

Report

Report to:	Community Wealth Building Commission
Date of Meeting:	28 June 2022
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Community Wealth Building Annual Report 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Present a draft of the CWB annual report for 2021/2022.

2. Recommendation(s)

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

- (1) that the draft annual report, attached as appendix 1, be approved.

3. Background

- 3.1. The Council approved a Community Wealth Building Strategy on 10 March 2021. Subsequently, the Community Wealth Building Commission was set up to engage a wide range of partners and stakeholders in the CWB agenda.
- 3.2. In August 2021 the Commission approved an action plan for delivery of the CWB Strategy. The action plan contained a range of actions over a three- to five-year timeframe setting out how the aspirations of the Strategy could be progressed for each of the 5 pillars of CWB.
- 3.3. To support formal reporting of progress against the Strategy, the Commission agreed on 7 February 2022, to prepare an annual report which would highlight progress over the first year of the Strategy, showcase examples of significant work under the 5 pillars and further explain the importance of CWB and why the Council and partners believe CWB is an important way of working in South Lanarkshire.
- 3.4. This report presents the draft Annual Report 2021/2022 for approval.

4. Annual Report Purpose and Content

- 4.1. The Commission agreed in August 2021 to monitor the CWB action plan through progress reports at Q2 and Q4, covering the periods April to September and April to March respectively.
- 4.2. While the performance reports provide an update on the progress of the action plan, the Commission agreed there was scope to reach a wider audience and to enhance communications around the CWB agenda by presenting progress in a more accessible format. An annual report offers the opportunity to take stock of what has been achieved in the first year of the Strategy and to restate the aspirations of the Council and partners to champion CWB across all aspects of service planning and delivery.

- 4.3. The annual report does not replace the formal reporting of Q2 and Q4 progress but allows a more public-facing and accessible presentation of information, using graphics, case studies and design elements to convey key messages.
- 4.4. The draft Annual Report is attached as appendix 1. The report covers the 12 month period April 2021 to the end of March 2022.
- 4.5. The draft Annual Report is presented here as a plain text document. If the Commission approves the content, branding developed for the CWB Strategy will be applied to the final document and a communications plan developed to ensure the report is widely disseminated to appropriate audiences. It is expected that publication will be primarily via electronic means and printed copies only available on request.
- 4.6. This following table summarises the structure and content of the annual report.

Section	Content
Introduction	Written by the Chair of the CWB Commission - this reflects on the importance of CWB as a new approach involving key anchor organisations in South Lanarkshire.
What is CWB	What is CWB and why are we doing it - this revisits the background to CWB and outlines the 5 pillars.
Our CWB journey	Presents a timeline of CWB in South Lanarkshire
Progress	This section of the annual report takes each pillar in turn and: <ul style="list-style-type: none"> • reviews the aims of the strategy • highlights progress made; and • provides case studies to illustrate the work of the council and partners under this pillar
Conclusion	Sums up progress and reaffirms commitment to CWB which we will deliver through the continuation of the 5-year action plan

- 4.7. A wide range of case studies have been used to illustrate CWB principles and to show where the approach is having an impact in South Lanarkshire. Case studies have been grouped under the 5 pillars; however, they have been selected to illustrate the benefits of the approach for businesses, communities and individuals; and also, to recognise a geographical component, with examples of progress across South Lanarkshire in communities such as Forth, Lanark, Uddingston, Hamilton, and Cambuslang.
- 4.8. The case studies within the Annual Report are summarised below.

Pillar	Case Studies
Spending	<ul style="list-style-type: none"> • SLC Quickquote developments • NHSL community benefits gateway • NHSL Supplier Development Programme • UWS relocation
Workforce	<ul style="list-style-type: none"> • East Kilbride Leisure HUB • NHSL Kickstart South Lanarkshire
Land and Property	<ul style="list-style-type: none"> • Delivering affordable homes that improve communities and change lives • Encouraging local food growing through Community Asset Transfers • Asset Transfer for community recreational space in Blantyre

Finance	<ul style="list-style-type: none"> • Cambuslang Bank HUB
Building the generative economy	<ul style="list-style-type: none"> • Working with communities to target town centre funding • The Hamilton Hub @ New Cross • Lanarkshire Larder Regional Food Group • NHSL Hospital Therapeutic Growing

- 4.9. The Commission is asked to approve the text of the annual report for design. A final version will be brought to the Commission for noting in September 2022.

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)

25 May 2022

Link(s) to Council Objectives/Values/Ambitions

- Accountable, efficient and effective

Previous References

- None

List of Background Papers

- None

Contact for Further Information

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

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Introduction

In March 2021 South Lanarkshire launched its Community Wealth Building Strategy. The strategy set out an aspiration to work in a new way for the people of South Lanarkshire, to use the power and Influence of the council and other organisations to support communities and the South Lanarkshire economy.

