

Be the  
**Future**

# Community Wealth Building in Clackmannanshire

## First Progress Report



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

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# Foreword

**Councillor Ellen Forson,**  
Leader of Clackmannanshire Council and  
Chair of the Clackmannanshire Alliance



I am delighted to be able to present to you this report on our progress in Community Wealth Building. Both the Council and the Clackmannanshire Alliance have prioritised the delivery of a wellbeing economy for Clackmannanshire and Community Wealth Building is a key economic approach which will enable us to achieve this.

The creation of a Community Wealth Building Action Plan by the Centre for Local Economic Strategies (CLES) – approved by Council in December 2020 – provided the Council and its partners with a strong platform on which to build. This report reflects the significant activity which has taken place since then, despite the challenging circumstances in which we were operating.

Delivering against this action plan will be an important step forward, but we need to move towards making Community Wealth Building a guiding principle in everything we do and in every decision we make. This is not something the Council will achieve alone and I am grateful for the support, enthusiasm and commitment to action from our Clackmannanshire Alliance partners and our Wellbeing Economy Anchor Partnership.

We have also received significant practical support from Scottish Government and agencies such as Scotland Excel and the Improvement Service: we very much hope that learning from our work in Clackmannanshire will be of use to others as the drive to deliver a Wellbeing Economy and implement Community Wealth Building approaches across Scotland gathers pace.

We still have work to do to create both the capacity and culture to achieve this and to make the work more accessible to citizens, communities, businesses and other local organisations. We have made commitments in our Transformation Programme to significant projects, such as the Family Wellbeing Partnership, which will help us to build trust in our approach with our communities.

Significant investment will be made in Clackmannanshire during this decade through the Council's capital programme, including the Alloa Transformation Zone and the Stirling & Clackmannanshire City Region Deal. Community Wealth Building offers practical ways to develop models of ownership that include local citizens so that it supports our wellbeing economy ambitions.

Thank you very much for your interest in Community Wealth Building in Clackmannanshire. Thanks also to our partners for their enthusiastic support and commitment to this agenda. I look forward to working to deliver on Community Wealth Building in the years ahead.

# Introduction

In December 2020 the Clackmannanshire Community Planning Partners in the Clackmannanshire Alliance enthusiastically endorsed the Community Wealth Building Action Plan for Clackmannanshire. The Action Plan was produced by CLES for Clackmannanshire Council, funded by the Scottish Government, as part of a wider project to develop a Wellbeing Economy for Clackmannanshire.

This report, the first to consider progress, outlines our collective achievements. It contains examples of work that has been delivered specifically against the action plan. It also refers to wider work going on across our anchor institutions, both individually and collaboratively.

Emerging first in the USA and taken forward by CLES in partnership with a range of local municipalities, Community Wealth Building is a fundamental driver of a wellbeing economy. Community Wealth Building aims to reorganise the local economy so that wealth is not extracted but broadly held and generative, with local roots, so that income is re-circulated, communities are put first, and people are provided with opportunity, dignity and well-being. In this, Community Wealth Building seeks to hardwire social, economic and ecological benefits into the economy.

Community Wealth Building forms a central theme of the Scottish Government's Programme for Government and National Performance Framework and work is underway with a number of local authorities and regions to develop bespoke Community Wealth Building action plans. Clackmannanshire's Action Plan was the first of these to be published. It is an economic development approach which seeks to build and retain wealth locally and to avoid wealth being extracted from an area through, for example, multinational organisations. It seeks, in particular, to harness the relative power of larger local organisations – known as anchors.

Community Wealth Building will make a major contribution to delivering the wider ambition Community Planning Partners have committed to in order to deliver a wellbeing economy for Clackmannanshire. A wellbeing economy is an economy that is built on, and drives, the wellbeing of communities, businesses and the natural environment. It is underpinned by inclusive growth, environmental sustainability, and resilience, to help protect the economy.

It should be noted that the Council and our partners are taking a multiannual approach to the delivery of the Action Plan and have been implementing it at a time of unprecedented pressure on public services due to the Coronavirus pandemic. We are also collectively creating and taking opportunities to deliver Community Wealth Building beyond the recommendations in the Action Plan. This report is a summary of all that action.

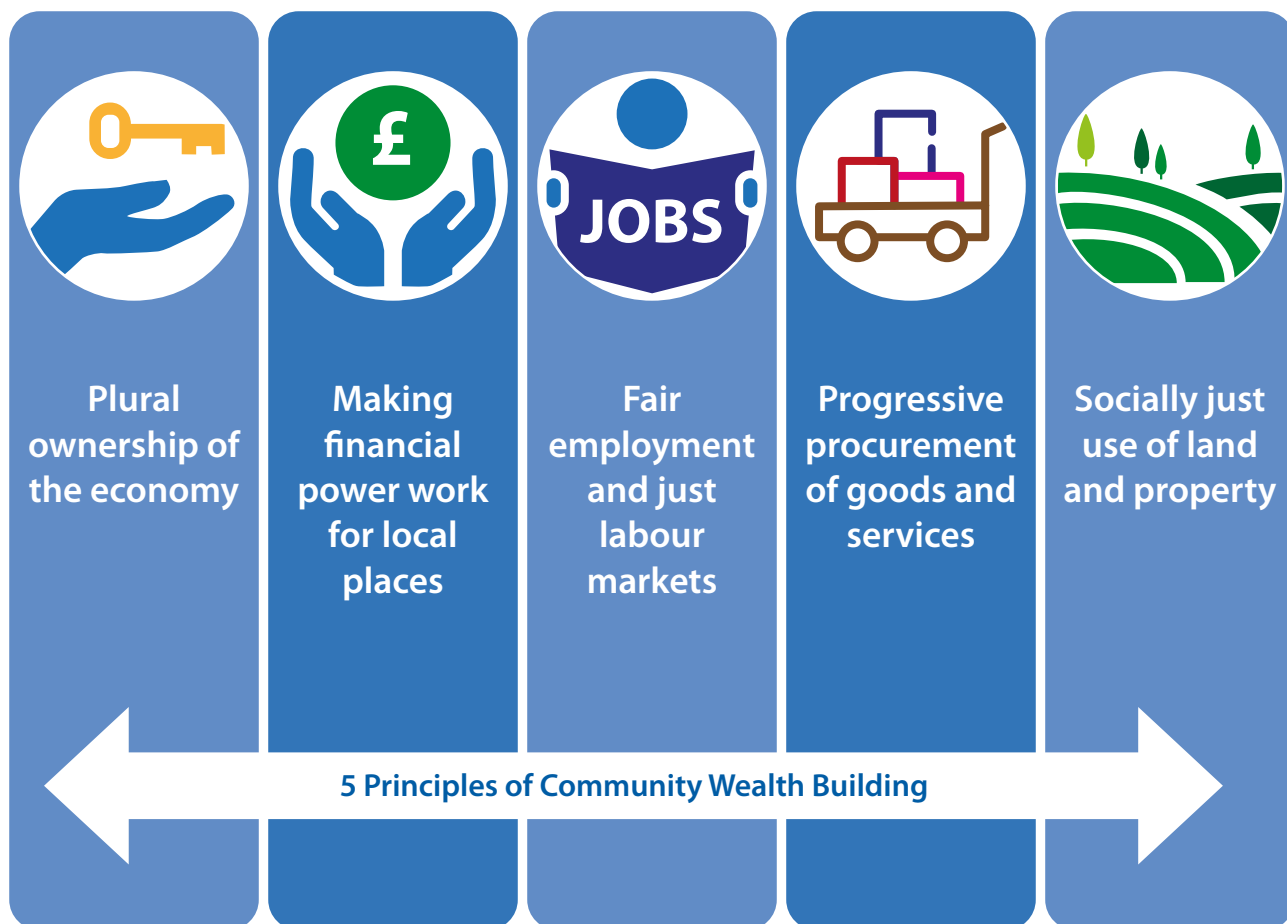
## Highlights Since the Launch of the Action Plan

