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**Report to Clackmannanshire Council**

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**Date of Meeting: 20 March 2025**

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**Subject: Community Wealth Building 2<sup>nd</sup> Progress Report**

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**Report by: Strategic Director, Place**

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide Council with an update on progress to embed the principles of Community Wealth Building in Clackmannanshire, including next steps, since the publication of the Clackmannanshire Action Plan in December 2020.

**2.0 Recommendations**

*It is recommended that the Council:*

- 2.1. Notes the progress on delivery of the 21 actions, as detailed in the Community Wealth Building Action Plan, approved at the Council meeting in December 2020.
- 2.2. Agrees to the proposed activity to be undertaken in 2025 to further embed Community Wealth Building in Clackmannanshire in the year ahead as outlined within paragraph 3.7 of this report.

**3.0 Considerations**

- 3.1. Community Wealth Building is a local economic development tool which can be used to retain wealth generated in an area to benefit local communities. It is used to deliver on a Wellbeing Economy, a key driver in Clackmannanshire.
- 3.2. The Clackmannanshire Community Wealth Building Action Plan is a detailed document, which assessed Clackmannanshire's progress against the five pillars of community wealth and provided a set of priorities to more fully embed Community Wealth Building in the area.
- 3.3. Work has been underway on a number of actions within the Action Plan for the past three years. The Community Wealth Building Action Plan Progress Report details activity undertaken in that time though, unlike the first progress report, this second edition has a greater focus on the work of Anchor Partners.

- 3.4. The Progress Report provides a summary RAG status (Red, Amber, Green) for each of the 21 actions. There has been significant progress, with 13 actions marked as green, seven as amber and just one action marked as red. Work continues across all 21 actions and on new initiatives for future years, building on previous good progress.
- 3.5. Notable examples of progress include significant efforts by Diageo and O-I to take on local apprentices, particularly young women, to strengthen local links to their workforces. This was a key output of the work progressed through the Family Wellbeing Partnership with the Wellbeing Economy Alliance. There have also been continued community developments such as the asset transfer of Sauchie Hall and the Energy Redress Fund operated by Ochilview Housing Association. These efforts show how Community Wealth Building can be embedded into the activity of Anchor partners, as well as across Council services.
- 3.6. There remain areas of challenge and opportunity. These include activity to progress on work under the Fair Employment and Just Labour Markets actions and the Making Financial Power Work for Local Place pillars. Only one action, number 15, to “Unlock space for small business and social enterprise” remains coloured as a red action.
- 3.7. Focus on Community Wealth Building in Clackmannanshire in 2025 will centre around the publication of a Clackmannanshire Strategy for Economic Transformation – supporting both the developing Regional Economic Strategy and the National Strategy for Economic Transformation – and engagement with the Centre for Local Economic Strategies to ensure that both the Council and Anchors remain fully engaged with a refreshed set of actions.
- 3.8. Clackmannanshire continues to be a beacon of Community Wealth Building activity in Scotland and this is recognised by Scottish Government colleagues, including Minister for Employment and Investment, Tom Arthur MSP.
- 3.9. Throughout 2024, officers were engaged with a number of local authorities to share experience and good practice as Clackmannanshire remains a leader in good practice for many aspects of Community Wealth Building.

#### **4.0 Sustainability Implications**

- 4.1. As part of the wider Community Wealth Building agenda, specific areas of work to deliver on the Action Plan will ensure sustainable outcomes.
- 4.2. All work undertaken with Council colleagues and partners, across the County and beyond, will seek to support efforts to address the Climate Emergency.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes X

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes **X**

5.4. *Staffing*

5.5. There is no impact to staffing resulting from this report.

**6.0 Exempt Reports**

6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No **x**

**7.0 Declarations**

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☒)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	<b>X</b>
Our families; children and young people will have the best possible start in life	<b>X</b>
Women and girls will be confident and aspirational, and achieve their full potential	<b>X</b>
Our communities will be resilient and empowered so that they can thrive and flourish	<b>x</b>

(2) **Council Policies** (Please detail)

**8.0 Equalities Impact**

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes ☐ No ☐

**9.0 Legality**

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes **X**

**10.0 Appendices**

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Community Wealth Building Action Plan Progress Report (Final Draft)

## 11.0 Background Papers


11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☐

### Author(s)

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### Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director: Place	

# **Clackmannanshire's Community Wealth Building Action Plan**

## **2<sup>nd</sup> Progress Report**

- Introduction
- Highlights since the launch of the Community Wealth Building Action Plan
- The Community Wealth Building Action Plan
- Clackmannanshire as a Community Wealth Building Place
- Progressive procurement of goods & services
- Making financial power work for local places
- Socially productive use of land and assets
- Fair employment and just labour markets
- Plural ownership of the economy

## 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 (Centre for Local Economic Strategies) for Clackmannanshire Council, funded by the Scottish Government, as part of a wider project to develop a Wellbeing Economy for Clackmannanshire.