We live in uncertain times, and the challenges we face – from the impact of the pandemic to the effects of climate change to geo-political upheavals – show us more clearly than ever before the value of local services rooted in local places and communities.

South Lanarkshire Council and the South Lanarkshire Community Planning Partners are committed to improving the lives and life prospects of everyone in South Lanarkshire. We recognise and celebrate our role as key anchor organisations, delivering services across the area, championing South Lanarkshire and working ceaselessly for the benefit of those who live, work, visit and do business here.

This annual report reflects on the first year of delivering our Community Wealth Building Strategy. It highlights the progress we have made so far and reaffirms our determination to continue the journey, continually seizing opportunities to build the wealth, capacity and resilience of our communities. We have drawn upon a wide range of case studies to illustrate Community Wealth Building in action, showing how the council and partners, working alongside communities, can use their energies, influence and resources to generate real change across South Lanarkshire.

Chair of the Community Wealth Building Commission

What is Community Wealth Building?

Community Wealth Building is an alternative approach to traditional economic development, which seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base.

Community Wealth Building reorganises local economies to be fairer and aims to reduce wealth flowing out of our communities, towns and cities by helping local investments and assets to generate more and better jobs for local residents and businesses.

To achieve this transition, CWB harnesses the power of anchor institutions to enable local economies to grow and develop from within. Anchor institutions are large commercial, public and social sector organisations which have a significant stake in a place and can exert considerable influence on their local economies.

CWB changes how anchor organisations work to maximise local and regional economic opportunities. This includes the goods they buy, the people they employ, the assets they own and the powers they exercise to bring about long-term, sustainable economic change for the benefit of local communities and local businesses.

5 strategy areas are identified relating to the pillars of community wealth building. These are:

- **Building the generative economy** - Develop and grow small, locally owned enterprises which are more financially generative for the local economy - locking wealth into place.
- **Finance** - Increase flows of investment within local economies by harnessing and recirculating the wealth that exists, as opposed to attracting capital.
- **Land and property** - Deepen the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens.
- **Spending** - Utilise public sector procurement and commissioning to develop dense local supply chains of businesses likely to support good employment and retain work locally.
- **Workforce** - Exercise fair employment practices and work to develop a more just labour market to improve the prospects and wellbeing of local people.

Our Community Wealth Building journey

From the start we have been clear that we need to build CWB into everything we do. We need to ensure that CWB becomes part of a new culture and way of working – and to do this we need the change in thinking to be led from the top. That is why we moved quickly to establish a Community Wealth Building Commission which has cross-party political support and engages senior officers from South Lanarkshire's anchor organisations.

The Community Wealth Building Commission is a key vehicle for setting vision and promoting the development of a strategic approach to CWB in South Lanarkshire. By working together collaboratively across the five pillars of CWB, anchor organisations can multiply their effectiveness and deliver far-reaching transformational change.

Turning strategic aspirations into action on the ground is the job of the CWB Progress Group. This group is chaired by VASLan and aims to take the practical steps necessary to deliver the actions underpinning the CWB strategy.

Our Community Wealth Building journey is shown below.

SLC established a working group to examine the CWB approach and develop recommendations	November 2020
SLC approves a CWB strategy	March 2021
SLC agrees to the creation of a CWB Commission	May 2021
CPP Board considers a report on the creation of a CWB Commission	June 2021
CWB Commission established – first meeting	August 2021
Detailed action plan agreed for Strategy	August 2021
Progress Group agreed by Commission	October 2021
Progress Group established – first meeting	January 2022

As our timeline shows, much of our effort has gone into getting the right people into the right place to ensure the strategy works as a whole, across all 5 pillars, from the strategic to the operational level. This strategic, whole-systems approach is still in the early stages, but is already bearing fruit, as this annual report illustrates.

In our strategy we set out what we would do under 5 pillars of Community Wealth Building. We developed an action plan to support our strategy, setting out detailed actions we would take in the first years of Community Wealth Building in South Lanarkshire. Our progress is illustrated in the remainder of this report.

Spending

The spending pillar is about leveraging public sector procurement and commissioning to develop dense local supply chains of businesses likely to support good employment and retain work locally.

Our Strategy set how we would achieve this, starting with analysis of our spend and a range of actions to make procurement processes simpler and more accessible to local businesses.

