



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 19 October 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:** Wednesday, 27 October 2021

**Time:** 09:00

**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 Introductions

### 2 Declaration of Interests

- 3 Minutes of Previous Meeting** 3 - 8  
Minutes of the meeting of the Community Wealth Building Commission held on 31 August 2021 submitted for approval as a correct record. (Copy attached)

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#### Item(s) for Consideration

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- 4 Community Wealth Building - Risk Register** 9 - 18  
Report dated 30 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 Community Wealth Building Commission Progress Group** 19 - 24  
Report dated 12 October 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 Community Wealth Building Commission - Action Plan Q2 Update** 25 - 36  
Report dated 19 October 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 Community Wealth Building - Quick Quotes** 37 - 40  
Report dated 8 October 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 Social Enterprise Sector Support in South Lanarkshire** 41 - 44  
Report dated 12 October 2021 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 9 Date of Next Meeting**  
Monday 7 February 2022 at 10.30am.

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#### Any Other Competent Business

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- 10 Any Other Competent Business**  
Any other items of business which the Chair decides are competent.

#### ***For further information, please contact:-***

Clerk Name: Susan Somerville

Clerk Telephone: 01698 454197

Clerk Email: [susan.somerville@southlanarkshire.gov.uk](mailto:susan.somerville@southlanarkshire.gov.uk)

# COMMUNITY WEALTH BUILDING COMMISSION

3

Minutes of meeting held via Microsoft Teams on 31 August 2021

## **Chair:**

Councillor John Ross

## **Present:**

### **South Lanarkshire Council**

Councillors Alex Allison, Robert Brown, Maureen Chalmers, Joe Fagan

C Sneddon, Chief Executive; P Manning, Executive Director (Finance and Corporate Resources); S Sengupta, Director, Health and Social Care

### **Federation of Small Businesses**

A Aird, Group Chair

### **NHS Lanarkshire**

E Russell, Head of Health Improvement

### **VASLan**

S Sweeney, Chief Executive Officer

## **Also Attending:**

### **South Lanarkshire Council**

J Forbes, Property Manager (Assets and Estates Services); R Leith, Community, Participation and Development Manager; T Little, Head of Communications and Strategy; G McCann, Head of Administration and Legal Services; N Reid, Improvement and Community Planning Manager; S Somerville, Administration Manager

## **Apologies**

### **NHS Lanarkshire**

H Knox, Chief Executive

### **University of the West of Scotland**

E O'Reilly, Head of Campus Services

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## **Chair's Opening Remarks**

The Chair welcomed everyone to this first meeting of the Commission which, he considered, would herald a new way of partnership working to benefit the communities within South Lanarkshire.

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## **1 Declaration of Interests**

No interests were declared.

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## **2 Terms of Reference**

A report dated 3 August 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the Commission's Terms of Reference.

The draft Community Wealth Building Strategy had been approved at the Council's Executive Committee on 10 March 2021 and it set out the Terms of Reference and membership of the Community Wealth Building Commission, with membership further defined at the Executive Committee meeting held on 26 May 2021.

The Terms of Reference was attached as an appendix to the report.

**The Commission decided:** that the Commission's Terms of Reference, as set out in Appendix 1 to the report, be noted.

*[Reference: Minutes of the Executive Committee of 10 March 2001 (Paragraph 7) and 26 May 2021 (Paragraph 5)]*

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### **3 Context for Community Wealth Building: Data Digest**

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A report dated 10 August 2021 by the Executive Director (Finance and Corporate Resources) was submitted presenting data on the social and economic situation in South Lanarkshire as a context for Community Wealth Building.

A joint session of the North and South Lanarkshire Community Planning Partnerships had been held in June 2021 on the topic of tackling inequalities. The Partnership Boards had considered a digest of demographic, social and economic indicators relating to North and South Lanarkshire.

This information had been updated, where possible, and was attached as Appendix 1 to the report.

The data digest covered 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

C Sneddon advised that the Council had been monitoring the unemployment rate since February/March last year and it had almost doubled. He referred to recently received economic projections which indicated that comparative recovery was projected to be slower in Scotland than the rest of the UK. He highlighted the recruitment challenges in some sectors and referred to the need to nurture growth potential.

E Russell intimated that some of the statistics within the digest were helpful and advised that NHS Lanarkshire was taking forward a population needs assessment which would include more detailed information in terms of localities. She offered to bring a paper to a future meeting of the Commission.

**The Commission decided:** that the report be noted.

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### **4 Community Wealth Building Strategy**

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A report dated 10 August 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the Council's Community Wealth Building (CWB) Strategy.

The Strategy was developed through a process which included:-

- ◆ an evaluation of the Council's current practice in terms of how it aligned with the principles of CWB
- ◆ a desktop review of approaches that had 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

The CWB Strategy, which set out high-level aspirations, was attached as Appendix 1 to the report. A detailed action plan had been developed to support the delivery of those aspirations over an appropriate time period.

Decisions would have to be made about priorities, timescales and the sequence in which commitments were delivered. Elected member and stakeholder input to this aspect of the Strategy would be an important requirement as this agenda was progressed in South Lanarkshire.

The CWB Strategy committed 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 would be integrated with the Council's other performance reporting arrangements, including the annual Resource Plans and reporting on the Council plan, Connect.

A robust risk assessment and register would be developed to accompany the detailed action plan.

During discussions, it was acknowledged that partnership working was important to establish what could be done better at a local level to build the local economy.

**The Commission decided:** that the report be noted.

*Councillor Allison joined the meeting during consideration of this item of business*

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## **5 Community Wealth Building Draft Action Plan and Work Programme**

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A report dated 29 June 2021 by the Executive Director (Finance and Corporate Resources) was submitted providing an initial workplan for the Commission based around action plans which covered the 5 pillars of Community Wealth Building (CWB).

The Council approved its CWB Strategy on 10 March 2021. Recognising that the Strategy set out principles and high-level aspirations in relation to CWB, work had been underway to develop the detailed action plans which would support delivery of the Strategy. The draft actions within the plan, attached as Appendix 1 to the report, were currently Council-focused, however, it was anticipated that plans would be live documents which would evolve as necessary to include partner and stakeholder elements as appropriate and as directed by the Commission. The actions addressed the CWB objectives under each pillar. The timescales within the action plan showed the anticipated completion date of the specific steps required to deliver the action. Where it had been possible to quantify the scale of activity of improvement to be expected, the action plan set targets against measures. However, a number of measures would require further work to establish the baseline and to estimate potential gains arising from the implementation of the actions.

Going forward, it was proposed that the following items, as detailed at paragraph 5.2, be considered as elements of the work programme:-

- ◆ partner and community representation on the Commission
- ◆ risk register
- ◆ CWB awareness and communications

P Manning and C Sneddon responded to members' questions in relation to anchor institutions and procurement, highlighting that the Council would benefit from participation by other partners/stakeholders.

A Aird emphasised the importance of getting local businesses engaged with procurement and undertook to feed back to the business community, so it was aware of the Commission's objectives and the Council's CWB Strategy.

There followed a full discussion on identifying target sector areas, such as the green agenda/economy and growth.

**The Commission decided:**

- (1) that the report be noted;
- (2) that the draft action plan, attached as Appendix 1 to the report, be approved; and
- (3) that the items outlined in paragraph 5.2 be approved as the basis for the initial work programme of the Commission.

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## **6 Community Asset Transfer**

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A report dated 11 August 2021 by the Executive Director (Housing and Technical Resources) was submitted on the community asset transfer process and the use of the additional fund established within the Council's 2021/2022 General Revenue budget.

The 2021/2022 General Revenue budget included £250,000 for the purpose of supporting the delivery of sustainable community asset transfer proposals. This funding was anticipated to be spent across 3 financial years, as outlined in paragraph 3.2 of the report.

In order to more effectively support community asset transfer, a temporary post would be created within the Community Engagement and Participation Team. The postholder would 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.