<p><b>Community Wealth Building built into the design of City Region Deal projects</b></p>	<p><b>Good Employer Charter for Clackmannanshire developed</b></p>	<p><b>Developed a Strategic Asset Register</b></p>
<p><b>Embedding Community Wealth Building into the Clackmannanshire economy</b></p>	<p><b>Agreement to refresh the LOIP with the Wellbeing Economy at its heart</b></p>	<p><b>Clackmannanshire Alliance &amp; Council determination to deliver a Wellbeing Economy Local Outcome Improvement Plan</b></p>
<p><b>4% increase in Council procurement conducted with Clackmannanshire suppliers in 2020/21, 10% since 2017/18</b></p>	<p><b>Supported Women into Business</b></p>	<p><b>Established the Community Anchor Partnership</b></p>
<p><b>Community benefits "wish list" framework</b></p>	<p><b>Working alongside Clackmannanshire Credit Union to build capacity as a local anchor</b></p>	<p><b>Linking with pension fund to consider investment potential</b></p>

# The Community Wealth Building Action Plan

CLES presented the Action Plan report to Clackmannanshire Council in December 2020. The report laid out the context to Community Wealth Building in Clackmannanshire, outlined the activities that are currently being undertaken and provided recommendations on how the agenda should be taken forward. The report, funded by the Scottish Government, was produced for the Council which is responsible for many of the actions. The Clackmannanshire Alliance has endorsed the Action Plan and has been fully supportive of the process. Community Wealth Building in Clackmannanshire is being addressed through a partnership approach, with a view to being embedded in practice.

The recommendations can be read in the Action Plan. It sets out recommendations which demonstrate how Community Wealth Building could become the golden thread for all economic measures which the Council and other partners of the Clackmannanshire Alliance deploy. It called for a new economic strategy, with Community Wealth Building at its heart. It recognised the relatively poor outcomes for local women and suggests Community Wealth Building for gender justice should be built widely into that strategy. The report then goes on to set out recommendations under the 5 pillars or principles of community wealth.



This progress report considers each of the recommended actions in the Action Plan and assigns a RAG status (red/amber/green) for performance. This can be measured over time in subsequent reports. An overall table of progress is contained in Appendix 1 of this progress report.

# Clackmannanshire as a Community Wealth Building Place

	<b>Action</b>	<b>Achieved?</b>
1.	Community wealth building for gender justice.	Workstreams already underway will be supported by further activity in 2023.
2.	An Economic Strategy for Community Wealth.	Covid pandemic has impacted on this area of work, however a Wellbeing Economy Strategy will be published in 2023.
3.	Community wealth building culture building.	This is a priority for 2023.
4.	Community wealth building working group.	Wellbeing Economy Working Group established.
5.	Publish an annual community wealth building progress report.	This document is the first progress report on work to date.
6.	Deepen and formalise collaboration on community wealth building through the Clackmannanshire Alliance.	The Council and Clackmannanshire Alliance are delivering on this action.
7.	All City Region Deal (CRD) projects should follow the principles of community wealth building.	Work is ongoing to embed the principles of Community Wealth Building into CRD activity.

In Clackmannanshire, the Community Planning Partnership is known as the Clackmannanshire Alliance. The Alliance and the Council enthusiastically endorsed the Community Wealth Building Action Plan in December 2020. Both organisations are committed to delivering a wellbeing economy for Clackmannanshire and view Community Wealth Building as a critical economic development approach to achieve that.

## **Gender Justice and Community Wealth Building in Clackmannanshire**

A great deal of activity has been undertaken to achieve gender justice in Clackmannanshire, which will be covered throughout this progress report. The following text provides a snapshot of some of these activities in the context of Action 1, above.

More work will be undertaken by the Community Alliance in 2023 to embed gender justice within the partnership and beyond.

### **The Good Employment Charter and gender Justice**

The Council has been leading on the implementation of gender justice in the workplace and the Clackmannanshire Alliance has been developing the Good Employment Charter. Both of these issues are addressed in more detail elsewhere in the progress report.

### **Gender Justice on Pay in Clackmannanshire Council**

In recent years, Councils have been working with trade unions to consolidate the Scottish Local Government Living Wage. This was achieved by April 2021. At that time, as a result of the proposed changes, a total of 371 employees received an uplift in their hourly rate of pay, 292 were female members of staff.

### **Gender Justice in Business**

Extensive work has been undertaken to encourage, promote and support women in business. Cllr Forson, leader of Clackmannanshire Council, is the political lead for the economy in Clackmannanshire. Cllr Forson opened the Meet the Buyer event in Forth Valley in 2021.

Through partnership in the Clackmannanshire Alliance, and across the Forth Valley, Clackmannanshire Third Sector Interface (CTSI) and Forth Valley Social Enterprise Network are working alongside Clackmannanshire Council to strengthen the social enterprise sector and the role of women within it.