Key achievements

- Changes to the council's Quick Quote process have enabled the council to use this route for more contracts and to make it more accessible for local suppliers. A bespoke event on these changes was delivered in February 2022 (see case study below)
- The council has undertaken a Gap Analysis and identified a need for work to be done with SMEs to build skills and knowledge to help them access and navigate opportunities to secure council contracts.
- A local market analysis has been completed to identify opportunities for local growth working with the Lanarkshire Economic Development Forum.
- Meet the real buyer events and quickquote webinars – together with increased use of Facebook, Twitter and LinkedIn – have advertised opportunities to potential bidders.
- The benefits of the Supplier Development Programme have been promoted, with NHS Greater Glasgow and Clyde and NHS Lanarkshire commissioning SDP to deliver a project to increase diversity in their supply chains (see case study below)
- New ways of identifying and delivering community benefits are being explored. NHS Lanarkshire, for example, has used the NHS Community Benefits Gateway to connect NH Scotland suppliers with local third sector community organisations (see case study below).
- A new Community Benefits Officer post has been created within the council to take forward increased levels of community benefits and identification of opportunities to improve community outcomes.

How it's working in South Lanarkshire:

Case study 1: South Lanarkshire Council Quick Quote developments

Initial Quick Quote pilot exercises generated 9 procurement processes: in total, 17 local companies were among those engaged in the competitive process. The value of works awarded in the South Lanarkshire area totalled £30k, with 8 awards to companies based in Glasgow City Region and only 1 to the wider Scottish area. Through engaging with the local businesses and listening to feedback, these initial quick quotes generated useful lessons for new local companies which were shared through the webinar. A programme of projects to be progressed through Works Quick Quotes in 22/23 is being considered as part of the Procurement Service Planning exercise and outcomes will continue to be reviewed to monitor the impact of the change and ensure that appropriate guidance can be offered to local SMEs.

Successful Quick Quote webinar hosted by Council Procurement Team and Supplier Development Programme in February 2022 with 78 SME attendees, including 23 South Lanarkshire based business and 18 from North Lanarkshire. The event focused on guidance to local suppliers on how to approach bidding for Quick Quotes, with emphasis on listening and learning from the pilot exercises. This included the importance of adhering to

the Council's programme timescales, providing a full response to all technical questions (seeking clarification through the messaging facility on PCS/PCSt if required) and ensuring that all required attachments, including insurances, are provided. The Supplier Development Programme also provided a training session on how to bid through Public Contracts Scotland and positive feedback was received from attendees in respect of both the presentations and training.

Case study 2: NHS Lanarkshire Community Benefits Gateway

NHS Community Benefits Gateway (CBG) is a free and easy to use online service that connects NH Scotland suppliers with third sector community organisations within Scotland. CBGs purpose is to establish a positive relationship between appropriate suppliers and third sector community organisations through the fulfilment of community needs.

It supports community initiatives ranging from work placement opportunities and volunteering projects to environmental proposals and assistance with building community facilities.

In South Lanarkshire, NHS Lanarkshire has worked with VASLAN to promote the CBW to third sector organisations in the area. One example of how this has worked for the benefit of communities is ARCO and Action for Children.

Arco's funding of the Silverton Hub has enabled Action for Children to employ a Community Short Breaks Practitioner to support families with disabled children in Lanarkshire to have greater access to community-based support. The Community Support Worker is based at the recently refurbished Silverton Community Hub, a centre specially designed to support children and young people with complex learning difficulties and a range of physical health needs in Hamilton. Staff at the community hub provide personalised support, helping children to overcome barriers that may hinder their involvement in the local community. Staff facilitate access to local community-based facilities, resources, networks and amenities, including swimming pools, gyms, youth groups, green spaces and museums. This empowers the children to pursue their own personal interests and preferences while growing their confidence, social skills and reducing isolation by supporting children to form new friendships.

ARCO's funding has enabled Action for Children to run groupwork sessions for young people, including Halloween activities and planning sessions with the children to discuss ideas for "side-by-side" trips at Easter. For many of our families these opportunities rarely exist to create long-lasting memories. Activities like this unsupported can be stressful occasions for a child with autism that then impacts on the whole family. But our professional team will be on standby to step in to support the family and allow them to feel less anxious and more present, and to see their child have fun.

ARCO's funding has also enabled Action for Children to employ a Trainer/Qualifications Assessor to support Action for Children's Youth Employability Project. This helps young people breakdown barriers to employment, addressing these through valuable employability skills and vocational training, developing their aspirations, ambition and future job goals by encouraging their interest in learning.

Over the first three months of utilising the ARCO funding we have been working to increase our capacity to deliver accredited qualifications and learning opportunities for young people we support. This funding is enabling us to include previously ineligible young people to our training programmes and we are now able to offer accredited learning opportunities to our wider services across Action for Children in our Fostering, residential, housing support, youth justice, family, and community-based services.