Details were provided on how the following further key areas of support would be delivered to increase the likelihood and number of successful community asset transfers in future:-

- ◆ development of community organisation capacity
- ◆ property investment

In response to a question from Councillor Fagan on why a grants system was necessary for the Council to administer, the Property Manager (Assets and Estates Services) advised that there was a gap due to some groups not being eligible for certain grant funding and it was anticipated that this could help address that.

S Sweeney advised that there was a range of organisations interested in community asset transfer and VASLan would help to support the process.

**The Commission decided:**

- (1) that the creation of a support officer post within the Community Engagement and Participation Team be noted; and
- (2) that the criteria for both community asset transfer support grant and property investment, as outlined in section 7 of the report, be noted.

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## **7 Suggested Items for Future Meetings**

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A report dated 10 August 2021 by the Executive Director (Finance and Corporate Resources) was submitted on suggested items for future meetings of the Commission.

Delivering the action plan for the 5 pillars of Community Wealth Building (CWB) would be a key focus for the work of the Commission.

Further suggested items for future meetings included:-

- ♦ monitoring protocol
- ♦ engagement with other CWB projects
- ♦ CWB risk register
- ♦ strategy development
- ♦ CWB awareness and communication

Following discussion, particularly around the 'green agenda' and community wealth/wellbeing, some additional suggestions included:-

- ♦ holding development sessions to consider issues at both a national and local level
- ♦ considering case studies and the lived experiences of others

**The Commission decided:** that the report be noted.

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## **8 Proposal to Live Stream Future Meetings**

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A report dated 18 August 2021 by the Executive Director (Finance and Corporate Resources) was submitted on a proposal to live stream future meeting of the Commission.

Due to the COVID-19 pandemic, members of the public were not, at present, permitted to enter public buildings.

In the interests of openness and transparency, it was proposed that, as the Commission's meetings would, in normal circumstances, be held in public, future meetings of the Commission be live streamed. It was also intended that the recordings of the meetings would remain on the Council's YouTube channel to be accessible for public viewing.

**The Commission decided:** that future meetings of the Commission be live streamed to the South Lanarkshire Council YouTube channel.

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## **9 Date of Next Meeting**

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It was agreed that the next meeting of the Commission be held on Wednesday 27 October 2021 at 9.00am.

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**10 Urgent Business**

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There were no items of urgent business.



# Report

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Report to:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>27 October 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Community Wealth Building - Risk Register</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ present a Community Wealth Building Risk Register and detail the proposed risk monitoring and reporting arrangements.

## 2. Recommendation(s)

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

- (1) that the Community Wealth Building Risk Register is approved
- (2) that the proposed risk reporting and monitoring arrangements are approved

## 3. Background

3.1. The council's draft Community Wealth Building (CWB) Strategy was approved at the Executive Committee meeting of 10 March 2021. CWB 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.

3.2. 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 (three to five years).

3.3. Recognising that CWB could signal a fundamental shift in the council's approach across a number of services, it was agreed that a risk register would be developed to accompany the detailed action plan.

## 4. The CWB Risk Register

4.1. The council's CWB lead officers were consulted during May and June 2021 on risks that are likely to impact upon the aspirations set out within the strategy. Officers were also asked to record any risk controls currently in place and actions required to mitigate the risks identified.

4.2. Following this consultation exercise, a risk register was established detailing risks which impacted upon the five pillars noted within the strategy. Those being building the generative economy; finance; land and property; spending; and workforce.

4.3. The risk register, including the recorded control and actions is attached at Appendix One to the report. Risks identified include:-

- ◆ Scope to increase spend with local business and social enterprises is limited due to a lack of capacity and / or inability to meet council requirements
- ◆ Scope to significantly increase local spend through contract awards is limited by the procurement regulations
- ◆ Limited scope to collaborate with anchor institutions due to existing contractual commitments or lack of overlap in opportunities
- ◆ Town centres decline with increased numbers of neglected town centre assets, decreased footfall and reduced spend in the local economy.
- ◆ Failure to demonstrate improved outcomes as a result of the CWB strategy

4.4. The CWB Commission is asked to approve the register and note that this will remain a live document as CWB work progresses over the forthcoming years.

4.5. The strategy and associated risk register are in the early stages of development at this point in time. As work in this area progresses and once the CWB risk register has had time to mature, it is expected that an overarching risk will be added to the council's top risk register.

## **5. Monitoring and reporting arrangements**

5.1. Going forward, it is proposed that the CWB Group will review and update the risk register as required, progress actions and provide an annual risk report to the CWB Commission.

## **6. Employee Implications**

6.1. There are no employee implications associated with this report.

## **7. Financial Implications**

7.1. There are no financial implications associated with this report.

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

8.1. There are no implications for climate change, sustainability or the environment in terms of the information contained within this report.

## **9. Other Implications**

9.1. Failure to demonstrate that risk is actively considered and managed could adversely affect the delivery of the CWB strategy and could affect the reputation of the council. The work undertaken to identify and review the risks and monitor the progress of the risk control actions will enable the CWB Group to effectively manage the impact of these risks.

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

10.1. There are no Equality Impact Assessment or consultation arrangement implications associated with this report.

**Paul Manning**

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

**South Lanarkshire Council**

30 July 2021

**Contact for Further Information**

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

Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

E-mail: [craig.fergusson@southlanarkshire.gov.uk](mailto:craig.fergusson@southlanarkshire.gov.uk)

## Appendix 1

### Community Wealth Building Risk Register

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)			Further actions required to control risk	Action target date	Risk Lead Officer
			Impact	Likelihood	Overall score			Impact	Likelihood			
Spend	<ul style="list-style-type: none"><li>Expand the capability of local business and social enterprises to bid for public sector contracts with support from economic development and procurement teams</li><li>Increase promotion of tender opportunities to local sectors</li><li>Increase the levels of pre-market engagement before commissioning to shape the preparation of tender requirement and prepare potential local bidders</li></ul>	Scope to increase spend with local business and social enterprises is limited due to a lack of capacity and / or inability to meet council requirements	4	5	20	<ul style="list-style-type: none"><li>Ongoing training businesses to bid for contracts via initiatives such as the Supplier Development Programme (SDP).</li><li>Ongoing promotion of tender opportunities across a wide range of platforms.</li></ul>	3	5	15	<ul style="list-style-type: none"><li>Do further work with partners such as SDP to improve the capacity of social enterprises to bid for public sector contracts.</li><li>Increase levels of pre-market engagement.</li><li>Increase promotion of tender opportunities across a wide range of platforms *</li></ul>	Year 1 (March 2022) then annual reviews.	Head of Planning and Economic Development
										<ul style="list-style-type: none"><li>Completion of gap analysis *</li></ul>	Year 1 (March 2022)	
										<ul style="list-style-type: none"><li>review existing support. *</li></ul>	Year 2	
Spend	<ul style="list-style-type: none"><li>Review procurement practices to deliver more local spend where possible</li></ul>	Scope to significantly increase local spend through contract awards is limited by the procurement regulations	4	5	20	<ul style="list-style-type: none"><li>Promotion of tender opportunities locally</li><li>Meet the Buyer events</li></ul>	3	5	15	<ul style="list-style-type: none"><li>Greater focus on low value spend requirements, sub-contracting opportunities and community benefits.</li></ul>	(March 2022) then annual reviews.	Head of Finance (Transactions)
										<ul style="list-style-type: none"><li>Scope spend that could be directed locally and ensure awareness of limitations posed by regulations. *</li></ul>	<ul style="list-style-type: none"><li>Year 2</li></ul>	
Spend	<ul style="list-style-type: none"><li>Review procurement practices to deliver more local spend where possible</li></ul>	Increased local spend results in an increase in costs for council budgets	3	5	15	<ul style="list-style-type: none"><li>Sourcing strategies confirm available budget before commencing a tendering exercise</li><li>Reports on tender highlight potential budget pressures.</li></ul>	3	5	15	<ul style="list-style-type: none"><li>Discuss limitations with Scottish Local Government Procurement Forum (SLGPF)</li></ul>	Year 1 (March 2022) then annual reviews.	Head of Finance (Strategy)