The Emerge Women initiative has, in 2022, reached almost 100 women who are either leaders in business or entrepreneurs. This work will continue into 2023 and beyond.

## **A Community Wealth Building Strategy for Clackmannanshire**

The Covid pandemic caused significant harm to the economic and social structure of society, across the world. In Clackmannanshire, the Council approved an Economic Recovery Plan to face the challenges posed by the virus. This was approved in September 2021.

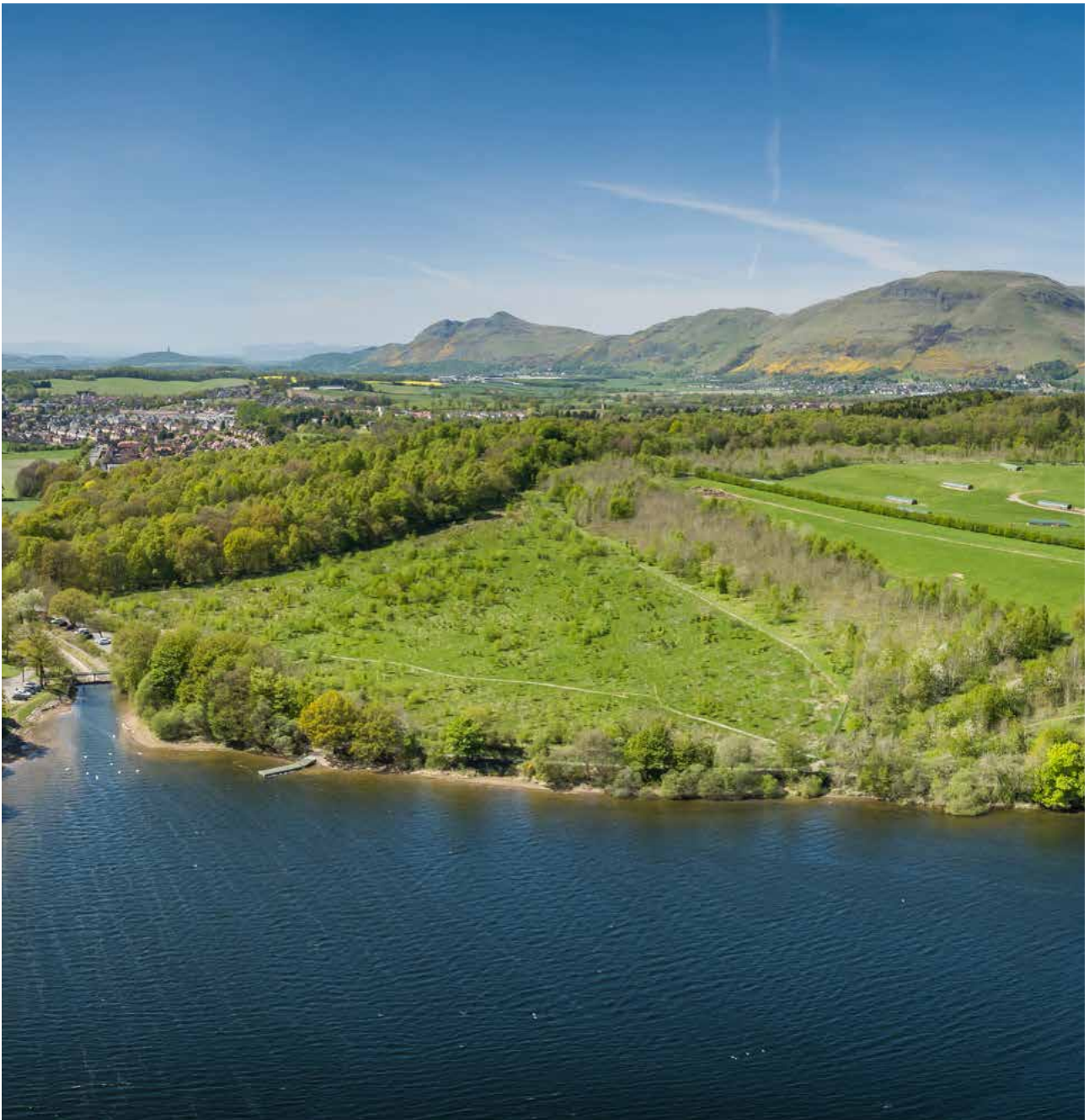
Development of a regional economic strategy for the Forth Valley is underway and will help to contextualise a new Wellbeing Economy Strategy for Clackmannanshire in 2023.



## Community Wealth Building: Culture Building Across the County

The Council has recently appointed an Economic Development Strategy Officer, with specific responsibility for Community wealth Building. In 2023 a programme of information and awareness raising will be undertaken with staff across the Council, particularly those who are commissioners of goods and services.

A bank of materials and articles will be created on the Council intranet and also, where appropriate, on the Council and other partner's websites. In this way, policy around Community Wealth Building will become much more accessible across Clackmannanshire.



