

## South Ayrshire Council

### Report by Assistant Director - Place to Service and Performance Panel of 8 February 2022

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**Subject: Pan-Ayrshire Community Wealth Building Commission  
and Anchor Charter**

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#### 1. Purpose

- 1.1 The purpose of this report is to provide an update on the work of the Community Wealth Building (CWB) Member/ Officer Working Group (MOWG), the South Ayrshire Council led regional Community Wealth Building procurement workstream and an update on the current status of the Community Wealth Building workplan.

#### 2. Recommendation

##### 2.1 It is recommended that the Panel:

- 2.1.1 notes progress made through the MOWG and the CWB workplan;
- 2.1.2 approves the MOWG recommendation that Members are updated regularly by briefings and events; and
- 2.1.3 requests that annual progress reports are considered by the Service and Performance Panel as part of the supporting the local economy review.

#### 3. Background

- 3.1 Community Wealth Building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.
- 3.2 Ayrshire is at the vanguard of Community Wealth Building - a new approach to economic regeneration. We have the South Ayrshire Community Wealth Building team within the Economic Development service area, but services and officers from across the Council will participate resulting in several initiatives - importantly the development of employee champions of Community Wealth Building approaches.
- 3.3 The MOWG, with cross-party representation of Elected Members and Council officers, was set up on 25 August 2021. The MOWG will help to define and develop a South Ayrshire Council understanding and approach to Community Wealth Building throughout all service areas, to establish a shared language which describes our mission and a timeline for developing a Community Wealth Building Pledge and communications plan for SAC employees and stakeholders.

3.4 The community wealth building team has developed a high-level workplan that has been circulated through the MOWG. See [Appendix 1](#).

3.5 Community wealth building progress to date:

- Three CWB Officers were appointed by August 2021 working within the Local Places team within the Economy and Regeneration service. The Local Places Coordinator was appointed in October 2021.
- The team will:
  - Support the delivery of place-based Community Wealth Building within a defined locality, working across the public, private and third sectors to encourage and support business development and the delivery of activity across the pillars of procurement and supply chain development, fair employment, land and assets regeneration and plural ownership models.
  - Take a lead role in delivering the strategic objective of Great Places in the Strategic Economic Plan: Vision 2030, including the development and initiation of new service programmes and activities in support of the Strategic Economic Plan: Vision 2030.
- The national Scotland Loves Local gift card has been implemented in South Ayrshire and there are 78 completed business sign-ups. An internal and external communications campaign has included radio, press and social media coverage to date and will continue throughout 2022.
- Developed a South Ayrshire Council community wealth building socialisation programme for Service Leads throughout the Council with relevant guest speaker contributions.
- Developed links with the community wealth building eco-system in the region and beyond.
- Contributed to the development of the pan-Ayrshire *fair work and just labour market* referral system.

3.6 The workplan up to May 2022 has the following key targets:

- **Socialise** the concept of Community Wealth Building across all SAC Service Plans through the development of a Champions Network and refresh of Service Plans to incorporate (where relevant) the five pillars of Community Wealth Building.
- **Financial Power:** Achieve target number of 100 business registrations to accept the Scotland Loves Local South Ayrshire Gift Card.
- **Fair Employment:** Utilise results from skills gap analysis (currently being undertaken by Skills Development Scotland) to identify and inform targeted workshops and training.
- **Land and Assets:** Undertake a review and analysis of our commercial property portfolio to ensure we support growth of local businesses and entrepreneurial activity.
- **Plural Ownership:** Upskill business advisors on co-operative ownership models so they can proactively engage with the local business base.
- **Procurement:** Creation of an online SAC Community Benefit List.

- 3.7 South Ayrshire Council, through the previous Service Lead - Procurement, had led work on the Procurement pillar of the regional Community Wealth Building Commission. The previous postholder has since taken on a new procurement position with the NHS and the three local authorities have confirmed that they do not have capacity currently take on the lead role. The NHS, as part of the Commission have been requested to allow their new Head of Procurement to continue as Lead Officer for the procurement pillar.

#### **4. Proposals**

- 4.1 It is proposed that the community wealth building principles are fully embedded into the Councils service plans and the culture of South Ayrshire Council with the support of the MOWG through regular briefings, updates, and interactive sessions.
- 4.2 It is proposed that annual progress reports will be considered by the Service and Performance Panel as part of the supporting the local economy review.
- 4.3 The continued impact of the coronavirus pandemic and related lockdowns has had an impact on the progress of the project due to limited access to individual businesses and business networks.

