then Annual Reviews

Finance

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
24	Through our relationship with the councils Pension Fund provider, Strathclyde Pension Fund, look to develop and support their work on providing opportunities for more local investment opportunities	24.1 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	Group has been established	Year 1 (September 2021)
			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.	As above	Year 1 (October 2021)
25	Building on the relationship we already have with local Credit Unions, we will work locally with the credit unions and other community partners to explore ways to encourage use of the	25.1 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	Working Group formed	Year 1 (September 2021)
			Establish a Credit Union Network	Credit Union Network established	Year 2

	savings and affordable credit facilities which they offer		Develop and promote new financial services to communities	New financial services and products available	Year 2
26	Encourage SLC staff, those of other anchor institutions, local businesses and residents to spend locally and retain investment in local businesses and promote local tourism	26.1 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 is in place	Year 1 (March 2022)
			Through economic and tourism strategies develop additional marketing and networking opportunities for local businesses and social enterprises	Marketing opportunities identified and implemented	Year 1 (March 2022)
			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	No of businesses trained in social media/marketing. Increase in turnover as a result of improved marketing activity	Year 1 (March 2022)
			Encourage local trading networks	Trading Networks set up	Year 1 (March 2022)
			Case-study local businesses via our website and the local press	Case studies undertaken and published	Year 1 (March 2022)

		26.2 Raise awareness of what is on offer for days out/recreation/culture, events in South Lanarkshire	Provide an events calendar	Events calendar completed	Year 1 (March 2022)
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Building the generative economy

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales	Lead
27	Continue to develop how business grants can help grow communities	27.1 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)	Annual evaluation of programmes/interventions <ul style="list-style-type: none"> - No of grants applications year-on - year - Measure growth in turnover/profit/job creation - Measure annual job creation. - Measure annual increase in number of businesses supported. - Measure employment growth in key sectors 	Year 1 (March 22) then annual evaluations.	Head of Planning and Economic Development
			Tailor SLC grants to business needs with a new micro-grants scheme for small and start up businesses with minimum red tape.		Year 1 (March 22) then annual evaluations.	Head of Planning and Economic Development
			Offer larger growth and recovery grants to business, based on jobs created and increased turnover.	As above	Year 1 (March 22) then annual evaluations.	Head of Planning and Economic Development
			Signpost businesses to other sources of help and advice	As above	Year 1 (March 22) Then annual evaluations.	Head of Planning and Economic Development

28	Promote investment opportunities to regional and national institutions to market South Lanarkshire as a place to visit and do business	28.1 Develop a marketing/investment strategy, including a promotional programme with targeted/seasonal events and promotions around key employment sectors.	Create a site prospectus	- Number of hits to website increase - Enquires from on-line presence go up - Meetings held with businesses seeking to invest or expand - Number of jobs created /safeguarded in South Lanarkshire - Number of businesses participating from key sectors	Year 1 (March 2022) Then annual evaluations	Head of Planning and Economic Development
			Improve web presence/ on line material			
			Create role for dedicated Economic Development Officer to market the Council area	As above	Year 1 (March 22) Then annual evaluations.	Head of Planning and Economic Development
			Ensure planning and other statutory advice is up-to-date and accessible	As above	Year 1 (March 22) Then annual evaluations.	Head of Planning and Economic Development
29	Work with our partners to support organisations which offer volunteering opportunities	29.1 New Volunteering strategy for the Community Planning Partnership	Develop a comprehensive Volunteering Strategy	Review existing partner arrangements for volunteering	Year 1 (March 2022)	VASLan/Community Engagement Team/Partners
				New strategy and action plan agreed	Year 2	VASLan/Community Engagement Team/Partners