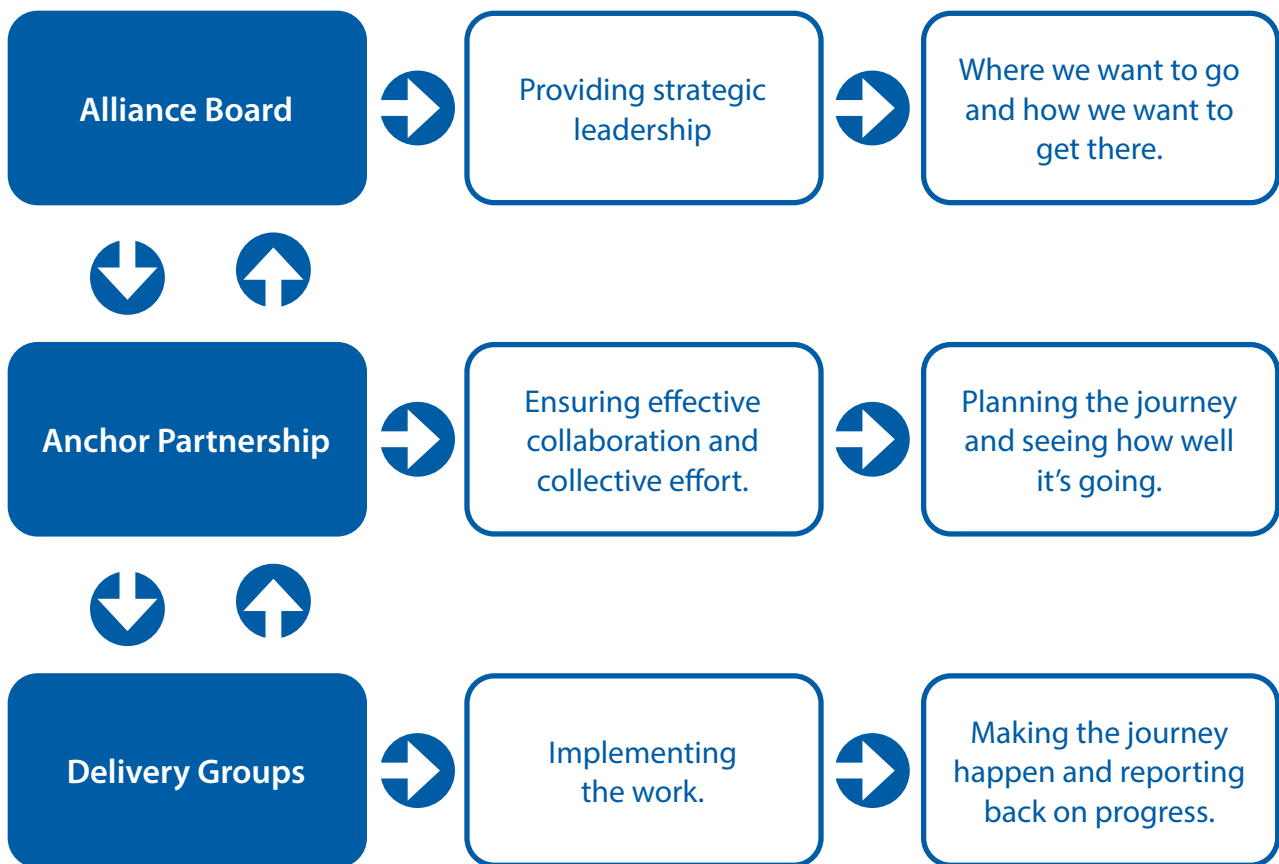
## Partnership Working to Support Community Wealth Building

The next iteration of Clackmannanshire’s Local Outcome Improvement Plan (LOIP), having the aspiration of a wellbeing economy at its heart, is underway. The next version of the Clackmannanshire LOIP is expected in the first half of 2023.

In line with the revised LOIP, the Alliance has also agreed to revise the structure of the sub-groups involved in community planning to best support both Community Wealth Building and overarching wellbeing economy outcomes. A significant step has been taken in the creation of a Wellbeing Economy Anchor Partnership.

The proposed structure, shown below, seeks to ensure that all groups are clear about their roles and that duplication of effort is minimised. This structure will remain under constant review, to ensure it is complementary and links with arrangements across Clackmannanshire and beyond.

### Structure of the Clackmannanshire Alliance and Clackmannanshire Anchor Partnership



Anchor partners are crucial to progressing Community Wealth Building. These are large employers with a strong local presence. They can exert significant influence, through their commissioning and purchasing of goods and services, through their workforce and employment capacity, and by creative use of their facilities and land assets.

This group will play a critical role both in terms of their own actions to deliver community wealth and in overseeing the work of delivery partnerships. Our Anchor Partnership will work with partner bodies, including Forth Valley NHS. In Clackmannanshire our Wellbeing Economy Anchor Partners are:

**Community Anchor Partner Organisations:**



Ceteris Ltd



Ochil View Housing Association



Clackmannanshire Council

Clackmannanshire Council



O-I



Clackmannanshire Third Sector Interface



Paragon Housing Association



Diageo



Police Scotland



Forth Valley College



Scottish Enterprise



Keep Scotland Beautiful



Scottish Environment Protection Agency



Kingdom Housing Association



Scottish Fire & Rescue Service



Mulraney Group



Skills Development Scotland



NHS Forth Valley



UNIVERSITY OF STIRLING

University of Stirling

## Regional Work on Community Wealth Building

### Forth Valley Economic Strategy

Clackmannanshire Council, alongside Stirling and Falkirk, is working to develop a regional economic strategy for the Forth Valley. In consultation with key stakeholders across the region, this document will support the rollout of Community Wealth Building as part of a wider push to deliver the aspirations of a wellbeing economy as laid out in the National Strategy for Economic Transformation.

### Stirling & Clackmannanshire City Region Deal

The Stirling and Clackmannanshire City Region Deal is a £90.2m programme of funding provided equally by the UK and Scottish Governments. The portfolio of projects and programmes adhere to the approved Benefit Realisation Plan, which includes commitments to Community Wealth Building.

Clackmannanshire Council is lead, or partner on a number of projects and programmes within the wider City Region Deal. These projects will look to incorporate Community Wealth Building principles into their activity, ensuring that the principle is embedded in activity by the Council at all levels.

#### Partner Highlight: NHS Forth Valley



NHS Forth Valley have demonstrated strong internal leadership as an anchor partner. Internally they have initiated an internal Anchor Springboard Group with a remit to develop 6 month, 2yr and 5yr outcomes and milestones for their anchor contribution, and build more effective working relationships with Clacks Council and Clackmannanshire Alliance leads for each of the five pillars. Priority actions for the group are to consider and develop ways in which they can influence:

- Procurement spend within Clackmannanshire and the region in across the full supply chain,
- Payment of the real living wage by suppliers,
- Take up of Community Benefit Opportunities,

More widely NHS Forth Valley is considering how they define and measure best value in ways that promote community wealth.

They will work in collaboration with CTSI and CPP partners to identify the community benefits proposals which meet the criteria of the NHS National Services Scotland Community Wealth Building Gateway Portal.

NHS Forth Valley are also participating in the development of the Clackmannanshire Good Employment Charter covered elsewhere in this report.

## Progressive Procurement of Goods and Services

	<b>Action</b>	<b>Achieved?</b>
8.	Develop the corporate culture of procurement and commissioning.	Yes, and work continues.
9.	Develop a robust and bespoke Community Benefit Procurement Framework.	Yes. A Community Benefit “wish list” has been developed. See the case study, below.
10.	Provide Community Benefit Capacity Building for suppliers	Yes, a Forth Valley Meet the Buyer event was held in 2021 and an event was held in 2022 as part of Clackmannanshire Business Week, with more planned for 2023.
11.	Foster a deeper relationship between procurement and economic development.	Yes. Work continues to ensure this Action remains on course.