This report, the second to consider progress, outlines our collective achievements. It contains examples of work that has been delivered specifically against the action plan, although in this report the focus turns to partners and their activity to deliver on the actions. It also refers to work going on by the Council.

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 continues to form 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. It is also a key priority of the draft Forth Valley Regional Economic Strategy.

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 and the cost of living crisis. 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 First Community Wealth Building Progress Report

Community Wealth Building Budget	Creation of Credit Union Strategy Group	Rollout of Good Employment Charter
Completion of Staff Audit, Clackmannanshire Council	Development of Forth Valley Regional Anchor Partnership	Local Procurement Spend – with more businesses – continues to increase
Career Ready interns x3, Modern Apprentices x10	Ceteris leads on Community Wealth Building Hub proposals	Extensive ongoing support for tenants by Housing Association anchors

## The Community Wealth Building Action Plan

The current Community Wealth Building Action Plan is now in its fourth year. Almost all of the actions have been delivered and continue to be rolled out across the partnership.

The following sections provide an overview of progress and demonstrate the need to refresh the actions. This will form part of the economic strategy for Clackmannanshire.



This progress report considers each of the recommended actions in the Action Plan under six pillars (the five Community Wealth Building pillars as well as a sixth one, specifically for Clackmannanshire as a place) 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

Action	Achieved?
1) Community wealth building for gender justice.	This vital work is ongoing, across all partners.
2) An Economic Strategy for Community Wealth.	Covid pandemic has impacted on this area of work, however a Wellbeing Economy Strategy is currently in development.
3) Community wealth building culture building.	Training delivered by CLES has been provided to Council managers and Anchor partners.
4) Community wealth building working group.	Wellbeing Economy Working Group established.
5) Publish an annual community wealth building progress report.	This document is the second 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 continues to embed the principles of Community Wealth Building into CRD activity.

Clackmannanshire is continuing its journey to become a community wealth building place, by promoting community wealth building principles into the work and lives of the people who live here. That includes rolling out the learning to other places in Scotland and drawing in good practice from elsewhere to our communities, business and organisations – including, for example, the Shaping Places programme.

### Clackmannanshire as a Community Wealth Building Leader

As one of five pilot areas for community wealth building in Scotland, Clackmannanshire was an early adopter of the philosophy. An action plan, drawn up in association with the Centre for Local Economic Strategies, was published in December 2020.

This framework drove forward efforts to embed community wealth building in Clackmannanshire Council, primarily, but this has since been opened to encompass local business, community and voluntary organisations.

Our last report showed that many of the 21 actions had been achieved. Our challenge has been to continue that work and to drive forward on those actions still to be fully delivered.

Throughout 2023 and 2024, though, Clackmannanshire Council has been prominent in promoting community wealth building activity and our learning since 2020. In the past 12 months the following partners and organisations have heard about the work underway in Clackmannanshire:

- Argyll & Bute Council
- Edinburgh City Council
- Falkirk Community Wealth & Health Building Partnership
- Falkirk Council
- Forth Valley Social Enterprise Network
- Glasgow City Region
- Prosper (formerly the Scottish Council for Development & Industry)
- Scottish Government
- Scotland's Towns Partnership

Clackmannanshire supported partners in Ayrshire to develop a Community Wealth Building Practitioners Network for local authorities across Scotland and the Scottish Government. At the first meeting, Clackmannanshire's Anchor Partnership structure was presented on.

The area continues to be a leader for community wealth building in Scotland and we offer our knowledge to partners wherever possible, to continue to build on our strong foundations.

### **Clackmannanshire Anchor Partnership**

The Clackmannanshire Anchor Partnership has been in operation since 2022. Reconvened in 2023, the Anchor Partnership has been bringing some of Clackmannanshire's key anchor organisations – across the public, private and third sectors – to build on the Community Wealth Building Action Plan and roll out community wealth building activity in their organisations. The forum has become a key meeting to share good practice between partners.

To date, the Anchor Partnership has agreed the Good Employment Charter (which has also been approved by the Community Planning Partnership, the Clackmannanshire Alliance). A working group has been established to roll out and promote the charter to local employers.

The Anchor Partnership has also been engaged in the development of the Wellbeing Economy Local Outcomes Improvement Plan (LOIP) for Clackmannanshire, which contains community wealth building as part of the strategic makeup of the LOIP.

Alongside Forth Valley partners, the Council – and several partners on the Clackmannanshire Anchor Partnership – participate in the NHS Forth Valley Anchor Board. Work is underway to create a Forth Valley Regional Anchor Partnership: this is in development and should meet for the first time in 2025.