30	Create a positive environment for third sector organisations where local anchors offer development support	30.1 Develop a new strategic agreement with the Third Sector	Establish a high level review group and comprehensive engagement process for the review	Completion of the strategic review and actions agreed	Year 1 (October 2021)	Community Engagement Manager/VASLan
		30.2 Implement the new strategic agreement with the Third Sector	High level strategic agreement group overseeing actions	Action Plan agreed	Year 2	Community Engagement Manager/VASLan
31	Support our social enterprises and key Third Sector organisations to generate more of their own funding	31.1 Review funding to the Third Sector	Establish a cross-partner review group and agree terms of reference	Review Group established	Year 1 (September 2021)	Community Engagement Manager
			Conduct review and develop action plan	Review completed	Year 2	Community Engagement Manager
		31.2 Implement new funding arrangements for Third Sector	High level cross-partner group overseeing agreed actions	Implementation of new funding arrangements for Third Sector	Year 2	Community Engagement Manager
32	Develop a new Social Enterprise Strategy and Action Plan and, in conjunction with the social enterprise sector, establish a Social	32.1 New SE Strategy & Action Plan produced	Establish a Strategy Development Group including partners and representatives of the social enterprise sector	Agreement of strategy and action plan	Year 1 (December 2021)	Head of Planning and Economic Development/ Community Engagement Manager

	Enterprise Steering Group		Social enterprise advisor recruited into Economic Development	Social enterprise Advisor recruited	Year 1 (September 2021)	Head of Planning and Economic Development/ Community Engagement Manager
		32.2 Social Enterprise Steering Group established	Agree membership and terms of reference	Establishment of SE Steering Group	Year 2	Community Engagement Manager
33	Encourage Partnership and Consortium development in the social enterprise sector to compete for public contracts	33.1 Clear understanding of the market for social enterprise across South Lanarkshire	Work with the social enterprise sector and SDP to understand the market and supply chain	Understanding of the social enterprise market in South Lanarkshire	Year 2	Social enterprise sector/SDP/Partners
		33.2 Coproduction of key responses to social enterprise market	Identify, publicise and market opportunities for the social enterprise sector	Market the opportunities for the social enterprise sector	Year 2	Social enterprise sector/SDP/Partners
		33.3 Develop consortia and partnership responses to social enterprise market opportunities	Work with procurement on meeting market demand through social enterprise interventions	Number of contracts awarded to social enterprise sector	Year 2 Then annual reporting	Social enterprise sector/SDP/Partners

Report

6

Report to: **Community Wealth Building Commission**
 Date of Meeting: **31 August 2021**
 Report by: **Executive Director (Housing and Technical Resources)**

Subject: **Community Asset Transfer**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise on the Community Asset Transfer process and the use of the additional fund established within the 2021/22 General Revenue budget

2. Recommendation(s)

2.1. The Community Wealth Building Commission is asked to note the following:-

- (1) the creation of a support officer post within the Community Engagement and Participation Team
- (2) the criteria for community asset transfer support grant as set out in section 7
- (3) the criteria for property investment as set out in section 7

3. Background

3.1. The 2021/22 General Revenue budget included £250,000 for the purpose of supporting the delivery of sustainable Community Asset Transfer proposals.

3.2. Following a review of the existing Community Asset Transfer process and of how this fund would be put to best use to enhance it for applicants, the funding is anticipated to be spent across 3 financial years;

- Year 1: £40k
- Year 2: £100k
- Year 3: £110k

3.3. As the level of interest in Community Asset Transfer and the requests for support in developing proposals are in excess of currently available staff resources, then in order to more effectively support community asset transfer a temporary post will be created within the Community Engagement and Participation Team. The postholder will develop/refresh service standards and guidance, assist organisations develop their capacity and access support to create business cases as well as act as a liaison between the community and Council departments.

3.4. In addition, 2 further key areas of support have also been identified:-

1. Development of Community Organisation capacity
2. Property Investment

3.5. The following sections of the report set out how these areas of support will be delivered to increase the likelihood and number of successful community asset transfers in future.

4. Development of Community Organisation Capacity

- 4.1 Many organisations have aspirations and enthusiasm for community asset transfer, however the journey from initial concept through to a property being handed over to community control can be lengthy. Organisations often require support and independent professional advice to develop their ideas into sustainable proposals. The nature and extent of the support need varies significantly depending upon the nature of the organisation and the complexity of the project.
- 4.2. As a result there will be 2 aspects to the development of organisational capacity
1. Self Help Resources and access to general advice, aimed at organisations starting out on the journey to community asset transfer
 2. A community asset transfer support grant to enable organisations to access independent professional advice for organisations preparing their formal applications
- 4.3. Self Help Resources
- 4.3.1. Scottish Government has published comprehensive guidance on Community Asset Transfer for Public Bodies and Community Organisations. Over and above this there are numerous organisations such as Community Ownership Support Service, Social Enterprise Scotland, VASLAN, OSCR and Business Gateway that provide specific advice to organisations considering asset transfer.