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)			Further actions required to control risk	Action target date	Risk Lead Officer
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score			
Spend	<ul style="list-style-type: none"> <li>• Increase promotion of tender opportunities to local sectors</li> </ul>	Falling rates of local business and social enterprises successfully bidding for contracts because of wider economic changes that affect capability.	4	4	16	<ul style="list-style-type: none"> <li>• Ongoing training businesses to bid for contracts via initiatives such as the Supplier Development Programme (SDP).</li> <li>• Ongoing promotion of tender opportunities across a wide range of platforms.</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>• Completion of gap analysis and review existing support.</li> <li>• Increase promotion of tender opportunities across a wide range of platforms. *</li> </ul>	Year 1 (March 2022) then annual reviews.	Head of Planning and Economic Development
Spend	<ul style="list-style-type: none"> <li>• Work with anchor institutions to explore further opportunities for local spend</li> </ul>	Limited scope to collaborate with anchor institutions due to existing contractual commitments or lack of overlap in opportunities	3	5	15	<ul style="list-style-type: none"> <li>• None, as new activity.</li> </ul>	3	5	15	<ul style="list-style-type: none"> <li>• Assess collaborative opportunities over a longer period.</li> <li>• Early engagement with anchor institutions.</li> </ul>	Year 1 (March 2022) then annual reviews.	Head of Finance (Transactions)
Building the generative economy	<ul style="list-style-type: none"> <li>• Continue to develop how business grants can help grow communities</li> </ul>	Low take up of business grants will limit their impact on helping to grow communities	3	2	6	<ul style="list-style-type: none"> <li>• Sector specific programmes, new micro-grants scheme for small and start-up businesses, and offering larger recovery and growth grants should widen the appeal of our grants' programmes.</li> <li>• Businesses are also signposted to other sources of help and advice.</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>• Review annually. Adjust business support programmes if take-up levels are lower than anticipated. *</li> </ul>	Year 1 (March 22) then annual reviews.	Head of Planning and Economic Development
Building the generative economy	<ul style="list-style-type: none"> <li>• Promote investment opportunities to regional and national institutions</li> </ul>	Regional and national organisations are not convinced to invest in Lanarkshire.	3	3	9	<ul style="list-style-type: none"> <li>• We work with Scottish Enterprise, Scottish Development International and Glasgow City Region partners to raise the profile of investment opportunities in South Lanarkshire.</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>• New inward investment officer and improved marketing materials should result in more demand and secure investment. *</li> <li>• Monitor and review indicators. Take additional action if necessary.</li> </ul>	Year 1 (March 2022) then annual reviews	Head of Planning and Economic Development
Building the generative economy	<ul style="list-style-type: none"> <li>• Develop actions to increase the number and improve the sustainability of social enterprises in South Lanarkshire</li> </ul>	Declining numbers and higher failure rates of social enterprises are recorded in South Lanarkshire.	4	2	8	<ul style="list-style-type: none"> <li>• Support is provided to all businesses, including social enterprises through the council's Business Support Team and through the Business Gateway Lanarkshire service.</li> </ul>	4	1	4	<ul style="list-style-type: none"> <li>• The development of a social enterprise strategy and action plan. *</li> <li>• Monitor and review indicators. Take additional action if necessary.</li> </ul>	Year 1 (March 2022) Then annual reviews.	Head of Planning and Economic Development

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)			Further actions required to control risk	Action target date	Risk Lead Officer
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score			
	<ul style="list-style-type: none"> <li>Develop a new Social Enterprise Strategy and action plan and, in conjunction with the Social Enterprise sector, establish a Social Enterprise Steering Group</li> </ul>									<ul style="list-style-type: none"> <li>formation of a steering group *</li> <li>recruitment of a dedicated Social Enterprise Officer should ensure higher success rates via the provision of additional tailored support to social enterprises in South Lanarkshire. *</li> </ul>	Year 2  Year 1 (September 2021)	
Workforce	<ul style="list-style-type: none"> <li>Promote living wage and fair work practices locally demonstrating this within our own working practices</li> </ul>	Organisations do not adopt fair work practices/Living Wage	3	1	3	<ul style="list-style-type: none"> <li>Living wage campaign group promoting the benefits is attended by partner organisations</li> </ul>	3	1	3	N/A	N/A	Head of Personnel Services
Workforce	<ul style="list-style-type: none"> <li>Identify employability support staff to provide local employability support to applicants</li> </ul>	Employability funding reduces	3	2	6	<ul style="list-style-type: none"> <li>Funding opportunities are maximised via contact with SG, Cosla and relevant professional groups</li> </ul>	3	2	6	N/A	N/A	Head of Personnel Services
Workforce	<ul style="list-style-type: none"> <li>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</li> </ul>	SDS do not fund suitable MAs	2	3	6	<ul style="list-style-type: none"> <li>Contact via professional groups to highlight areas of need and secure correct contract level</li> </ul>	2	2	4	N/A	N/A	Head of Personnel Services
Workforce	<ul style="list-style-type: none"> <li>Screen vacancies for suitability to local labour market</li> </ul>	Suitable vacancies are not identified	2	3	6	<ul style="list-style-type: none"> <li>Workforce planning activity to project future needs</li> </ul>	2	2	4	N/A	N/A	Head of Personnel Services
Land and Property	<ul style="list-style-type: none"> <li>Continue to deliver an affordable housing supply programme</li> </ul>	Failure to deliver duties as a statutory housing authority including implementing the Local Housing Strategy and deliver of an affordable housing supply programme.	4	4	8	<ul style="list-style-type: none"> <li>Range of management structures and groups in place to ensure progress is made on statutory functions.</li> <li>Reporting schedule in place to relevant regulatory authorities and to HTR Committee, Executive Committee and the Scottish Government.</li> </ul>	2	2	4	N/A	N/A	Head of Housing Services

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)			Further actions required to control risk	Action target date	Risk Lead Officer
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score			
Land and Property	<ul style="list-style-type: none"> <li>Deliver improvements to support the Energy Efficient Scotland programme and encourage homeowners to do the same</li> </ul>	Failure to meet energy efficiency requirements and national targets for domestic and non-domestic properties.	4	4	8	<ul style="list-style-type: none"> <li>Annual Housing Investment Programme agreed with funds identified to improve number of properties that meet required standards.</li> <li>Reporting schedule in place to monitor progress, through Local Housing Strategy and Sustainable Development and Climate Change Strategy.</li> </ul>	2	2	4	N/A	N/A	Head of Property Services
Land and Property	<ul style="list-style-type: none"> <li>Repurpose neglected town centre assets to encourage footfall and spend in the local economy</li> <li>Encourage investment and create thriving places where people can access goods and services on foot or via public transport</li> <li>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</li> </ul>	Town centres decline with increased numbers of neglected town centre assets, decreased footfall and reduced spend in the local economy.	3	4	12	<ul style="list-style-type: none"> <li>Using the “20-minute neighbourhoods” as key scoring criteria when assessing funded capital scheme bids. Initiatives by Business</li> <li>The council monitors funding opportunities and pursues town centre funding whenever possible.</li> <li>We support the Lanarkshire Improvement District (BIDs) who carry out town centre promotional activity.</li> <li>The rollout of the InsideOut app should stimulate footfall in town centres.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Monitor and review indicators. Take additional action if necessary. *</li> </ul>	Year 1 (October 21) then annual reviews.	Head of Planning and Economic Development
Finance	<ul style="list-style-type: none"> <li>Through our relationship with the council’s pension fund provider, Strathclyde Pension Fund, look to develop and support their work on providing</li> </ul>	Pensions – lack of interest from other councils.	1	3	3	<ul style="list-style-type: none"> <li>Good relationship with other councils and awareness that other councils are also pursuing Community Wealth Building</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Early engagement with neighbouring councils *</li> </ul>	Year 1 (September 2021)	Head of Finance (Strategy)

Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)			Further actions required to control risk	Action target date	Risk Lead Officer
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score			
	opportunities for more local investment opportunities											
Finance	<ul style="list-style-type: none"> <li>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</li> </ul>	Pensions – SPF failure to engage or support request to develop options for community / local investment.	2	3	6	<ul style="list-style-type: none"> <li>Relationship with Pension fund through officer and members groups</li> </ul>	2	2	4	N/A	N/A	Head of Finance (Strategy)
Finance	<ul style="list-style-type: none"> <li>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 saving and affordable credit facilities which they offer</li> </ul>	Credit unions - Lack of cooperation from Credit Unions.	2	3	6	<ul style="list-style-type: none"> <li>Good relationships with credit unions</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>Named link person identified to develop Credit Union network and be first point of contact for CUs *</li> </ul>	Year 2	Community Engagement Manager
Finance	<ul style="list-style-type: none"> <li>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 saving and affordable credit facilities which they offer</li> </ul>	Credit Unions - Lack of uptake for services offered.	2	3	6	<ul style="list-style-type: none"> <li>CUs promote their services . current use of CUs is encouraging</li> </ul>	1	2	2	<ul style="list-style-type: none"> <li>CPP Communications Group actively promotes Credit Unions as part of their activity</li> </ul>	By March 2022	Community Engagement Manager
Finance	<ul style="list-style-type: none"> <li>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</li> </ul>	Spend local – dedicated investment and marketing officer recruitment unsuccessful.	2	3	6	<ul style="list-style-type: none"> <li>Proven record in targeting recruitment to attract suitable candidates</li> </ul>	1	1	1	N/A	N/A	Head of Planning and Economic Development



Pillar	We will	Risk Description	Inherent Risk Score (Prior to controls being in place)			Current control measures	Residual Risk Score (Take account of control measures currently in place to mitigate the risk)			Further actions required to control risk	Action target date	Risk Lead Officer
			Impact	Likelihood	Overall score		Impact	Likelihood	Overall score			
Finance	<ul style="list-style-type: none"> <li>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</li> </ul>	Spend local –local companies fail to promote themselves effectively.	1	3	3	<ul style="list-style-type: none"> <li>Our contractor Business Gateway Lanarkshire runs a wide range of free marketing and social media training programmes for varying levels of technical ability.</li> </ul>	1	2	2	N/A	N/A	Head of Planning and Economic Development
Finance	<ul style="list-style-type: none"> <li>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</li> </ul>	Spend Local – no support from local trading networks.	2	3	6	<ul style="list-style-type: none"> <li>A shop local message is promoted by many existing local business groups in South Lanarkshire.</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Monitor. Take additional action if necessary.</li> </ul>	Year 1 (March 2022) Then annual reviews.	Head of Planning and Economic Development
Finance	<ul style="list-style-type: none"> <li>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</li> </ul>	Events calendar – attendance at events is low.	2	3	6	<ul style="list-style-type: none"> <li>Events are promoted through the council's website and social channels and via South Lanarkshire Leisure &amp; Culture, VisitLanarkshire and VisitScotland websites and social media channels.</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Monitor. Take additional action if necessary.</li> </ul>	Year 1 (March 2022) Then annual reviews.	Head of Planning and Economic Development
Overarching	N/A	Failure to demonstrate improved outcomes as a result of the CWB strategy	2	3	6	<ul style="list-style-type: none"> <li>CWB Commission in place to oversee progress</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Monitoring and reporting framework to be developed and delivered – quarterly reporting of action plan to CWB Commission.</li> </ul>	Year 1 (December 2021)	Head of Communications and Strategy
Overarching	N/A	Failure to integrate CWB with strategic and operational plans	3	3	9	<ul style="list-style-type: none"> <li>Annual review of Resource Plans reflects CWB aspirations</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Complete Review of Council Plan and Community Plan which will ensure CWB integrates strategically</li> </ul>	Year 2 (May 2022)	Head of Communications and Strategy
Overarching	N/A	Ineffective engagement with communities as part of the CWB strategy	3	3	9	<ul style="list-style-type: none"> <li>Action Plan includes engagement with VASLAN and community groups</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Establish appropriate community representation on the CWB Commission</li> </ul>	Year 1 (March 2022)	Head of Communications and Strategy

\* Action also noted within the Community Wealth Building Action Plan and Work Programme



# Report

5

Report to:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>27 October 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Community Wealth Building Commission Progress Group</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ request approval of the formation and membership of the Community Wealth Building Commission Progress Group

## 2. Recommendation(s)

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

- (1) that the establishment of a Community Wealth Building Commission Progress Group (CWB Progress Group) to ensure that the Commission's initial workplan and actions plans to meet the objectives of the Community Wealth Building Strategy are progressed and delivered in order to contribute to the priorities of the South Lanarkshire Community Plan be approved.
- (2) that the draft Terms of Reference for the CWB Progress Group, as referred to in section 4.1 of this report and Appendix 1, be approved.
- (3) that nominations for the membership of the CWB Progress Group are sought from the Commission Members and Community Planning Partners, as set out in section 5 of this report, be approved; and
- (4) that the Council's Chief Executive be authorised to finalise the membership of the Community Wealth Building Commission Progress Group, as set out in paragraph 5.3 of the report, with a report on the finalised membership being submitted to the Commission for noting.

## 3. Background

- 3.1. The draft Community Wealth Building Strategy (the Strategy) was approved at the 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.
- 3.3. The Community Wealth Building Commission met on 31 August and approved the initial workplan for the Commission based around action plans which covered the 5 pillars of Community Wealth Building.

- 3.4 It is now necessary to establish a CWB Progress Group at officer level which will progress the delivery of these action plans, on behalf of the Commission, and make recommendations as appropriate to the Commission on further actions to meet the objectives of the Strategy.
- 4. Terms of Reference**
- 4.1. The Terms of Reference of the CWB Progress Group are set out in Appendix 1 of this report.
- 5. Membership and Frequency of Meetings**
- 5.1. Nominations for the Chair and membership of the CWB Progress Group are sought from the Commission Members and Community Planning Partners and may include council officers, representatives of the Health and Social Care Integration Joint Board and Community Planning Partners 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 from the CPP locality groups currently under development.
- 5.2 It is proposed that the Chief Executive of South Lanarkshire Council be authorised to receive nominations for membership of the CWB Progress Group by 24 November 2021 to allow the Chief Executive to finalise the membership and that a further report on the finalised membership be submitted to a future meeting of the Commission for noting.
- 5.4 It is recommended that the CWB progress group meet on an 8 weekly basis, however the frequency of the meetings may be adjusted as business requires. The CWB Progress Board will report to the Commission as required.
- 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 None at this stage.
- 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)**

12 October 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, 10 March 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)

E-mail : [geraldine.mccann@southlanarkshire.gov.uk](mailto:geraldine.mccann@southlanarkshire.gov.uk)



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## Terms of Reference

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### Community Wealth Building Commission Progress Group

#### **1 Powers and Responsibilities**

- 1.1 Progress the delivery of and monitor the implementation of the Community Wealth Building Commission's (CWB) initial workplan and action plans to meet the objectives of the Community Wealth Building Strategy in order to contribute to the priorities of the South Lanarkshire Community Plan and promote a strategic approach to Community Wealth Building in South Lanarkshire.
- 1.2 Undertake tasks as directed by the CWB.
- 1.3 Support the CWB in the promotion of the Strategy
- 1.4 Support the CWB in its' work to facilitate upskilling and awareness raising, across the partnership involved in developing its strategic approach. Partners, staff, and communities will all be involved as part of this programme of work.
- 1.5 Facilitate learning through identifying best practice activities in other established CWB areas
- 1.6 Support the CWB in the promotion of partnership working and to secure the involvement of partners including businesses, Government agencies and local organisations in Community Wealth Building initiatives and promote best practice among stakeholders.
- 1.7 Highlight and propose solutions to the CWB on any problems and issues arising which may impact upon the implementation of the Strategy.
- 1.8 Contribute to the development of future workplans to take forward the Strategy for approval of the CWB
- 1.9 Support the CWB to review policy and practice to deliver a more inclusive economy.
- 1.10 Facilitate where required information and data sharing activities related to the 5 pillars of Community Wealth Building.