Case study 3: NHS Lanarkshire Supplier Development Programme

Addressing inequalities across Lanarkshire has been identified as an overarching aim of the new NHS Lanarkshire healthcare strategy, 'Our Health Together'. There has been a strong commitment to maximising our role as an anchor institution and as part of this we have been undertaking a baseline assessment over the last few months.

Part of the baseline assessment was to review our procurement processes against the following anchor objective: Engage with existing and potential new suppliers and increase the proportion of spend with local suppliers.

In the financial year 2020/21 approximately 50% of NHS Lanarkshire's external expenditure was via contracts awarded by the health board through local contracting activity. The remaining 50% was via contracts awarded by NHS Scotland National Procurement or other collaborative procurement organisations. NHS Lanarkshire therefore has significant scope to direct external expenditure in a way that optimises our influence as an anchor institute. To do this we identified improvements which could be made in relation to engagement with and the diversity of our procurement supply chain.

Our colleagues in NHS Greater Glasgow and Clyde (GGC) recently had a successful bid to the Health Foundation to undertake a pilot in partnership with the Supplier Development Programme and we intend run a parallel project in NHS Lanarkshire and work alongside NHS GGC to implement improvements in this area.

This will ensure that all local authorities and NHS boards across the Glasgow City Region are maximising their influence on the economy of their local area through progressive procurement methods. It will also bring us in line South Lanarkshire Council's procurement and our collective Community Wealth Building aspirations.

NHS Lanarkshire's Procurement and Public Health/ Health Improvement teams will work in partnership with the Supplier Development Programme to deliver a project that aims to diversify its supply chain.

The project aims to encourage a wider pool of suppliers, support more local SMEs to become suppliers, and will focus in particular on increasing diversity.

The analysis stage of the project will: start with a review of existing supplier data by NHS Lanarkshire; gathering knowledge about the local SME base; and more widely understand diversity within the supplier base in Lanarkshire. This will include businesses led by, for, and with, people with protected characteristics (supporting both the Equalities Act Scotland & the Fairer Scotland Duty).

This intelligence will inform the development of an SME engagement programme. The project will explore how supplier pathways can be enhanced, identify what supports they need, and encourage them, to become an NHS Lanarkshire supplier. This work will upskill targeted businesses by offering a bespoke range of supports, including tender training, bespoke supplier events, tools, and guidance.

This development will contribute to building relationships and sharing practice and we will seek to do this locally through our participation as key partners in the CWB strategy for South Lanarkshire.

The Supplier Development Programme has significant experience in developing engagement strategies with SMEs and will be able to support NHSL to deliver this initiative quite quickly. Funding has been agreed and the project will run from March 2022.

Case study 4: UWS relocation

Following a review of their portfolio the University Court agreed that a new campus should be found in Lanarkshire to deliver the University's ambitions for the next generation. UWS identified two options, one of which would have involved UWS leaving South Lanarkshire with a loss of c£72m GVA to the local economy. The Council worked with UWS to secure a campus within South Lanarkshire and retain the economic benefits for the local area. Following a lengthy negotiation and preparation of a detailed business case and economic model, UWS were persuaded that a Hamilton based campus was the best solution for them, their students and the local community, with the council bringing innovative approaches to funding, procurement and delivery of the projects.

These two anchor institutions worked in partnership in the delivery of these common objectives both in terms of a move to a new build campus on the edge of Hamilton and the regeneration of their existing site, including the Council's significant land holdings. The new campus was delivered by a local development company working substantially with local contractors and providing significant community benefit. The previous site is partially redeveloped for student accommodation with the remainder going through the planning system for a residential scheme which will include a significant proportion of social housing. The project has delivered transformational change to the University's provision of higher education in Lanarkshire and secured this important economic asset for the local economy.

Workforce

The Workforce pillar of Community Wealth Building required anchor organisations to adopt and champion fair employment practices and work to develop a more just labour market to improve the prospects and wellbeing of local people.

In our strategy and action plan we set out our intention to promote fair work practices and the living wage, leading by example and encouraging all businesses and third sector organisations in Lanarkshire to follow suit. We said we would use our employability programmes and our training and recruitment activities to maximise opportunities for local people.

Key achievements

- The Living Wage campaign group ran a successful event in November 2021 promoting the benefits of paying the living wage, including presentations from employers and employees. South Lanarkshire has now reached over 100 Living Wage accredited employers.
- The council's employability projects helped identify pre-employment training and skills required for entry level jobs as well as preparing our local residents for interview and improve their employability.
- The Kickstart programme has provided 44 opportunities for applicants from SIMD areas to secure work with the council and 8 to take up entry-level posts with NHS Lanarkshire (see case study below).