Community organisations often need guidance in identifying the support options that best fit their proposals and struggle to know “where to start”.

Resources will be developed for publication on the Council’s website that will assist organisations get started and signpost the various supports available. Workshops and events will also be run to increase understanding of the process. This work will be undertaken by the new postholder.

- 4.3.2. Organisation Preparedness/Health check
The Council will offer organisations a “health check” of their proposed asset transfer requests in advance of a formal application so that proposals are as strong as possible when formally submitted thus increasing the likelihood of success.
- 4.3.3. Support Grant
As each asset transfer is unique the type of professional advice required by an organisation varies considerably from proposal to proposal. In many instances external funding support is available to cover the costs of professional advice from solicitors, surveyors, accountants etc but in some geographical areas and some contexts this external funding is not easily accessible. In particular it is important that organisations obtain legal advice, however few organisations seek this until quite late in the process.

Grants will therefore be made available to organisations to fund the development business plans/assess community benefits/obtain independent professional advice including surveying and legal advice.

5. Property Investment

- 5.1. Many interests in community asset transfer do not require a major transformation of the existing property, however identifying funding specifically for property repairs and improvements is often a barrier to asset transfer. This is particularly true if the transfer is a short-term lease to enable an organisation to test out an idea or for a smaller organisation such as a Men’s Shed.

- 5.2. Repairs and minor redesign can facilitate an organisation to take early entry to a property and demonstrate that their proposed project is viable, which in turn can lead to either longer leases or asset transfer by sale.
- 5.3. Alternatively, organisations can use the agreement by the Council to carry out repairs as “in kind” match funding when applying to other external funders for support, increasing the investment in the property and the project.
- 5.4. Repairs and maintenance work would require to be carried out by the Council and its approved contractors; however, the extent and the timing of works will vary from property to property depending upon the organisations proposals and external funding options. Any works will be focused upon removing barriers to asset transfer and supporting organisations to take entry to assets and are likely to focus upon wind and watertight and legislative repairs.
- 5.5. The allocation of the funding will be directly related to the advancement of a community asset transfer application. Works will only be organised where a valid asset transfer application, either for lease or sale, is at an advanced stage and is being recommended to Committee for approval.

6. Employee Implications

- 6.1. A temporary post will be created within the Community Engagement and Participation Team. The job profile for this post has been drafted and is currently being graded. It is anticipated that the post will be filled by October 2021.

7. Financial Implications

- 7.1. £85,000 of the budget has provisionally been set aside for the costs associated with the new post.
- 7.2. Discussions have taken place with the External Funding Team to identify the simplest way to administer applications for grant and the criteria that would be used to assess applications. Applications will be made through the existing online system “Grantviser” and be managed by the external funding team. This will enable the funding team to also identify any other funding opportunities.
- 7.3. With regards to the support grant this will be fully managed by the external funding team and follow the similar criteria as that used for REF, namely;
 - will be capped at £2,500 per organisation
 - would require 2 or 3 quotes
 - 4 weeks for a decision

With the additional criteria that the application was related to the development of a community asset transfer request.

If there is high level of demand, priority will be given to those organisations that cannot easily obtain funding for professional advice from other sources.

- 7.4. With regards to requests for property investment, requests for the allocation of funds will be referred to the Prioritised Investment Group as this group already has in place arrangements for considering the implications of property repair and investment and has cross Resource representation.

To make best use of the fund applications will be capped at £10,000 per property and the criteria for funding will include;

- A valid asset transfer request has already been received
- The request relates to items of repairs and maintenance essential to keep the building functioning and that would not generally be funded from other sources
- The work facilitates continuation of community use and prevents delay in asset transfer/property handover

This ties in with the criteria that were established for the Community Projects Fund.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no specific issues in relation to climate change, sustainability and environment contained within this report, and any implications will be considered as part of the assessment of individual asset transfer projects.

9. Other Implications

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

- 9.2. The Council annually reports its performance in relation to requests for Community Asset Transfer to Scottish Government in June each year. For 2020/2021 the return was:

Total number of applications received: 3

Number of successful applications: 1

Number yet to be determined: 1

Withdrawn prior to Decision Notice 1

- 9.3. There are currently 4 formal applications going through the assessment process.