#### **2 Membership**

- 2.1 Officer level representatives of the Council and all partners represented on the CWB and Community Planning Partnership.
- 2.2 Other Council officers and Representatives of Community Planning Partners may be invited to participate in specific meetings as required.
- 2.3 The CWB Progress Group will be chaired by (to be inserted once the nominated Chair is approved by the CWB).

#### **3 Meeting Arrangements and Practice**

- 3.1 Meetings to be held 8 weekly 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. An action log will be maintained to monitor progress against actions.
- 3.4 Bi- annual Reports to the Community Wealth Building Commission. Additional reports to be made as required by the Commission.



# Report

6

Report to: **Community Wealth Building Commission**  
 Date of Meeting: **27 October 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Community Wealth Building Action Plan Q2 Update**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Present the Q2 progress update on the Community Wealth Building Strategy action plan.

## 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. At the first meeting of the Community Wealth Building Commission on 31 August 2021, the Commission approved an action plan to accompany the Community Wealth Building Strategy.

3.2. This report presents an update on the actions contained within the action plan as at the end of September 2021.

## 4. Progress update

4.1. In line with the reporting arrangements for other key plans and strategies, the CWB action plan has been uploaded to the performance reporting system Improve.

4.2. There are 89 actions within the CWB action Plan. Of those, 66 are “Year 1” actions, i.e., due to be started or progressed in 2021-22. Progress to date against these 66 actions is shown in the CWB Quarter 2 Performance Report 2021-22, attached as Appendix 1.

4.3. This report uses a traffic light format with the following definitions to give a status report on each measure:

Status	Definition
<b>Blue</b>	Action complete
<b>Green</b>	The timescale or target has been met as per expectations
<b>Amber</b>	There has been minor slippage against timescale or minor shortfall against target
<b>Red</b>	There has been major slippage against timescale or major shortfall against target

<b>Report later</b>	The information is not yet available to allow us to say whether the target has been reached or not. This will be reported when available
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4.4. The overall summary of progress to date is as follows.

<b>Status</b>	<b>Measures</b>	
	<b>Number</b>	<b>%</b>
Blue	4	6 %
Green	58	88 %
Amber	2	3 %
Red	0	0 %
Report later	2	3 %
<b>Totals</b>	<b>66</b>	<b>100 %</b>

(Data correct as at 19 October 2021)

4.5. A Q4 report on the progress of the 2021-22 actions and measures will be brought to a subsequent meeting of the Commission.

## **5. Employee Implications**

5.1. There are no direct employee implications.

## **6. Financial Implications**

6.1. There are no direct financial implications.

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

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

## **8. Other Implications**

8.1. None.

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

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

**Paul Manning**

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

19 October 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](mailto:Tom.Little@southlanarkshire.gov.uk)



# Community Wealth Building - Plan

## Performance Report 2021-22

### Quarter 2 : April 2021 - September 2021

(This represents the cumulative position to September 2021)

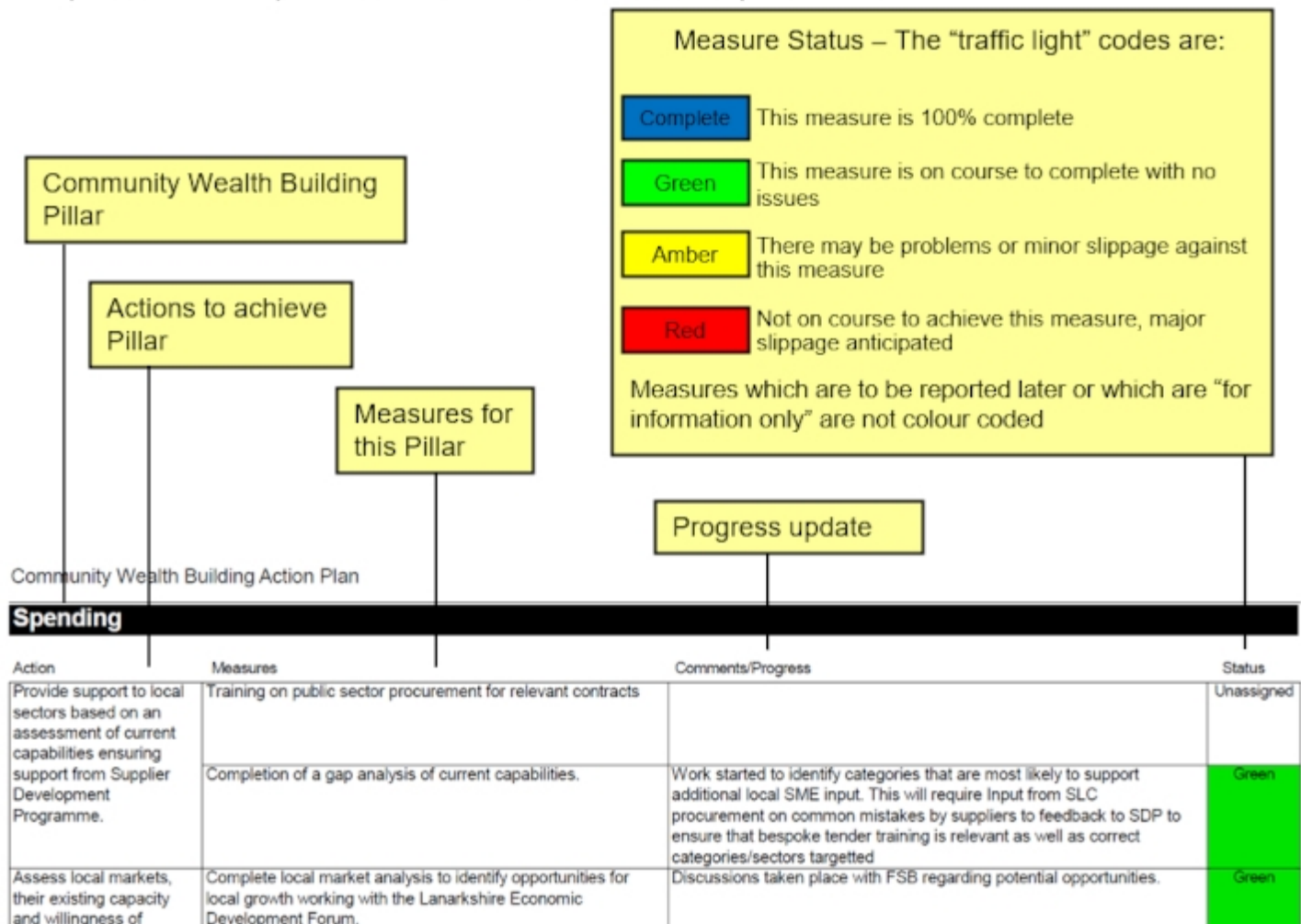


Summary - number of measures complete, green, amber and red under each Community Wealth Building Pillar

Community Wealth Building Pillars	Complete	Green	Amber	Red	Report later	Total
Spending	2	18	1			21
Workforce		8			1	9
Land and property	2	12				14
Finance		8			1	9
Building the generative economy		12	1			13
<b>Total</b>	<b>4</b>	<b>58</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>66</b>