How it's working in South Lanarkshire:

Case study 1: East Kilbride leisure HUB

The Council and Leisure Trust worked closely with the owners of the town centre in East Kilbride to deliver a new leisure HUB. Although a mainly commercial venture these three anchor institutions have brought together their assets and investment to secure an important leisure facility for the town for the next 25 years. As part of the town centres community benefit contribution they inserted a new and innovative clause into all the new leases which asked the incoming tenant to engage with the council's employability team and to recruit locally where possible. This clause has been extremely successful in assisting local people into jobs and on to better outcomes.

Case study 2: NHS Lanarkshire Kickstart South Lanarkshire

The UK Government Kickstart Scheme provides funding for a 6-month work placement for 16-24 year olds who are unemployed or at risk of long term unemployment.

Currently there are 8 young people from South Lanarkshire on placement within NHS Lanarkshire in roles such as Healthcare Support worker, Clerical Officer and various housekeeping positions.

Although these are entry level posts to employment with NHS Lanarkshire, support is provided to open up the potential to establish a career in the health and social care sector in a wide range of settings and roles requiring different levels of skills and academic ability.

This ties in with our vision to "effectively grow the future Health and Social Care Workforce from our local population by encouraging more Lanarkshire residents to choose a career from the broad spectrum of options in Health and Social Care."

Health improvement staff are working with the manager, team leader or appointed buddy of the newly employed young person to offer tailored health information and access to a range of services and supports that will improve their health and wellbeing.

Land and Property

This pillar looks to deepen the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens.

Our strategy highlighted the importance of affordable housing and the potential of Community Asset Transfer as a means of giving community more control over local places. The strategy aimed to encourage investment and create thriving places where people can access goods and services on foot or via public transport.

Key achievements

- Throughout 2021/22, a total of 582 additional properties were made available for social rent across South Lanarkshire. This included 362 new council properties, 53 purchased by the council from the open market and 167 new homes built by Registered Social Landlord Partners
- Through its Open Market Purchase Scheme, the council was able to increase available stock that meets specific needs across different areas of South Lanarkshire.
- Construction is currently underway as part of the Whitlawburn Masterplan to deliver the final phase of development with another 60 new homes to be completed. These are being developed in partnership with West Whitlawburn Housing Co-operative, who will take ownership of the properties once they are complete.
- A Community Asset Transfer officer was appointed in March 2022 to promote Community Asset Transfer to communities across South Lanarkshire and to provide direct support to applicants.

How it's working in South Lanarkshire:

Case study 1: Delivering affordable homes that improve communities and change lives

The Council's Homes+ programme, supported by funding from the Scottish Government's Affordable Housing Supply Programme, continues to deliver significant numbers of high quality, affordable homes across South Lanarkshire.

Despite the ongoing challenges of the Covid-19 pandemic, the council have continued to invest in communities and make good progress throughout 2021/22. Over the course of the last year, a total of 415 new council homes across 11 housing developments, comprising a mix of semi-detached, terraced, bungalows, cottage flats and low-rise flats have been delivered. The housing mix for each development is based on the size and location of the site and takes into account assessed local housing needs.

The delivery of these new homes results in improved outcomes for the local communities, providing the right type of accommodation in the right places to enable households to live near local services and amenities. A large proportion of the new properties delivered in 2021/22 have already been let to families with children, to those waiting with specific medical needs and to households with registered disabilities. In addition, a significant number of subsequent lets to homeless households has also been achieved.

A summary of the key developments that were completed as part of the Homes+ programme in 2021/22 has been provided below:

Biggar

The Edinburgh Road development in Biggar was completed in February 2022. This 24-unit development comprises semi-detached family homes and bungalow conversions which are within walking distance of all local amenities including shops, public transport and health services. The design and materials used in the construction are in keeping with the surrounding area.

Carluke

In December 2021, 14 new homes were completed at the former Roadmeetings Hospital site in Carluke, comprising semi-detached and terraced family homes as well as cottage flats. In addition a further 20 new homes were completed on the site of the former Law Primary School in September 2021 including semi-detached/terraced family homes and cottage flats.

East Kilbride

The Jackton site in East Kilbride comprises 24 amenity flats and was completed in March 2022. This development was constructed by Cala Homes as part of the wider new Community Growth Area which is offering around 2,000 private and affordable homes in the area.

The Shields Road development of 67 homes at Benthall Farm by Taylor Wimpey is also progressing well and so far 28 homes, made up of cottage flats, terraced homes and detached family homes have been completed. Tenants started moving into these homes in September 2021 and the remaining 39 properties are scheduled for completion by early August 2022.

Cambuslang

The landmark housing-led regeneration of Whitlawburn has seen the completion of 160 new homes, with a further phase of new homes being constructed in partnership with West Whitlawburn Housing Co-operative.