#### **5. Legal and Procurement Implications**

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications arising from this report.

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

- 6.1 There are no financial implications arising from this report.

#### **7. Human Resources Implications**

- 7.1 There are no human resource implications arising from this report.

#### **8. Risk**

##### **8.1 *Risk Implications of Adopting the Recommendations***

- 8.1.1 There are no risks associated with adopting the recommendations.

##### **8.2 *Risk Implications of Rejecting the Recommendations***

- 8.2.1 Rejecting the recommendations will have a negative impact on the cultural change required for successful adoption and embedding of the community wealth building approach.

#### **9. Equalities**

- 9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions, and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## 10. Sustainable Development Implications

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## 11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## 12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Commitments 1, 2, 3, 4, 5 and 6 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness; Closing the Gap/ Reduce poverty and disadvantage; Grow Well, Live Well, Age Well/ Health and care systems that meet people's needs; South Ayrshire Works/ Make the most of the local economy; Stand up for South Ayrshire/ Increase the profile and reputation of South Ayrshire and the Council; and A Better Place to Live/ Enhanced environment through social, cultural and economic activities.

## 13. Results of Consultation

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor Peter Henderson, Leader of the Council and Portfolio Holder for Corporate, and Councillor Chris Cullen, Portfolio Holder for Economy and Culture, and the contents of this report reflect any feedback provided.
- 13.3 Consultation has taken place with Local Members via the MOWG and the contents of this report reflect any feedback provided.

**Background Papers**      **Report to Leadership Panel of 16 March 2021 - [Pan-Ayrshire Community Wealth Building Commission and Anchor Charter](#)**

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**Date: 31 January 2022**

## Appendix 1: Draft CWB Workplan

TASK NAME	IMPACT
<b>SOCIALISATION</b>	
Creation of CWB portal	Awareness Raising/socialisation
Establish CWB Champions Network	Awareness Raising/socialisation
<b>FINANCIAL POWER</b>	
Through the establishment of a SAC workstream and CWB champions network influence decision making in all service areas with a focus on sustainability, land & assets and investment plans.	Awareness raising/socialisation
Commit to South Ayrshire gift card to lock in local spend.	Strengthen local economies
Commit to a South Ayrshire Consumer Loyalty Card	Strengthen local economies
Explore community banking and progressive finance options for South Ayrshire residents and develop an action plan.	Strengthen local economies/promote progressive finance initiatives
Identifying the appetite and opportunity for a credit union in South Ayrshire. Also, through training, events and workshops raising awareness of progressive finance initiatives.	Strengthen local economies/promote progressive finance initiatives
Work with business development team to embed CWB principles within the Grow initiative.	Socialisation of CWB/strengthen local economies
Member of CWB team to liaise closely with procurement. To undertake analysis and capture opportunities for local businesses, encourage collaboration and awareness raising of CWB principles within the procurement team.	Socialisation of CWB/support local supply chains/inclusive economic models

<b>TASK NAME</b>	<b>IMPACT</b>
<b>Enable and support strong local supply chains by building procurement knowledge and capacity. Delivering this through events, workshops and training.</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Host procurement development workshop(s)for targeted groups, from Supplier Development Programme (SDP) Partners</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Commission piece of consultancy work focusing on barriers to procurement in South Ayrshire</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Social enterprise/co-operative focused procurement event/workshop.</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Creation of procurement guide/training tool.</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Creation of an online SAC Community Benefit Wish List (based on wish list of the Community).</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Host power of procurement event to launch procurement toolkit.</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Enhance and promote new steps in our Quick Quote process.</b>	<b>Strengthen local economies/support local supply chains</b>
<b>Stage a virtual meet the buyer event.</b>	<b>Strengthen local economies/support local supply chains</b>
<b>SAC procurement policy refresh</b>	<b>Socialisation of CWB/strengthen local economies/support local supply chains</b>
<b>Engaging with all Anchor Institutions to identify and progress joint procurement opportunities.</b>	<b>Socialisation of CWB/strengthen local economies/support local supply chains</b>
<b>LAND AND ASSETS</b>	