Progressive procurement is a means through which greater economic, social and environmental benefits can be achieved for local places and people. Increased local spend creates jobs, contributing to a multiplier effect which in turn creates additional jobs via increased demand for local goods and services.

Progressive procurement helps to develop a stronger local supply chain of local enterprises, small and medium-sized enterprises (SMEs), employee-owned businesses, social enterprises, co-operatives and other forms of community ownership. In addition it can deliver wider benefits through sustainable procurement practice, particularly in the use of community benefits clauses.

### Corporate Culture on Procurement and Commissioning

The Council’s most recent Annual Procurement Report affirms that Clackmannanshire Council is committed to maximising community benefits, Community Wealth Building and the Council’s social and economic regeneration objectives.

Furthermore, it recognises that local suppliers are important stakeholders in the community and setting up and encouraging two-way communication with them helps to fulfil the Council’s strategic priorities.

The share and trend of spend in the local area is favourable (from 16% to 23%) and in line with agreed targets. In the reporting period, 92 local suppliers were used by the Council. When the definition of local supply is extended to Forth Valley, the picture is more positive, with 39.79% remaining in the local economy.

There is a fairly limited local supplier base, though work continues with local suppliers to provide ever more opportunities. Approximately 66% of Council expenditure is in Scotland.

## Community Benefits & Supplier Community Benefit Capacity Building

The Council continues to partner with the Supplier Development Programme (SDP) to help prepare local suppliers to bid for Council Contracts. They have provided a number of webinars and virtual events and feedback from these events have been extremely favourable.

The Forth Valley Local Authorities hosted a regional Meet the Buyer Event on the 30th June 2021 in partnership with SDP and supported by the Scottish Government's Regional Renewal Funding.

Clackmannanshire Council's leader opened the event, alongside the leaders of Stirling & Falkirk Councils, with Community Wealth Building as her theme. More than 160 businesses attended.



Within Clackmannanshire, CTSI leads on development of the sector in partnership with members of the Clackmannanshire Business Support Partnership. Activity in 2021 included the launch of the Forth Valley Social Enterprise Network (FVSEN) Social Enterprise Online Directory.



The directory, which was developed in partnership with the TSIs in Stirling & Falkirk, features 80+ local social enterprises and enterprising charities, based in Forth Valley. This allows buyers to research local social enterprises with ease.

An event, "Talking Tenders", was held in March 2022 as part of Clackmannanshire Business Week 2022. This was organised in partnership with SDP and saw more than 20 businesses attend.

The Council is engaged on a piece of work with Scotland Excel to further embed Community Wealth Building into its procurement practice. Scotland Excel were approached by the Scottish Government to engage with selected councils to lead a project to focus 'on Grow Local'. The participating councils are Clackmannanshire, Dumfries and Galloway, Renfrewshire and Stirling. 25 Hours of Scotland Excel resource has been allocated to each council. Within Clackmannanshire a programme of actions has been developed to support the delivery of the CLES Report recommendations.

### Case Study: Partnership between Council and CTSI

Clackmannanshire Council and Clackmannanshire Third Sector Interface (CTSI) have worked with Samtaler (a company that offers a range of services to help both procurers and suppliers throughout the UK fulfil their sustainable procurement and social value obligations) to develop a community benefits wish list. This enables companies bidding for Council contracts to identify benefits that will meet the needs of the local community. These can often be easy for suppliers to provide but of high value to third sector organisations.

In the coming months, in line with the Council's accreditation as a Real Living Wage Employer, changes to procurement documentation will be undertaken to require the real Living Wage to be paid to workers on public contracts, where:

- Fair Work First practices, including payment of the real Living Wage, is relevant to how the contract will be delivered;
- it does not discriminate amongst potential bidders;
- it is proportionate to do so; and
- the contract will be delivered by workers based in the UK.

Procurement policies, procedures and contract standing order updates will increasingly give prominence to the national procurement priorities which will underpin all Council procurement activities including Community Wealth Building.

## Procurement and Economic Development

Aside from the vital linkages between Procurement and all aspects of Council business, colleagues across Economic Development and Procurement liaise regularly on issues related to Community Wealth Building and the wider wellbeing economy. As noted in this section, the Council has made significant progress in supporting greater – and more beneficial – local procurement.



## Making Financial Power Work For Local Places

	<b>Action</b>	<b>Achieved?</b>
<b>12.</b>	Support and promote Clackmannanshire Credit Union to become a financial anchor.	Discussions on how best to support and expand the Clackmannanshire Credit Union will continue in 2023.
<b>13.</b>	Work with Falkirk Pension Fund to achieve more local investment.	Consideration of potential opportunities to utilise pension funds to support investment is being explored with pension fund colleagues.

Community Wealth Building seeks to increase flows of investment within regional economies by harnessing the wealth that exists locally rather than by seeking to primarily attract national, or international, capital.

For example, local authority pension funds can be encouraged to redirect investment from global markets to local opportunities. Mutually owned banks are supported to grow, and regional banks charged with enabling local economic development are established. All of these are ideally placed to channel investment to local communities while still delivering a steady financial return for investors.

### Opportunities for Work with Pension Funds on Investments

A dialogue has been established with the Falkirk Pension Fund, to understand the extent to which Community Wealth Building investments can be supported by the fund. As ways forward emerge, projects may be supported provided that they meet the requirements of the fund. This exciting work is ongoing and may provide further opportunities for working within and across communities, in Clackmannanshire and the wider Forth Valley.

### Working with Clackmananshire Credit Union

Clackmannanshire Credit Union, as the main community financial anchor in Clackmannanshire, is a key player in the Community Wealth Building process in the county. Discussions around issues as diverse as: financial products; membership and how to increase membership; capacity building, and; online marketing and access to services. Both the Council and Clackmannanshire Credit Union are committed to building participation with the credit union sector and contributing towards a wellbeing economy for Clackmannanshire.



## Socially Productive Use of Land and Assets

	<b>Action</b>	<b>Achieved?</b>
14.	Create a Strategic Asset Register and Management Plan	Partly achieved. Work on a Management Plan is ongoing
15.	Unlock space for small business and social enterprise.	Work to develop space will be considered in 2023, alongside the local sector.
16.	Advance key sites as community wealth building exemplars	Underway, with work ongoing.