## Guide to the Performance Measures report

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



## Spending

Action	Measures	Comments/Progress	Status
Provide support to local sectors based on an assessment of current capabilities ensuring support from Supplier Development Programme.	Training on public sector procurement for relevant contracts	We will work in conjunction with SLC Procurement to identify suitable contracts for bespoke engagement/training events, which will be delivered by the Supplier Development Programme (SDP).	Green
	Completion of a gap analysis of current capabilities.	Work started to identify categories that are most likely to support additional local SME input. This will require Input from SLC procurement on common mistakes by suppliers to feedback to SDP to ensure that bespoke tender training is relevant as well as correct categories/sectors targeted	Green
Assess local markets, their existing capacity and willingness of business to grow together with the identification of appropriate contract opportunities.	Complete local market analysis to identify opportunities for local growth working with the Lanarkshire Economic Development Forum.	Discussions taken place with FSB regarding potential opportunities.	Green
	Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of collaborative contract spend by all Scottish local authorities.	SDP Workshop 30/09 on Frameworks. Scotland Excel to exhibit and present at Lanarkshire Meet the Real Buyer in Nov 21	Green
	Promote the benefits of Supplier Development Programme and increase participation for other public sector partners in South Lanarkshire.	Participation of partners in Meet the Real Buyer (Nov 21). Discussions opened with NHS re SDP membership/increased involvement	Green
Assess those procurement opportunities where pre-market engagement would be considered beneficial.	Identify relevant procurement opportunities and utilise a range of communication methods including social media to engage with potential bidders.	Will work in conjunction with SLC Procurement to identify suitable contracts for marketing via SLC and SDP social media channels	Green
	Utilise support from Supplier Development Programme to facilitate pre-market engagement, using their marketing and social media channels, plus webinars and early engagement events.	Ongoing (but increased) promotion of SDP and their suite of events to coincide with changes to standing orders re works contracts and also the results of the gap analysis	Green
Use a range of communication methods to advertise opportunities to potential bidders.	Conduct supplier events and increase the use of social media.	Meet the Real Buyer scheduled for 30 November 2021	Green
	Supplier Development Programme to raise market awareness of opportunities using their marketing and social media channels, plus webinars.	Ongoing social media promotion of SDP, PCS Registration, Meet the Real Buyer and upcoming opportunities ongoing	Green
Review sustainability requirements for	Review the scope and scoring of sustainability requirements in contracts to maximise environmental benefits.	Proposals due to be considered by Procurement Network on revised approach to sustainability scoring	Green

# Community Wealth Building Action Plan

## Spending

Action	Measures	Comments/Progress	Status
contracts	Implement the Flexible Framework Sustainability action plan to further embed good procurement practice.	Work on the Flexible Framework sustainability action plan is ongoing, with sustainability training being led by the Procurement Network.	Green
Identify those anchor organisations willing to participate and promote contract opportunities to local SMEs and social enterprises	Complete an exercise to identify common areas of interest with other anchor organisations.	Not yet started. On target.	Green
Review of the changes to delivering increased levels of community benefits and identification of new opportunities to improve community outcomes	Review the scope of the community benefits menu and minimum scoring to identify opportunities for improving the gain for communities.	Not yet started. On target.	Green
	Implementation of community benefits monitoring arrangements and assessment of wider resourcing requirements.	Cenefits (CB monitoring software) in place for City Deal contracts and consideration being given to implementation for Council CBs	Amber
	Identify specific community benefits that can be delivered from contracts that can support communities.	Community Engagement Team engaging with City Deal on Community Wish List process	Green
Consideration of the changes that could be made to the way contractual opportunities are presented to the market and evaluated in support of community wealth building objectives	Set up a local spend working group.	Internal working group set up. Discussions taking place on external partners	Green
	Analyse local spend information to identify the nature of the spend and evaluate against other local authorities.	Local spend analysis and Grow Local analysis tool updated by Procurement and with Economic Development for further analysis	Green
	Improve the capturing of local spend information from tier 1 contractors.	Tier 1 contractor spend secured from HubSW and published in annual procurement report 2020/2021	Green
	Review standing orders on contracts for non-regulated spend.	Changes approved by Executive Committee to SOs to (1) increase limit for QQ for works contracts to £2m and (2) require 4 out of 5 quotes from SMEs having place of business in South Lanarkshire (if available)	Complete
	Review the contract evaluation criteria for regulated spend.	Discussion ongoing with Legal Services on potential evaluation criteria	Green
	Review of current procurement strategy to have a greater emphasis on local procurement.	Procurement Strategy 2021/2022 published August 2021, with Community Wealth Building added as a strategic objective	Complete



## Community Wealth Building Action Plan

### Workforce

Action	Measures	Comments/Progress	Status
Ensure that all Anchor organisations including South Lanarkshire Council have adopted the Living Wage as well as Living hours and fair work practices	We will continue to advocate the Living Wage and work on developing living hours along with our Community Planning Partners and Anchor Organisations	Regular pan Lanarkshire partnership meetings continue, progressing agreed actions to highlight the benefits of becoming a Living Wage employer and monitoring the impact of this work. An online event, hosted by the Poverty Alliance has been prepared to coincide with living wage week, highlighting the benefits to employers.	Green
Support our local businesses to create fair working practices	Continue to ensure that all businesses and third sector organisations who engage with the Council are encouraged to adopt the Living Wage and a fair work approach to employment practices.	Through Economic Development (business support) and through the Supplier Development Programme, which is hosted within the council, information and support is given to businesses within the area highlighting the benefits of being an accredited Living Wage employer. In addition a discount scheme to assist with accreditation costs is made available.	Green
We will improve the percentage of applicants from South Lanarkshire SIMD areas who secure work with Living Wage accredited employers	Our employability projects will work with managers to identify pre employment training and skills required for entry level jobs as well as building on existing work to prepare our local residents for interview and improve their employability.	In Social Care an employability cohort are being supported into roles. The employability team are working closely with service managers and the individuals to create a new route into employment.	Green
Work with our own services and public and private sector partners to identify the skills they need to grow and create wealth in the local economy	We will work with our own services and with partners on our Local Employability Partnership, local business organisations including Federation of Small Businesses and Lanarkshire Chamber of Commerce. The purpose is to consult with these communities – gathering data on their immediate as well as future skills needs. We will develop existing relationships with Scottish Enterprise, Business Gateway and Skills Development Scotland to ensure that up to date labour market and demand led data is informing our plans and developing our skills and knowledge training	These meetings are up and running, providing a route for intelligence and action to be shared.	Green
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.		Green

## Community Wealth Building Action Plan

### Workforce

Action	Measures	Comments/Progress	Status
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.	Employer engagement and support for individuals is in place.	Green
Identify suitable Modern Apprenticeship opportunities within the Council over next 2-5 years	Work with Resource workforce plans to identify numbers and MA occupational areas, and build on MA frameworks to create training which meets the needs of SLC.	This work has been undertaken for existing plans and will feature in the work to refresh workforce plans	Green
Engage with SDS to agree MA priorities at national and local level	Modern apprenticeship opportunities a standing item for discussion at local employability partnership meetings.		Green
Review the funding streams available to the Council to support training including Modern Apprenticeships	Examine the terms and conditions of these funding streams to identify best option for funding or part-funding Modern Apprenticeship programmes and other training opportunities	Work is underway to look at the funding options but clarity is required in some of the national funding	Report Later

### Land and property

Action	Measures	Comments/Progress	Status
Increase the supply of affordable housing across South Lanarkshire	Deliver the Strategic Local Programme Agreement (SLPA)	work ongoing to deliver sites identified within SLPA	Green
	Preparation and approval of the Strategic Housing Investment Plan (SHIP) Plan to deliver 507 additional properties in 2021/22.	487 units currently under construction to be completed 2021/22 -2022/23. 26 properties have been purchased through the OMPS to date.	Green
Identify and purchase appropriate properties to	Specific content within SHIP approved in relation to Open Market Purchase Scheme.	H&TR committee on 29th Sept approved targets for 2022/23, 2023/24, 2024/25, 2025/26 and 2026/27.	Complete