<b>TASK NAME</b>	<b>IMPACT</b>
<b>Collaborate with SAC's Land and Assets service lead to deliver sustainable socially productive use of land and buildings/assets.</b>	<b>Socialisation of CWB/promote imaginative use of assets/inclusive economic models</b>
<b>Undertake a review and analysis of our commercial property portfolio to ensure we support growth of local businesses and entrepreneurial activity.</b>	<b>Strengthen local economies/inclusive economic models</b>
<b>CWB officers working collaboratively with CAT team to identify potential opportunities for development.</b>	<b>Strengthen local economies/promote imaginative use of assets/inclusive economic models</b>
<b>Host 1 to Many events with interested community groups to identify and/or support their development needs.</b>	<b>Socialisation of CWB/local community support/inclusive economic models</b>
<b>Encourage and support a circular economy within South Ayrshire building on existing community and business led activities.</b>	<b>Socialisation of CWB/strengthen local economies/inclusive economic models</b>
<b>Enable and support asset transfer by building knowledge and awareness of underutilised assets. Delivering this through events, workshops and training.</b>	<b>Socialisation of CWB/promote imaginative use of assets/inclusive economic models</b>
<b>PLURAL OWNERSHIP</b>	
<b>Identify and engage with key community groups based throughout South Ayrshire to understand potential collaborative opportunities.</b>	<b>Socialisation of CWB/promote imaginative use of assets/inclusive economic models</b>
<b>Host an event with a focus on raising awareness of community ownership options including CAT.</b>	<b>Awareness raising/socialisation of CWB/promote imaginative use of assets/inclusive economic models</b>

<b>TASK NAME</b>	<b>IMPACT</b>
Engaging with communities across the towns and villages of South Ayrshire to support the co-production of viable local services and initiatives involving local SMEs etc through training, events and consultancy.	Awareness raising/socialisation of CWB/promote imaginative use of assets/inclusive economic models
Develop a business incubation approach (linked to supply chain development and place making) to support local small businesses.	Socialisation of CWB/promote imaginative use of assets/inclusive economic models
Upskill business advisors on co-operative ownership models so they can proactively engage with the local business base.	Socialisation of CWB/strengthen local economies
<b>FAIR EMPLOYMENT</b>	
5 x Living Wage Events in South Ayrshire (private/third sector events).	Socialisation of CWB/create fair and meaningful employment opportunities
Socialise the principles of CWB, fair work and just labour markets with business growth advisors team, employability and skills team and HR team.	Socialisation of CWB/create fair and meaningful employment opportunities
Utilise results from skills gap analysis (currently being undertaken by SDS) to identify and inform targeted workshops and training.	Create fair and meaningful employment opportunities
Engaging with schools, colleges and community groups to promote clear career paths and opportunities within South Ayrshire.	Create fair and meaningful employment opportunities
Identify and promote disability confident employers within South Ayrshire.	Create fair and meaningful employment opportunities
Hosting workshop events to empower employers to develop strategies for career planning and succession (promoting gender equality and wellbeing in the workplace).	Socialisation of CWB/create fair and meaningful employment opportunities



<b>TASK NAME</b>	<b>IMPACT</b>
<b>Host event with a focus on young people (in particular women in STEM) to inspire, encourage and amplify the opportunities available in South Ayrshire.</b>	<b>Create fair and meaningful employment opportunities</b>
<b>Support a pan-Ayrshire event to promote the value of Trade Unions.</b>	<b>Create fair and meaningful employment opportunities</b>
<b>Developing a SAC cross-service workstream and champions network including relevant representative bodies, Employability &amp; Skills, Health &amp; Social Partnership, Community Learning Development etc (People &amp; Place directives).</b>	<b>Create fair and meaningful employment opportunities</b>
<b>CLIMATE ACTION</b>	
<b>Widely promote the benefits of a CWB approach to all service plans and how this contributes to the timeline for achieving net zero by 2030.</b>	<b>Awareness raising/socialisation of CWB/support for meeting climate emergency targets</b>
<b>Awareness raising, events and training to promote sustainable local supply chains to businesses in South Ayrshire.</b>	<b>Awareness raising/socialisation of CWB/strengthen local economies/support local supply chains</b>
<b>Through the establishment of a SAC workstream and CWB champions network we will embed environmental benefits within service plans to support and encourage a net zero strategy.</b>	<b>Socialisation of CWB/support for meeting climate emergency targets</b>