

South Ayrshire Council
Report by Director - Place
to Leadership Panel (Special)
of 1 March 2022

Subject: Community Wealth Building Action Plan

1. Purpose

1.1 The purpose of this report is to provide an update on the Community Wealth Building (CWB) activity and workplan.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes progress made through the Member/ Officer Working Group (MOWG) and approve the CWB workplan; and

2.1.2 approves the MOWG recommendation that Annual progress reports will be 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 currently have the South Ayrshire Community Wealth Building team within the Economic Development service area, but it is anticipated that services and officers from across the Council will participate in several initiatives - importantly the development of employee champions of Community Wealth Building approaches.

3.3 The MOWG was set up on 25 August 2021. The MOWG was established to help to 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 Community wealth building progress to date:

- Three CWB Officers were appointed by August 2021 working within the local Places team. The Local Places Coordinator was appointed in October 2021. The team will implement the Ayrshire Growth Deal Community

Wealth Building project. The work will support the delivery of place-based Community Wealth Building (CWB) 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.

- One of the Community Wealth Building officers has now been aligned to work closely with the Procurement team. Working sessions for this officer and various members of the procurement team have already started so that opportunities to increase local spend can be identified and actions for both teams can be defined in line with Procurement regulations and the Councils Standing Orders for Contracts.
- The creation of a Scotland Loves Local gift card has been implemented and there are 89 completed business sign-ups for South Ayrshire. 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 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.

4. Proposals

4.1 It is proposed that the community wealth building principles are fully embedded into the service plans and the culture of South Ayrshire Council with the support of the Member Officer Working Group through regular briefings, updates, and interactive sessions.

4.2 The workplan focuses on the following 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 businesses registrations to accept the 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.

4.3 It is recommended that panel approves the workplan which can be found in [Appendix 1](#). The Local Places Co-ordinator and team are responsible for management and delivery of the plan.

4.4 The Service and Performance Panel of 8 February approved that a report on Community Wealth Building in South Ayrshire will come before the Panel on an annual basis. It is proposed therefore that future progress reports will be considered by the Service and Performance Panel.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 The recommendations in this report are consistent with procurement requirements and reflect appropriate advice.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

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 of the community wealth building approach.

9. Equalities

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as [Appendix 2](#).

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/

12. Link to Council Plan

- 12.1 The above recommendations relate to commitment 4 South Ayrshire Works, Make the most of our local economy.

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 of the members of the MOWG and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Director – Place will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the ‘Council and Leadership Panel Decision Log’ at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Progress and implementation report to Services Performance Panel	February 2023	Service Lead - Economy and Regeneration

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

Report to Service and Performance Panel of 8 February 2022 – [Pan-Ayrshire Community Wealth Building Commission and Anchor Charter](#)

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Date: 23 February 2022

Draft CWB Workplan

TASK NAME	IMPACT	ESTIMATED COMPLETION DATE
SOCIALISATION		
Creation of CWB portal	Awareness Raising/socialisation	30/09/2022
Establish CWB Champions Network	Awareness Raising/socialisation	31/05/2022
FINANCIAL POWER		
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	31/05/2022
Commit to South Ayrshire gift card to lock in local spend.	Strengthen local economies	Target of 100 businesses by 28/02/2022
Commit to a South Ayrshire Consumer Loyalty Card	Strengthen local economies	30/09/2022
Explore community banking and progressive finance options for South Ayrshire residents and develop an action plan.	Strengthen local economies/promote progressive finance initiatives	31/05/2022
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	31/05/2022
Work with business development team to embed CWB principles within the Grow initiative.	Socialisation of CWB/strengthen local economies	30/09/2022

TASK NAME	IMPACT	ESTIMATED COMPLETION DATE
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	30/09/2022
Enable and support strong local supply chains by building procurement knowledge and capacity. Delivering this through events, workshops and training.	Strengthen local economies/support local supply chains	30/09/2022
Host procurement development workshop(s)for targeted groups, from Supplier Development Programme (SDP) Partners	Strengthen local economies/support local supply chains	30/09/2022
Commission piece of consultancy work focusing on barriers to procurement in South Ayrshire	Strengthen local economies/support local supply chains	30/09/2022
Social enterprise/co-operative focused procurement event/workshop.	Strengthen local economies/support local supply chains	30/09/2022
Creation of procurement guide/training tool.	Strengthen local economies/support local supply chains	30/09/2022
Creation of an online SAC Community Benefit Wish List (based on wish list of the Community).	Strengthen local economies/support local supply chains	31/05/2022
Host power of procurement event to launch procurement toolkit.	Strengthen local economies/support local supply chains	30/09/2022
Enhance and promote new steps in our Quick Quote process.	Strengthen local economies/support local supply chains	30/09/2022
Stage a virtual meet the buyer event.	Strengthen local economies/support local supply chains	20/04/2022 and 30/06/2022
SAC procurement policy refresh	Socialisation of CWB/strengthen local economies/support local supply chains	30/09/2022