## Land and property

Action	Measures	Comments/Progress	Status
meet specific housing needs	Target of 100 properties purchased through Open Market Purchase Scheme for 2021/22.		Green
Continuous assessment of regeneration priorities as part of Local Housing Strategy process.	Considered as part of annual review of Local Housing Strategy.	Housing and Technical Resources continue to complete the housing-led regeneration of Whitlawburn, with 230 new homes for social rent currently being constructed. Over 100 of these new homes have now been allocated to tenants with positive feedback received to date.  There are no further plans for other housing-led regeneration projects across South Lanarkshire at this stage.	Green
	Identified priority projects included as part of SHIP development.	SHIP includes priority housing led regeneration projects.	Complete
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.	GDPR agreements being reviewed for sign off to allow scheme to be implemented.	Green
	Set up an empty home grant scheme providing financial support for owners to improve property condition.	Discussions ongoing with working group and finance.	Green
	Provide practical advice and assistance to empty property owners.	Ongoing assistance being provided as and when required.	Green
Provide direct support to applicants	Recruit a Community Asset Transfer Development Officer	Report produced for Committee and Personnel have graded the post. Recruitment process expected to begin prior to Committee meeting	Green
	Provide and publish a bespoke Community Asset Transfer support fund	Discussions with Funding Team concluded and development fund will fit into current REF online process. Capital works support agreed by Housing & Technical Capital Investment Group	Green
Community Asset Transfer to be promoted to communities across South Lanarkshire	Cross Party Working Group has concluded review of SLLC and Community Asset Transfer to be promoted across South Lanarkshire.	No particular assets to be marketed to communities but whole suite of promotional material around Community Asset Transfer to be produced. This will tie into CAT development post recruitment timescale	Green

## Community Wealth Building Action Plan

### Land and property

Action	Measures	Comments/Progress	Status
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	A cross-service approach to developing policy direction on the ‘re-imaging’ of town and neighbourhood centres and the creation of 20 minute neighbourhoods is being undertaken. This will in turn be informed by national policy in National Planning Framework 4 which is due to be published for consultation in 2021.	Green
Engage with public, private and voluntary sector partners to marry -up aspirations and pool funding to add value and deliver one-stop service provision	Ensure cross sector- partners are aware of planned projects and opportunities for collaboration	Through our regular meetings with the Lanarkshire Economic Forum (LEF) group and the thematic LEF Place sub-group we engage and gather input from other institutions and key partners.	Green

### Finance

Action	Measures	Comments/Progress	Status
We will look to approach the pension fund to explore further opportunities for investment in local areas. Other councils , with a similar interest, may wish to make a joint approach	Look to engage / establish a group with neighbouring councils if there is an interest who are also looking to progress community wealth building in this area	Discussions commenced with North Ayrshire council	Green
	Through officers initially, we will approach SPF to ask for options to be considered for opportunities for local investment. Considerations to be developed along side SPF following initial discussions of possible areas.		Report Later
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	An officer has been assigned to this work and engagement activity is under way.	Green
Run “shop and spend local “campaigns to	Recruit dedicated Investment and Marketing officer as part of Business support team.	Recruitment process is underway.	Green

## Community Wealth Building Action Plan

### Finance

Action	Measures	Comments/Progress	Status
increase awareness of locally available goods and services	Through economic and tourism strategies develop additional marketing and networking opportunities for local businesses and social enterprises	SLC are delivering actions to deliver their Economic Recovery Strategy. Work on a new tourism strategy is underway with strategy and action plan due to be finalised in Dec 21.	Green
	Via our Business Gateway contractor and our business grants programme ensure that local companies have the knowledge and funding to run and develop effective promotional and social media campaigns	Our Business Gateway Lanarkshire contractor – Elevator are running an ongoing series of webinars and training sessions on digital marketing. Funding is also available through the Council's grants scheme to support businesses to enhance their digital commerce capacity.	Green
	Encourage local trading networks	SLC Economic Development recently supported Hamilton BID to deliver some successful food and drink markets. The development and roll-out of the town centre InsideOut app will help traders and communities to promote their own business and encourage local collaboration.	Green
	Case-study local businesses via our website and the local press	Economic Development team and Corporate Comms have recently met to discuss the development of potential case studies to use on the website and in PR activity.	Green
Raise awareness of what is on offer for days out/recreation/culture, events in South Lanarkshire	Provide an events calendar	The VisitLanarkshire.com website carries details on South Lanarkshire events. These are also promoted via the VisitLanarkshire social media channels. The wider Economic Development team are in the process of compiling a list of existing national/regional events that can be used when programming associated activity and events.	Green

### Building the generative economy

Action	Measures	Comments/Progress	Status
Offer targeted support to South Lanarkshire businesses, enabling them to create and safeguard jobs, increase turnover and profit	Develop sector specific programmes (tourism, food and drink, social enterprises, green economy, construction, manufacturing etc)	Development of a draft tourism strategy and action is underway. The Economic Development team is also progressing activity with the Food & Drink sector including a recent series of food and drink markets in conjunction with the Hamilton BID. Sector specific activity with social enterprises, green economy, construction, and manufacturing will commence when recruitment of additional economic development staff is completed shortly.	Green
	Tailor SLC grants to business needs with a new micro-grants scheme for small and start up businesses with minimum red tape.	The Economic Development team are administering a Small Business Support Grant which offers grant support of a max. of £3k is live.	Green

## Community Wealth Building Action Plan

### Building the generative economy

Action	Measures	Comments/Progress	Status
	Offer larger growth and recovery grants to business, based on jobs created and increased turnover.	Recovery (£10k max) and growth grants (£20k max.) are available for businesses to apply for support.	Green
	Signpost businesses to other sources of help and advice	Ongoing action. We are collating stats on the number of referrals the Business Support team make to other sources of help and advice and will report numbers at the next update.	Green
Develop a marketing/investment strategy, including a promotional programme with targeted/seasonal events and promotions around key employment sectors.	Create a site prospectus	This work will commence when a new dedicated marketing officer is recruited. Recruitment is underway	Green
	Improve web presence/ on line material	Work has commenced on updating inward investment information on the SLC website.	Green
	Create role for dedicated Economic Development Officer to market the Council area	The recruitment process is underway.	Green
	Ensure planning and other statutory advice is up-to-date and accessible	South Lanarkshire Local Development Plan 2 was adopted in April 2021. In addition annual monitoring of the industrial land supply has been carried to ensure a range of sites are available across the Council area	Green
New Volunteering strategy for the Community Planning Partnership	Develop a comprehensive Volunteering Strategy	Vaslan has presented to the CPP Officers Group and a sub-group has been formed to take the strategy forward	Green
Develop a new strategic agreement with the Third Sector	Establish a high level review group and comprehensive engagement process for the review	Terms of reference produced and a draft report to Council CMT. Some discussions ongoing	Green
Review funding to the Third Sector	Establish a cross-partner review group and agree terms of reference	Initial session held with Third Sector Chief Officers Group and discussion started on terms of reference	Green
New SE Strategy & Action Plan produced	Establish a Strategy Development Group including partners and representatives of the social enterprise sector	Internal briefing paper produced and strategy group to be formed	Green
	Social enterprise advisor recruited into Economic Development	Economic Development recruiting generic officers and social enterprise will be one of the key factors for team balance. Relationship to community and voluntary sector strategy being worked out	Amber

# Report

7

Report to:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>27 October 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Community Wealth Building – Quick Quotes</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ Update the Commission on the changes to Quick Quote procurement arrangements and outline the potential benefits for Community Wealth Building.

## 2. Recommendation(s)

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

- (1) note the changes made to the councils Quick Quote process and the anticipated benefits for Community Wealth Building

## 3. Background

- 3.1. Five pillars support the delivery of the Community Wealth Building Strategy with the spend pillar focussing on how more can be spent locally to support wealth creation and employment. One of the actions within the supporting action plan specifically refers to the review of council procurement practices.
- 3.2. The Council's Standing Orders on Contracts set out the requirements for tendering and contract award covering areas such as advertising and reporting, authorisation and use of various procurement routes. The requirements can vary depending on the type of contract (i.e., service, supply or works) and the value.
- 3.3. Quick Quote is a simplified quotation process, used by the Council for procuring works, supplies and services up to a value of £50,000.