In addition, the Gilbertfield Road development completed in October 2021 with 57 new homes and Auld Kirk Road completed in January 2022 with 48 homes providing a range of accommodation options including cottage flats, terraced homes, semi-detached bungalows and family homes.

Hamilton/Blantyre/Larkhall

In Hamilton, the Highstonehall Road development of 48 units completed in February 2022. The St Joseph's development in Blantyre is also now well underway with the first tenants having moved into their terraced bungalows and terraced family homes. Full completion of this site is expected by June 2022.

Drumgray Avenue, Uddingston saw the completion of 20 new homes consisting of one and two bedroom cottage flats in December 2021. The Glengonnar development in Larkhall completed in March 2022 adding a further 20 new two and three bedroom detached and semi-detached homes, and one bedroom cottage flats to the area.

South Lanarkshire Council are committed to increasing the provision of affordable homes across South Lanarkshire, working with a range of services and partners to ensure the investment continues to deliver significant improvements for households and communities.

Case study 2: Encouraging local food growing through Community Asset Transfers

Several organisations have approached the council over the past few years to take over land with all or some of the land being set aside to grow food. Transferring assets for food growing contributes to achieve the objectives of the Council Food Growing Strategy and overall Good Food Strategy aiming at supporting the development of food growing activities in the council's area.

For instance, the charity Grow 73 was delivering weekly community gardening sessions in Overtoun Park in Rutherglen and wanted to expand their activities by using the greens of the Bowling Club which were not in used. Approaching the council to discuss how this land could be better used made perfect sense.

According to the co-founder and coordinator of Grow 73 "the land had been lying vacant for over 15 years right at the heart of our local park but was fenced off from the public, making a piece of land of just under 8000m² inaccessible. This could add so many benefits to our community from learning how to grow food, maybe for those who are on a waiting list to have an allotment but wanting to gain confidence in growing food, to upskilling or training young people with skills leading up to employment, tackling mental health issues, and caring for the environment."

With this additional piece of land, Grow 73 is now developing a local community garden so that anyone can access the opportunity to grow their own food. The Community Garden will have four areas: a social zone with a meeting space, orchard, picnic area; a woodland zone with a kids play area; a biodiversity zone with a wildflower garden, a sensory garden and a pond; and finally, a growing zone with raised beds and poly-tunnel.

The group have also carried their passion and endeavours out into the local community and schools helping them to get their hands dirty and learn about self-sufficiency and the benefits of outdoor pursuits. The co-founder also said "The beneficiaries of this project would be anyone who is interested, but the connections we have made so far are with Advinia care home, Rutherglen health centre, 18 local schools, local groups such as community groups and scout, brownies as well as churches and Universal connections. We are very keen to do Intergenerational work too, which we had done for our mural at Rutherglen train station and for sculptures in the park, celebrating local heritage".

Following their application, the council granted a lease of ground extending to 7,852 square meters for a period of 15 years with rental of £1 per annum.

Case study 3: Asset Transfer for community recreational space in Blantyre

In 2021 the charitable organisation Blantyre Soccer Academy took over an open space at Birch Place. The objectives of the Soccer Academy are to advance public participation in the amateur sport of football and to advance community development by providing a safe environment to encourage and promote the development of health, self-esteem, health and friendship within the community.

The open space was adjacent to Blantyre Soccer Academy's Community Hub and the organisation was seeking to extend its community activities in partnership with other local organisations and create a community food growing area, Covid-19 memorial area, wild growing area and outdoor recreational space.

Following their application to the council, Blantyre Soccer Academy were able to acquire the open space of approximately 1,943 square meters, enabling them to progress their plans for community recreational space in Blantyre.

Finance

The Finance pillar focuses on efforts to increase flows of investment within local economies by harnessing and recirculating the wealth that exists, as opposed to attracting capital.

Our strategy aims to encourage and support financial growth for communities, including building and attracting development and investment opportunities and encouraging local spend.

Key achievements

- A dedicated Investment and Marketing officer has been appointed within the council's Business Support Team to market the council area and support local spend initiatives and messaging
- Established town centre App promoting local trade, community activities by promoting local businesses and communities.
- 'Scotland Loves Local' Gift Card trial approved and in place, 1 year pilot scheme in all SL town centres.
- Strategies to boost South Lanarkshire town centres have been developed, covering Hamilton, Cambuslang, Larkhall and Blantyre, under rolling 5 year review.

How it's working in South Lanarkshire:

Case study 1: Cambuslang Community Council BankHUB

During 2020-21, the Cambuslang BankHUB project piloted a new form of high-street banking involving financial institutions cooperating to offer banking services from a single unit. The project originated in the resilience shown by community organisations in Cambuslang who refused to accept the loss of banking facilities in their town, and the negative consequences for businesses and residents. Following the successful pilot in Cambuslang, the BankHUB model is being rolled out to other communities across the UK.