Anchors are often major land, property, and asset holders. These represent a physical base from which local wealth can be accrued. In Community Wealth Building, the function and ownership of these assets is deepened to ensure any financial gain from these assets is harnessed by citizens.

Furthermore, there is a desire to develop local economic uses, and extend local social or community use of those assets. Indeed, much public sector-land and facilities is “common good”, and should be used to develop greater citizen ownership of the built, open space and natural environment.

### Building a Strategic Asset Register and Management Plan

The Council’s Place Directorate has committed, in its most recent Business plan, to undertake a viability assessment and review of the current commercial property portfolio to inform commercial asset strategy and associated investment/divestment plan (linked to strategic asset register). The Council has an asset register, however work remains to be done to fully develop an associated management plan.

### Supporting Social Enterprise in Clackmannanshire

Clackmannanshire’s social enterprise sector is a thriving element of the county’s economy, linking across the area and beyond. Represented by Forth Valley Social Enterprise Network and supported by partners such as CTSI and the Council, the sector continues to grow.

Progress will be made in 2023 to understand the needs of the social enterprise sector locally. This may include identifying suitable business space or assisting in accessing new markets for products and services. Where possible new models, such as Community Benefit Societies, will be encouraged locally.

Building on the progress made since the launch of the Community Wealth Building Action Plan will be challenging, however there is a willingness across the Clackmannanshire Alliance to ensure the best possible outcomes for the county: this includes our social enterprise and co-operative sectors.

### Case Study: Living Alloa

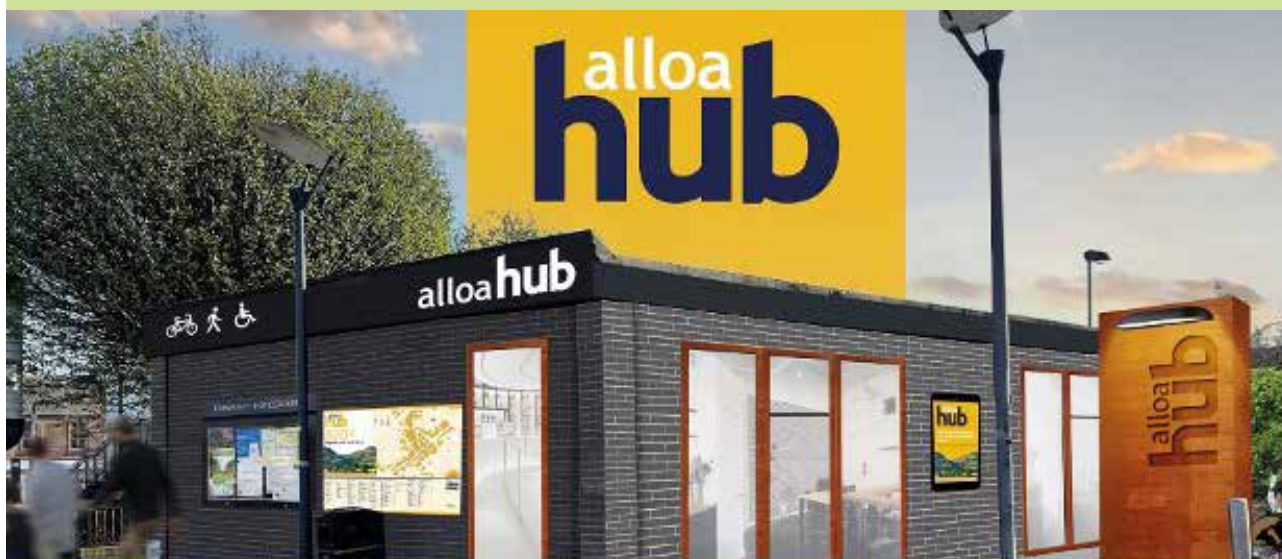
The Living Alloa town centre project won a recent national award at the annual SURF awards, with Community Wealth Building central to the work.

Public consultation about the town centre was undertaken using the Place Standard Tool. This was led by Clackmannanshire Third Sector Interface (CTSI). A 3-day drop-in session was held in a vacant shop and links to local access panel, mental health support groups and older people's forum ensured hard to reach voices were heard. Surveys were done in pubs, hairdressers alongside the Credit Union and an adapted 5-minute paper version of the tool was created, to make participation easier.

Over 300 responses were received. Collectively, these helped identify priorities for the town, with a focus on three key areas: care and maintenance; safety; and work, economy, influence and sense of control.

In response to these challenges, Clackmannanshire Council, community, third sector and businesses came together to shift the dial on the social, economic and environmental issues facing the town centre. As a key component of that, Living Alloa has transformed a derelict town centre site into a stunning development of 60 dementia-friendly flats, transformed a vacant public toilet into an active travel and town centre hub, and delivered a package of streetscape projects. These improvements make the town safer, more attractive and easier to move around in.

The town centre housing, active travel hub and public realm projects have delivered new high quality facilities on prominent sites, creating a more active, attractive and accessible place. These early projects have been a catalyst to bring stakeholders together. A broad group of partners are invested in delivering a positive future for the town over the next decade.



## Highlighting Community Wealth Building Exemplars Across the County

Clackmannanshire is proud to have a number of superb examples of Community Wealth Building exemplars in action across the county. From Tullibody to Dollar, from Menstrie to Alloa, properties and assets have been transferred or leased to maximise their potential in the community.

### Community Asset Transfers

Clackmannanshire's communities have been active in transferring ownership and management of assets within their localities. Using the provisions within the Community Empowerment Act it has been possible for a number of assets and facilities to be given a new lease of life. Examples include:

**Tullibody Civic Centre:** during 2021, Tullibody Community Development Trust successfully completed the purchase of the Tullibody Civic Centre. This was a successful conclusion to a five-year journey and its completion stands as testament to the hard work and resilience of the Trust. Of real importance was the support and assistance received from both the local community and national organisations such as the Development Trust Association Scotland, the Community Ownership Support Service, the Scottish Land Fund and the National Lottery.

**The Hive, Dollar:** Similarly the Dollar Community Development Trust completed the purchase of the former Dollar Civic Centre. Ownership of The Hive community centre will be transferred to Dollar Community Development Trust following the decision of the Council's Place Committee and successful application to Scottish Land Fund. It is now a vibrant community centre, offering a range of classes and clubs from yoga to Rainbows. It is also home to a volunteer-led Community Library.