## 4. Changes to Quick Quote

- 4.1. Amendments to the Council's Standing Orders on Contracts for Quick Quotes were approved at the Council meeting of 22 September 2021.
- 4.2. The changes to Standing Orders on Contracts focussed on increasing the current limit for procuring works contracts using the Quick Quote process from £50,000 to £2m to allow for simplified procurement exercises and to give greater scope to award higher value contracts locally.
- 4.3. Other procurement routes will also continue to be used, as appropriate, including call offs from existing frameworks. The choice of procurement route will be guided by the availability of suitable suppliers and the timescales for delivering projects.

- 4.4. A change was also agreed to increase the requirement to seek quotes from local small and medium sized enterprises (SMEs) to 4 out of 5 potential bidders (previously 2 out of 5) for all Quick Quotes, including works to £2m and goods and services to £50,000.

#### **4. Anticipated benefits and impact on Community Wealth Building**

- 4.1. The increased threshold for procuring work contracts should allow for a greater number of works contracts to be put to the market in a shorter period with a quicker turnaround for subsequent evaluation and award. This approach should enable higher value tender opportunities to be available to South Lanarkshire businesses, where available.
- 4.2. To give an indication on the potential volume of contracts that could fall within the increased Quick Quote limit, there were 10 construction contract awards during 2020/2021 that were within the range £50,000 to £2 million. A total of 38 contracts below £2 million were awarded through collaborative frameworks. It is anticipated that framework opportunities will continue to be accessed, however the change will allow greater scope for increased levels of local spend.
- 4.3. The increase in the minimum number of quotes from local SMEs should allow more local companies to be invited to bid for contracts with the Council. To give an indication of the potential volume of contracts that could fall within the new requirement for 4 local suppliers, in 2020/2021 there were 64 Quick Quote awards for values up to £50,000.
- 4.4. The positive impact of these changes on local companies will be dependent on local SMEs being available and having the capacity to quote. Economic Development, supported by Supplier Development Programme, is working with local SMEs, and particularly the construction sector, to increase awareness of contract opportunities and capacity. This includes the issuing of a questionnaire to South Lanarkshire construction companies to help shape the support that can be provided to the sector to increase participation in tendering opportunities. In addition, the Meet the Real Buyer event scheduled for 30 November 2021 will provide an opportunity to promote future construction contracts and the changes to the Quick Quote process.
- 4.5. Both changes will support one of the main aims of the Community Wealth Building Strategy in developing the local supply base and growing the local economy.

#### **5. Employee Implications**

- 5.1. Employees who engage in the procurement activity referenced in the report will receive awareness training on the new arrangements. Employee implications will be managed through existing resources.

#### **6. Financial Implications**

- 6.1. None anticipated. The current requirement to seek at least 5 competitive quotes should ensure sufficient competition is generated to deliver best value.

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

- 7.1. An increase in local procurement should support the Council's sustainability aims.

#### **8. Other Implications**

- 8.1. The main risk associated with the changes are insufficient quotes are obtained from local SMEs. As noted at 4.5, support for local SMEs to engage in the quotation

process from Economic Development and the Supplier Development Programme should reduce this risk.

- 8.2. The number of contract awards are determined by the procurement requirements from the Council's Resources and vary from year to year.

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

- 9.1. There are no Equality Impact Assessment or consultation arrangement implications associated with this report.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**  
**South Lanarkshire Council**

8 October 2021

**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:	<b>Community Wealth Building Commission</b>
Date of Meeting:	<b>27 October 2021</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Social Enterprise Sector Support in South Lanarkshire</b>
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## 1. Purpose of Report

1.1 The purpose of the report is to:

- ◆ Provide an update on the proposed support for the social enterprise sector following the allocation of resources under the “Get South Lanarkshire Working” theme in the 2021/2022 Revenue Budget.

## 2. Recommendation(s)

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

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

## 3. Background

3.1 As part of the 2021/2022 Revenue Budget, members approved a sum of £3 million towards economic recovery under the heading “Get South Lanarkshire Working”. This report provides an update on a proposal to use a portion of this funding to develop a social economy strategy as part of activity to support economic recovery following the COVID-19 pandemic.

3.2 Members’ high-level ambitions for the £3 million were broken down into three headings – “Social Enterprise and Business Support”, “Locate in South Lanarkshire” and “Tourism Cooperative and Strategy”. This paper provides an update on the first of these headings.

## 4. Social Enterprise and Business Support

4.1 It is proposed that funding of up to £1.5m is used to support social enterprises and ensure that they are receiving targeted assistance to start up and grow. This will supplement the Council’s business support programme. It is important to note that social enterprises are businesses (albeit ones where the profit is to be reinvested into the business) with the aim of any support being to ensure that they become and remain a sustainable business that can compete to win business in the open market.

4.2 To support this sector, it is proposed to augment the Economic Development Team with an additional Grade 3 economic development business adviser whose remit will be to support social enterprises.

4.3 The new social enterprise adviser will promote the social enterprise business model and will take the lead on developing a social enterprise strategy and action plan for South Lanarkshire which will link the sector with the range of support available not

only from the Council directly, but also from Business Gateway and other business support organisations and social enterprise networks.

- 4.4 The new post has been advertised with a closing date before the end of October, with interviews expected to be held during November and an appointment to be made, subject to a suitable candidate being identified, by the year end.
- 4.5 The detailed allocations of the balance of the £1.5 million budget, after the recruitment, will be used for projects and initiatives which will be determined as part of the new strategy and will include for example:-
- ◆ Supporting targeted training programmes for the social enterprise sector.
  - ◆ Delivering and facilitating networking events.
  - ◆ Producing, consulting on, and monitoring a Social Enterprise Strategy.
  - ◆ Providing a match-funding pot for funding bids aimed at supporting third sector activity.
  - ◆ Establish a Social Enterprise Steering Group.
  - ◆ Expand Capacity of Social Enterprises to bid for Public Sector contracts.
  - ◆ Community Benefits maximised.
  - ◆ Repurpose neglected Town Centre Assets.
- 4.6 This new approach will enable SLC to strengthen its participation in the Lanarkshire Social Economy Partnership - the benefits of shared intelligence across North and South Lanarkshire has proved invaluable in helping Social Enterprises gain prompt access to data and there remains a willingness to share data, with relationships and trust established over a number of years of joint working.
- 4.7 It should be noted that economic development officers already work closely with a number of social enterprises and third sector bodies across a range of projects. These include town centre schemes in Hamilton and East Kilbride to name but two initiatives, where it is hoped that third sector organisations will join with private businesses and the public sector in taking up former retail space- thus improving access to local services for residents, increasing town centre footfall and thereby fulfilling the objectives of the “20-minute neighbourhood” as well as contributing to the physical regeneration of our towns. Thus, the additional resources mentioned in this report will add to and enhance work already underway.

## **5. Next Steps**

- 5.1 Introductory discussions have been held with some of the principal partners who will be involved in the development of the strategy, including the Council’s Community Empowerment and Engagement Team in Finance and Corporate Resources, the new Chief Executive of VASLan, and the Business Gateway contractor, Elevator, who will all contribute to the development of the strategy and with subsequent implementation.
- 5.2 Further engagement will also include other partners and stakeholders including existing social enterprise and voluntary sector organisations to ensure a comprehensive strategy is developed with the input and commitment from the sector as it stands currently.

## **6. Employee Implications**

- 6.1 One Grade 3 Economic Development officer will be recruited and will be funded from the budget allocated for this work. The recruitment process is currently underway.

## **7 Financial Implications**

- 7.1 The budget available for the investment in this area is £1.5million. The proposed spend will span the period from 2021-2024.

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

- 8.1. There are no direct implications for sustainability at this time, though the aims of the strategy will be consistent with the Council's sustainability strategy.

## **9. Other Implications**

- 9.1 A risk associated with the Council's Investment programme is that there is an overspend. However, the risk has been assessed as low given the proposed recruitment of a dedicated officer and the budget management applied across the Resource. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.

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

- 10.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function, or strategy and therefore no impact assessment is required.
- 10.2 There is also no requirement to undertake any consultation in terms of the information contained in this report, however, development of the proposed strategy will involve consultation which will be detailed appropriately in a subsequent report.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

12 October 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:- Pauline Elliott

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