What happens when a town becomes unbanked? This was the challenge faced by Cambuslang in 2018 - the third largest town in South Lanarkshire, with c.28,600 people - following the closures of all three bank branches in quick succession. The branch closures had overwhelmingly negative effects on local residents. Getting access to cash became difficult, and the closures were a cause of substantial financial hardship for a significant minority of residents.

Many businesses also experienced financial difficulties and had major problems with alternative banking facilities. Most experienced a loss of trade as local residents shopped less on Cambuslang Main Street. The commercial viability of the town centre suffered, threatening to undermine a regeneration strategy for the town.

Cambuslang Community Council took the lead in advocating the restoration of a banking service. Its report on the consequences of branch closures made headlines in Scottish and UK media, and its submission to a House of Commons inquiry led to the Scottish Affairs Committee launching a report on access to cash in Cambuslang.

This evidence gathering enabled Cambuslang Community Council to apply successfully for Cambuslang to become a Community Access to Cash Pilot (CACP) in summer 2020. Cambuslang was one of nine pilots across the UK and one of two in Scotland, each having the aim of testing different ways of improving access to cash,

A working group of local community organisations, led by the Community Council, and a community survey of 1100 respondents showed an overwhelming demand for face-to-face banking services in Cambuslang. Working with the CACP team and the Post Office, the outcome of extensive discussion was the BankHUB concept. This involved the PO and the five banks with major market share in Cambuslang collectively – for the first time - offering services in one place. The PO would provide a daily over-the-counter service for cash deposit/withdrawal and bill payment, while each of the five banks would offer account management services, each providing a community banker one day a week in turn.

The Cambuslang BankHUB opened in April 2021 for a six-month pilot period and was an immediate success. Very quickly it had high levels of use, with excellent customer assessments for the quality of service. The BankHUB has significantly improved local access to cash; people no longer have to travel to other towns for banking transactions. Being able to conduct banking business on the Main Street has led people to spend more money in the town centre. Cash is being kept in the local economy and businesses are feeling the benefit.

The lessons from Cambuslang, and a similar pilot in Rochford, have been recognised nationally, and the Community Access to Cash Review recommended replicating the model elsewhere. BankHUBs are now being slowly rolled out elsewhere, and Cambuslang Community Council is providing peer support to share its experience of improving access to cash with other towns and communities across the UK.

Building the generative economy

Action under this pillar seeks to develop and grow small, locally owned enterprises which are more financially generative for the local economy - locking wealth into place.

Our strategy outlined how we would work to support local businesses, not-for-profit organisations and communities to safeguard and create local jobs and address post-Covid recovery.

Key achievements

- A new Small Business Support Grant has been introduced and Business Gateway has been resourced to pilot offer of a new Start Up grant
- During the last year there have been key events to offer support to businesses and signpost sources of help:
 - Meet the Real Buyer
 - Women in Business
 - Build Lanarkshire
 - Lanarkshire Business Hub
- A Working Group looking at a volunteering strategy for the Community Planning Partnership has been established led by VASLan. A survey of partner volunteering has been completed and writing group established to progress the strategy.

How it's working in South Lanarkshire:

Case study 1: Working with communities to target town centre funding

The Council received funding from the Scottish Government, in common with all Local Authorities, to support our town centres to bring forward transformational change for the communities they serve. Unlike many authorities South Lanarkshire chose to invite bids from communities to deliver the most effective programme of projects across our communities.

In **Carnwath** we have been able to work with the local Community Council to bring forward development on a disused site at the edge of the town centre. The community have had aspirations to regenerate the site for a number of years and the availability of funding and strength of their application has allowed the proposals to proceed. The initial funding has allowed the site to be acquired and acted as a catalyst for other funder to get behind the project. The previous owner carried out decontamination works as part of the project and the community are now progressing to the delivery phase of their building prioritising local contractors where possible. Despite the challenges in the construction industry the strength of the application has allowed the Council to provide additional funding to offset cost increases allowing the community to deliver their ambitions.

Following the success of this initial phase a subsequent application was supported under the Place Based Investment Programme to support the acquisition and refurbishment of an empty retail unit in the town which the community will run on a not for profit basis with any surplus reinvested in community events and initiatives. The combination of these initiatives will support this small community over many years through the delivery of CWB under most of the CWB pillars

In **Forth** the community Council applied to the Council to support their ambitions to run a community cinema and café from the hall of one of the churches located at the centre of the town. The funding has allowed the purchase and installation of high quality projection

equipment along with the refurbishment and installation of new kitchen equipment to bring the hall up to a suitable standard. The community have delivered all aspects of the project and despite the challenges in the construction industry the strength of the application has allowed the Council to provide additional funding to offset cost increases allowing the community to deliver their ambitions.