### Leasing Arrangements

In addition to Community Asset Transfers of property and assets, the Council has been making use of long-term, or nil value, leases as a progression towards community ownership: Examples include:

**Dumyat Centre, Menstrie:** Menstrie Community Action Group (MCAG) has ensured the survival of this community building and agreed a long term lease. A funding bid, in collaboration with MCAG and the Community Council, was successful that enabled the car park for the centre to be developed and associated tourism infrastructure to be installed. This included improved paths, signage and interpretation, new EV parking spaces, an e-bike station and the concrete base to be installed for the community to input their own green roofed bike shelter with a maintenance station. The community have since built on these improvements by installing outdoor gym equipment adjacent to the car park adding to the tourism facilities.

**Wimpy Park, Alloa:** The Wimpy Park Garden has agreed a 20 years lease with the Council for the management of the Wimpy Park. A case study of the work undertaken to date is on page 19 of this report.

**Alloa Hub:** the Community Benefits Society operating the Alloa Hub has agreed a lease at nil-value until the business is better established. There remains potential for an asset transfer of the facility in future years. For more information on the creation of the Alloa Hub, see the case study on page 17.

### Case Study: The Wimpy Park Garden

The Wimpy Garden restoration is an example of Community Wealth Building, supporting the wellbeing economy, to bring a disused area back into productive community use. During 2021 the Wimpy Park Community Group gained support from the BBC's Beechgrove Garden programme as part of a 5 day community garden makeover project.

The group raised funds through Crowdfunder, exceeding their target of £5,000. They also secured grants and raised funds locally. Members of the community volunteered time and provided food, refreshments and home baking during the week.

The project created an amphitheatre, sensory garden, paths and enhancement of community orchards, sports pitches and raised beds. It is now a social space for everyone to enjoy.

Clackmannanshire Council's Environment Service supported the project as the principal contractor and designer for the Garden, providing free technical support and civil engineering operatives, carving out and forming the new paths and completing excavation works. The external footway was upgraded as part of the Council's existing maintenance programme.

A number of local businesses supported the project with time, resources and donations, which were gratefully received. NHS Forth Valley Estates staff also supported the work during the week.



## Fair Employment and Just Labour Markets

	Action	Achieved?
17.	Undertake an employee mapping and diversity exercise.	Work will be undertaken in 2023.
18.	Adopt a "Clackmannanshire Leader" good employment charter.	Ongoing.

Often the largest employers in a locality, the approach that anchor organisations take to employment can have a defining effect on the employment prospects, incomes, and overall prosperity of local people and communities. Commitment by anchors to pay the living wage, have inclusive employment practices, recruit from lower income areas, build progression routes for workers and comprehensive union recognition can stimulate the local economy and bring social improvements to local communities.



### Partner Highlight: Scottish Enterprise

As an organisation, we have adopted the Fair Work principles into the way in which we operate as an organisation. Externally, we are seeking to ensure that Fair Work principles are linked to our products and services, encouraging organisations who receive support from us to adopt Fair Work in the way in which they also operate.

The Council was formally recognised, by the Living Wage Foundation, as a Living Wage Employer in November 2021. The Living Wage commitment will see everyone working at the Council, including regular workers employed through third party suppliers, receive a minimum hourly wage of £10.90 by May 2022. The Council was proud to become accredited, having paid the Real Living Wage or the Scottish Local Government Living Wage rate since April 2012. There are now more than 2,200 Living Wage employers in Scotland, 19 of which are based in Clackmannanshire including Ochil View Housing Association, Scottish Autism and The Ochil Fudge Pantry.

The Clackmannanshire Anchor Partnership was inaugurated in January 2022. The Partnership includes representation from: Clackmannanshire Council; Ceteris, Diageo; O-I; NHS Forth Valley; Police Scotland; Kingdom Housing Association; Scottish Enterprise; Keep Scotland Beautiful; Paragon Housing Association; Skills Development Scotland; Ochilview Housing Association; the University of Stirling; Forth Valley College, and; CTSI .

Trade union or staff-side representatives will be encouraged to be part of the Partnership.

## **The Clackmannanshire Good Employment Charter**

Positive work is being taken forward in relation to a Clackmannanshire Good Employment Charter, an action arising out of the Community Wealth Building Report. A draft Charter has been developed to be reviewed and considered by the group before approval by the Clackmannanshire Alliance in 2023.

Once approved, the Good Employment Charter will be promoted to local employers across the public, private and third sectors.

## **Working Together Agreement**

The Council continues to engage with our recognised trade unions through formal and informal consultative processes, in line with our Working Together Agreement. This agreement has been jointly created with our trade union colleagues and aims to formally establish the principles and practices of partnership as the foundation upon which the Strategic Leadership Group, management, councillors, employees and trade unions will work together to achieve shared commitments.

The Agreement is the overarching document that brings together both the national and organisational context and sets out our common interest in ensuring the future success of Clackmannanshire Council. It does not replace procedures required under employment law.

Our principles of, and commitments to, partnership working have also been designed to reflect the vision and five dimensions outlined in the Fair Work Convention. The Council also continues to engage with our staff through our annual staff survey.

## Plural Ownership of the Economy

	<b>Action</b>	<b>Achieved?</b>
19.	Develop a Clackmannanshire Community Wealth Building Hub.	Proposals are at an early stage of development.
20.	Women into business programme.	Yes, work is ongoing.
21.	Undertake business analysis to pinpoint potential firms for co-operative conversion.	Work will be undertaken in 2023 with partners to identify potential firms.

Plural ownership of the economy – Community Wealth Building seeks to develop a more diverse blend of ownership models: returning more economic power to local people and institutions. As such, Community Wealth Building asserts that small enterprises, community organisations, co-operatives and forms of municipal ownership are more economically desirable within local economies than large companies or public limited companies.

### Clackmannanshire's Community Wealth Building Hub

Work is underway to develop proposals for the Clackmannanshire Community Wealth Building Hub. These will be progressed throughout 2023.

### Supporting Women In and Into Business

In October 2022 a new initiative, Emerge Women, was launched. Four events have been held, with almost 150 attendees across the four events. More than 100 business women and female entrepreneurs registered interest in the events, demonstrating the scale of interest in this initiative. This activity continues into 2023, with a view to making it self sustaining. There is also a programme to encourage women to startup in business.

## Co-Operatives in Clackmannanshire

The option of starting a co-operative or converting an existing business into a co-operative can be an attractive option. As a new business, it shares the cost of initial start-up and brings a greater number of minds to the table when devising a solid business plan.