TASK NAME	IMPACT	ESTIMATED COMPLETION DATE
Engaging with all Anchor Institutions to identify and progress joint procurement opportunities.	Socialisation of CWB/strengthen local economies/support local supply chains	30/09/2022
LAND AND ASSETS		
Collaborate with SAC's Land and Assets service lead to deliver sustainable socially productive use of land and buildings/assets.	Socialisation of CWB/promote imaginative use of assets/inclusive economic models	30/09/2022
Undertake a review and analysis of our commercial property portfolio to ensure we support growth of local businesses and entrepreneurial activity.	Strengthen local economies/inclusive economic models	31/05/2022
CWB officers working collaboratively with CAT team to identify potential opportunities for development.	Strengthen local economies/promote imaginative use of assets/inclusive economic models	30/09/2022
Host 1 to Many events with interested community groups to identify and/or support their development needs.	Socialisation of CWB/local community support/inclusive economic models	30/09/2022
Encourage and support a circular economy within South Ayrshire building on existing community and business led activities.	Socialisation of CWB/strengthen local economies/inclusive economic models	30/09/2022
Enable and support asset transfer by building knowledge and awareness of underutilised assets. Delivering this through events, workshops and training.	Socialisation of CWB/promote imaginative use of assets/inclusive economic models	30/09/2022
PLURAL OWNERSHIP		
Identify and engage with key community groups based throughout South Ayrshire to understand potential collaborative opportunities.	Socialisation of CWB/promote imaginative use of assets/inclusive economic models	30/09/2022
Host an event with a focus on raising awareness of community ownership options including CAT.	Awareness raising/socialisation of CWB/promote imaginative use of assets/inclusive economic models	30/09/2022

TASK NAME	IMPACT	ESTIMATED COMPLETION DATE
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	30/09/2022
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	30/09/2022
Upskill business advisors on co-operative ownership models so they can proactively engage with the local business base.	Socialisation of CWB/strengthen local economies	31/05/2022
FAIR EMPLOYMENT		
5 x Living Wage Events in South Ayrshire (private/third sector events).	Socialisation of CWB/create fair and meaningful employment opportunities	30/09/2022
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	31/05/2022
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	31/05/2022
Engaging with schools, colleges and community groups to promote clear career paths and opportunities within South Ayrshire.	Create fair and meaningful employment opportunities	30/09/2022
Identify and promote disability confident employers within South Ayrshire.	Create fair and meaningful employment opportunities	30/09/2022
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	30/09/2022
Host event with a focus on young people (in particular women in STEM) to inspire, encourage and amplify the opportunities available in South Ayrshire.	Create fair and meaningful employment opportunities	30/09/2022

TASK NAME	IMPACT	ESTIMATED COMPLETION DATE
Support the fair work programme on a pan-Ayrshire event to promote the value of Trade Unions.	Create fair and meaningful employment opportunities	28/12/2022
Developing a SAC cross-service workstream and champions network including relevant representative bodies, Employability & Skills, Health & Social Partnership, Community Learning Development etc (People & Place directives).	Create fair and meaningful employment opportunities	31/05/2022
CLIMATE ACTION		
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.	Awareness raising/socialisation of CWB/support for meeting climate emergency targets	Ongoing
Awareness raising, events and training to promote sustainable local supply chains to businesses in South Ayrshire.	Awareness raising/socialisation of CWB/strengthen local economies/support local supply chains	Ongoing
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.	Socialisation of CWB/support for meeting climate emergency targets	Ongoing

South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: [Equality Impact Assessment including Fairer Scotland Duty](#)

Further guidance is available here: [Assessing impact and the Public Sector Equality Duty: a guide for public authorities \(Scotland\)](#)

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. See information here: [Interim Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018.

1. Policy details

Policy Title	Community Wealth Building Action Plan
Lead Officer (Name/Position/Email)	Mark Greaves, Coordinator Local Places – mark.greaves@south-ayrshire.gov.uk

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – gender identity (issues specific to women & men or girls & boys)	-	-
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-
Thematic Groups: Health, Human Rights & Children's Rights	-	-

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage? (Fairer Scotland Duty). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	-
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	-
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	-
Socio-economic Background – social class i.e. parent’s education, employment and income	-	-

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	Low

5. Summary Assessment

<p>Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)</p>	<p>— YES</p> <p>NO</p>
<p>Rationale for decision:</p> <p>This report advises the Panel to approve a workplan on a previously agreed programme. Members’ decision on this has no specific equality implications</p>	
<p>Signed : Mark Greaves Coordinator Local Places</p> <p>Date: 18 February 2022</p>	