The community are now in the process of delivering a second phase through the Place Based Investment Programme which will combine this facility with an outdoor community facility at the heart of the town centre

Bothwell community Council applied to the Council to support their ambitions to deliver a community facility in the town library which was not being used to its full potential. The application covered the cost of refurbishing the property which has a number of backlog maintenance issues and acted as a catalyst to apply to other funders to cover the cost of a community asset transfer from the council and additional refurbishment / conversion works. The group have pulled together an extensive and ambitious project which will see the completed project become an important community facility which will generate income for a range of other community projects, events and initiatives.

Case study 2: The Hamilton Hub @ New Cross

The Hamilton Hub @ New Cross sees the development of a £1.5 million regeneration project which will transform 920sqm of vacant retail space into a thriving community and enterprise hub in the heart of Hamilton town centre. The Hamilton Hub aims to secure better outcomes for everyone and increased opportunities for the people and communities of Hamilton to shape their own lives securing transformational change through the provision of more and better integrated services and opportunities for local people and enterprise. The Hamilton Hub will be a dynamic centre for business start-ups and local enterprise and will be a focal point for the delivery of projects, initiatives and services with an employment, skills and health and wellbeing focus and will have a significant impact on the economic, physical and social regeneration of Hamilton Town Centre.

The Hamilton Hub @ New Cross, as a multi-agency centre, will ensure vital services and organisations are accessible for local people. As well as bespoke, dedicated office space, the hub will offer IT enabled meeting room, event and near to home working space for the wider community. The council has used its commercial property asset and the availability of funding from the Town Centre Capital Fund, Place Based Investment Programme and the Regeneration Capital Grant fund to deliver a facility which will become an important focal point for business, the community and the third sector.

Case study 3: Lanarkshire Larder Regional Food Group

Lanarkshire Larder is a membership organisation made up of local food and drink businesses who want to raise awareness of the local Food and Drink industry to residents and visitors. The group was officially formed in April 2021 with funding from Scotland Food & Drink, North Lanarkshire Council and South Lanarkshire Council. 61 members are now part of the network including farmers, food retailers and food hospitality businesses.

During its first year, the group focused on creating a strong food and drink identity for Lanarkshire Larder. This has included the creation of a strong brand logo, website, and social media presence. For instance, regular stories on producers are shared on social media and in the newsletter.

A food and drink trail has also been developed and promoted across Lanarkshire to increase access to locally produced food and drink and reduce supply chain which in turn benefits the local economy. The network has also helped to foster collaboration as many of

the members are now actively working together particularly the food retail outlets. The group has also started to collaborate with New College Lanarkshire and the Royal Highland Education Trust to educate pupils on agriculture and the food and drink industry.

Case study 4: NHS Lanarkshire Hospital Therapeutic Growing

Clydesdale Community Initiatives (CCI) in partnership with NHS Lanarkshire have been delivering a hospital gardening programme of work to support individuals in our community who face barriers to inclusion.

The project has supported hospital inpatients, outpatients, community volunteers and NHS staff who have experienced significant levels of stress and anxiety because of the Covid 19 pandemic.

Utilising adjustments due to the social restrictions, work continued to ensure participants could benefit from this therapeutic growing and additional space was identified for vegetable growing. Through the programme this past year, community grower participation contributed to an impressive 852kg of fresh produce donations to the Clydesdale Foodbank and delivery of 668 food parcels to local vulnerable residents this year.

Conclusion

This annual report has highlighted our progress over the first year of Community Wealth Building. We have made great strides in bringing the energies, skills and resources of anchor organisations in South Lanarkshire to a focus around our Community Wealth Building ambitions.

But this is only a start. We have been inspired by examples of what CWB can achieve in the UK and abroad, however we recognise that these successes have been years in the making.

That is why our strategy looks to achieve results across a five-year period as a starting point. We will refresh our 5-year action plan in the light of what we have achieved so far. We will extend the reach and scope of our actions by working together – partners, stakeholders and communities – to generate ideas, pool resources and harness our collective energy to bring about lasting change.

Our ambition, as we set out in our strategy, is to develop a resilient, inclusive local economy, with more local employment and a more diverse business base. As we embark on the second year of our strategy, we will benefit from the strong foundation we have established so far. Over the coming year we will take co-ordinated action across the five pillars of CWB to develop a fairer, more inclusive economy that works for the people and businesses of South Lanarkshire.

Further information

To find out more, visit [Community Wealth Building - South Lanarkshire Council](#)