For existing businesses it could be a route to employee ownership or a way for an owner to retire and pass the business to employees. The benefits of this business model include:

- equal voting rights for members;
- encouraging member contribution and shared responsibility;
- liability for members is limited; and
- no limit on the number of members.

Working with partners in the Clackmannanshire Business Partnership, it will be a priority in 2023 to develop a prospectus to share with businesses across the county on the benefits of co-operative working.



## Next Steps

Alongside ongoing work to support those actions already achieved key areas of identified work for 2023 - to support the continued delivery of the Action Plan - include:

- Consulting on a Phase 2 of actions to further embed Community Wealth Building into the work of the Council and Clackmannanshire Alliance as we all strive to address the Climate Emergency;
- Publication of Clackmannanshire's Wellbeing Economy Investment Strategy, which see a defined programme of projects to be delivered through partnership working (Action 2);
- Development of a Regional Economic Strategy for the Forth Valley, which will support the rollout of Community Wealth Building and the further delivery of a wellbeing economy (Action 2) ;
- Agreeing a refreshed Wellbeing Local Outcome Improvement Plan (LOIP) for Clackmannanshire will set the wider long-term strategic agenda for the county (All Actions);
- Building on both the regional strategy and the LOIP, a Wellbeing Economy Strategy for Clackmannanshire will be published in 2023 (Action 2);
- Supporting the further development of a Community Wealth Building ethos within the Council and partners by (Action 3):
  - Providing training for Council staff on Community Wealth Building and their service (Action 3);
  - Updating CWB materials on Council intranet and signposting partners to do the same (Actions 3 and 6);
  - Looking to increase participation in social enterprise and credit union membership (Action 12);
- Efforts to build the capacity of the Clackmannanshire Credit Union will continue (Action 12);
- Working to continue building on the work to deliver gender justice (Action 1);
- Considering a "Meet the Buyer 2023" event, to re-connect with suppliers and ensure local procurement continues to be supported (Action 10);
- Establishing, through discussion, the viability of investment via the Falkirk Pension Fund and other pension funds in the area (Action 13);
- Completing work on the asset management plan for the Council, as civic lead in the county (Action 14);

- Investigating the potential to develop new space for SMEs and SEs to setup in the county (Action 15);
- Evaluating the diversity, structure and composition of the Council's workforce through a mapping exercise (Action 17);
- Rollout of the Clackmannanshire Leader" good employment charter, following approval at the Clackmannanshire Alliance (Action 18);
- Exploring potential for partners to work with Council to establish a Community Wealth Building Hub in Clackmannanshire in 2023 (Action 19), and;
- Working with partners to include a co-operative future as an option for businesses in Clackmannanshire (Action 21).

## A Message from

**Nikki Bridle,**  
Chief Executive,  
Clackmannanshire Council



Our first two years delivering on the Community Wealth Building Action Plan have been challenging, from Covid to local capacity. Despite this, we have achieved a significant amount as we strive to embed Community Wealth Building principles across the Council and the Clackmannanshire Alliance. Our foundations are strong.

Across the partnership, we recognise the importance of creating and nurturing the conditions for Community Wealth Building to flourish. What is clear, when looking to the Actions not fully addressed at this point, is the need for our partnership to recognise that – to deliver effectively on a number of actions – we will need to move into a phase of greater complexity.

This requires our collective outlook to remain positive, be proactive, focus on prioritising key workstreams and to ensure appropriate action and investment. Our collective learning and strong network will provide a vital backdrop to the work ahead.

Our experiences over the past two years, including opportunities to listen and learn from the experience of partners and in other places on a similar journey to our own, will prove to be invaluable as we move into 2023 and face the challenge on continuing to embed Community Wealth Building into everything we do in Clackmannanshire.

## Appendix 1: Overall Table of Progress

	<b>Action</b>	<b>Achieved?</b>
1.	Community wealth building for gender justice.	Workstreams already underway will be supported by further activity in 2023.
2.	An Economic Strategy for Community Wealth.	Covid pandemic has impacted on this area of work, however a Wellbeing Economy Strategy will be published in 2023.
3.	Community wealth building culture building.	This is a priority for 2023.
4.	Community wealth building working group.	Wellbeing Economy Working Group established.
5.	Publish an annual community wealth building progress report.	This document is the first progress report on work to date.
6.	Deepen and formalise collaboration on community wealth building through the Clackmannanshire Alliance.	The Council and Clackmannanshire Alliance are delivering on this action.
7.	All City Region Deal (CRD) projects should follow the principles of community wealth building.	Work is ongoing to embed the principles of Community Wealth Building into CRD activity.
8.	Develop the corporate culture of procurement and commissioning.	Yes, and work continues.
9.	Develop a robust and bespoke Community Benefit Procurement Framework.	Yes. A Community Benefit “wish list” has been developed. See the case study, below.
10.	Provide Community Benefit Capacity Building for suppliers	Yes, a Forth Valley Meet the Buyer event was held in 2021 and an event was held in 2022 as part of Clackmannanshire Business Week, with more planned for 2023.
11.	Foster a deeper relationship between procurement and economic development.	Yes. Work continues to ensure this Action remains on course.
12.	Support and promote Clackmannanshire Credit Union to become a financial anchor.	Discussions on how best to support and expand the Clackmannanshire Credit Union will continue in 2023.
13.	Work with Falkirk Pension Fund to achieve more local investment.	Consideration of potential opportunities to utilise pension funds to support investment is being explored with pension fund colleagues.

	<b>Action</b>	<b>Achieved?</b>
14.	Create a Strategic Asset Register and Management Plan	Partly achieved. Work on a Management Plan is ongoing
15.	Unlock space for small business and social enterprise.	Work to develop space will be considered in 2023, alongside the local sector.
16.	Advance key sites as community wealth building exemplars	Underway, with work ongoing.
17.	Undertake an employee mapping and diversity exercise.	Work will be undertaken in 2023.
18.	Adopt a "Clackmannanshire Leader" good employment charter.	Ongoing.
19.	Develop a Clackmannanshire Community Wealth Building Hub.	Proposals are at an early stage of development.
20.	Women into business programme.	Yes, work is ongoing.
21.	Undertake business analysis to pinpoint potential firms for co-operative conversion.	Work will be undertaken in 2023 with partners to identify potential firms.