- 9.4. A further report will be submitted to the Community Wealth Building Commission on the progress on Community Asset Transfer requests and on the associated fund in May 2022.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. Discussions have taken place with the Community Participation Team and the External Funding Team.

- 10.2. 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.

Daniel Lowe

Executive Director (Housing and Technical Resources)

11 August 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

◆ none

List of Background Papers

Contact for Further Information

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

Joanne Forbes

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Report

7

Report to: **Community Wealth Building Commission**
 Date of Meeting: **31 August 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Suggested Items for Future Meetings**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Present suggestions for topics which could be covered in future meetings of the Commission.

2. Recommendation(s)

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

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

3. Background

3.1. As noted previously in the agenda, delivering the action plan for the 5 pillars of CWB will be a key focus for the work of the Commission.

3.2. The Commission may also wish to consider the following suggestions for future agenda items for meetings of the Commission:

- ◆ Monitoring protocol: this would look at how updates would be provided to the Commission on the progress of the CWB action plan, including what the frequency of monitoring would be (e.g., at Q2 and Q4) and presentation format, e.g., using the standard approach available via the council's IMPROVe system or alternatively a version of the action plan with additional columns for status and update information.
- ◆ Engagement with other CWB projects: this would look at the broader context of CWB in Scotland and the UK, particularly at good practice, lessons to be learned, and potential synergies with our work in South Lanarkshire. This could be a standing item for future meetings to keep Commission members abreast of relevant projects and developments such as City Region work.
- ◆ CWB Risk register: this would focus on agreeing the key risks associated with the CWB strategy and then monitoring via an annual report the status of the risks and mitigations in place for the Strategy.
- ◆ Strategy Development: this would consider how the CWB strategy can continue to be developed and its scope widened to involve and include a wide range of stakeholders and partners as well as the council.
- ◆ CWB Awareness and Communications: this would look at proposals for raising awareness around CWB as well as methods for ongoing dissemination of information to a wide audience via web, social media and other channels.

- 3.3. Members of the Commission are invited to consider these as potential items for future meetings.
- 4. Employee Implications**
- 4.1. There are no direct employee implications.
- 5. Financial Implications**
- 5.1. There are no direct financial implications.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no climate change implications as a result of this report.
- 7. Other Implications**
- 7.1. None.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

Paul Manning
Executive Director (Finance and Corporate Resources)

10 August 2021

Link(s) to Council Objectives/Values/Ambitions

- Achieve results through leadership, good governance and organisational effectiveness

Previous References

- None

List of Background Papers

- CWB Strategy

Contact for Further Information

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

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Report

8

Report to:	Community Wealth Building Commission
Date of Meeting:	31 August 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Proposal to Live Stream Future Meetings
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1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ Consider a proposal to live stream future meetings of the Commission.

2. Recommendation(s)

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

- (1) that future meetings of the Commission be live streamed to the South Lanarkshire Council YouTube channel.

3. Background

- 3.1. Due to the worldwide Covid-19 pandemic and public health concerns, a number of people are currently undertaking their duties from home and members of the public are not, at present, permitted to enter public buildings.
- 3.2. Currently, Council meetings are being held virtually and, following a successful pilot, the Council has been live streaming its Standing Committees since April 2021.

4. Proposal to Live Stream Commission Meetings

- 4.1. In the interests of openness and transparency, the Commission's agenda and papers have been published to the Council's website in advance of the meeting and it is proposed that, as the Commission's meetings would, in normal circumstances, be held in public, future meetings of the Commission are live streamed.
- 4.2. It is intended that the recordings of the meetings will remain on the Council's YouTube channel to be accessible for public viewing.

5. Employee Implications

- 5.1. Support for the publishing and streaming of the recordings of the Commission meetings will be achieved within existing staffing resources.

6. Financial Implications

- 6.1. The costs of streaming and recording meetings are being met from existing budgets.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no climate change, sustainability, or environmental implications in terms of this report.

8. Other Implications

- 8.1. There may be a reputational risk to the Council and partners should meetings not be publicly accessible.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. There was no requirement for an equality impact assessment or consultation in terms of the information in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

18 August 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ 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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