### **Regional Work to Support Community Wealth Building**

Alongside plans to devise a local economic strategy and refreshed LOIP, work has been underway to devise a Forth Valley Regional Economic Strategy. Community wealth building is central to this strategy, using the work and experience in Clackmannanshire as a springboard to progress this policy agenda in Falkirk and Stirling and continue to build on work in Clackmannanshire.

Work is underway to develop proposals for a Regional Anchor Partnership to encompass the Forth Valley. This will allow for a more targeted approach to community wealth building through maximising the expertise in anchor organisations across the region. It will also pool the resources of anchor partners in a co-ordinated way to multiply the reach of community wealth building work in the Forth Valley. This will complement the work of the Forth Valley Social Enterprise Network in strengthening the local social enterprise sector and continue wider regional economic co-operation.

### **Clackmannanshire: A Gender Justice Place**

Activity continues to be 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 Clackmannanshire Alliance in 2024 to embed gender justice within the partnership and beyond.

### **Gender Justice in the Workplace**

Community wealth building can occur at the very local and the global level. Clackmannanshire has two substantial multinational manufacturers operating at scale – O-I Glass, based in Alloa, and Diageo who carry out activity at several sites across the county. Both have been engaged in gender justice activities in the workplace.

Diageo have recently employed nine apprentices at their Blackgrange site, with half being female. It is their intention to see more apprentices being women, to try and increase female representation in their workforce. Similarly, O-I have been looking to increase local recruitment, with a focus on women to improve gender balance in their workforce.

The Family Wellbeing Partnership (Child Wellbeing Partnership workstream) have created a system of school-aged childcare. This childcare, accompanied by family support, has directly assisted the Third Sector and private childcare workforce within Clackmannanshire, improving both the quality and security of jobs available. The childcare offer is enabling parents/carers (predominantly women) to

participate in wellbeing activities, pre-employability activities, gain qualifications and employment. Women report securing work, increasing hours, changing to better quality jobs – all of which reduces financial strain on families and improves financial independence, contributing to economic resilience and community wealth building. Recent examples include 6 paid placements, in collaboration with Employability, the Child Wellbeing Partnership and Education Services. These placements all resulted in improved outcomes for women, through gaining paid employment or moving into further education.

Clackmannanshire Council, NHS Forth Valley, Skills Development Scotland and Scottish Enterprise continue to embed gender justice in their workplaces. Activity to rollout the Good Employment Charter will ensure that the gender justice agenda set within the charter will be pursued with employers across the county – more on this work can be found later in this report.

### **Gender Justice in Business**

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. CTSI provided a Social Enterprise/new trading ideas support programme, incorporating a startup fund (Growing for Good) which included start up, mission and business planning, evaluation and marketing workshops as well as follow up mentoring sessions, totalling £20,000.

FVSEN was also recognised for its work across the region to develop and support social enterprises and was awarded the Social Enterprises Place Award in March 2024.

The Emerge Women initiative led by Ceteris has, in 2022, reached almost 200 women who are either leaders in business or entrepreneurs. This work will continue into 2025 and beyond.

In 2022/23 a total of 177 people attended events held from October 2022 to March 2023. Four commercial venues hosted events across Clackmannanshire, showcasing local hotels, restaurants and a meeting venue.

A database of 544 dedicated email contacts, plus 463 Facebook connections, was developed. Lastly, a committee for Emerge Women is being established with volunteers from across the Forth Valley to look at matters such as membership, sponsorship etc.

Connections have been made with organisations such as Women's Enterprise Scotland and Google Digital Garage who have indicated their support for Emerge Women and engagement in the Clackmannanshire/Forth Valley area. Each event was designed to deliver real benefits to the audience to enhance their businesses, professional and personal lives.

Further work in the Emerge Women programme will be undertaken in the coming months and years, helping to achieve progress towards Actions 1 and 20 of the Action Plan.

### **A Clackmannanshire Strategy for Economic Transformation**

Work is underway to finalise a Regional Economic Strategy for the Forth Valley and a refreshed Wellbeing Local Outcome Improvement Plan for Clackmannanshire was launched in the autumn of 2024. With these documents in place, alongside the National Strategy for Economic Transformation, a process to create a Clackmannanshire Strategy for Economic Transformation is underway.

### **Building a Community Wealth Building Culture**

Through Clackmannanshire Transformation Funding, a programme of training on the role that community wealth building plays in delivering a wellbeing economy across all aspects of business and service delivery is being delivered. During 2024/25 a series of training sessions will be delivered to the partnership.

### **Working Together to Deliver Community Wealth**

Clackmannanshire's Anchor Partnership brings together more than 14 public, private and third sector organisations to drive forward community wealth building in the county. The Council is also leading work to create a regional anchor partnership, which should be in place in 2025 and encompass the area of Clackmannanshire, Falkirk and Stirling Councils.

In addition, a strategic group for credit unions with a common bond in Clackmannanshire has been established to promote and strengthen the sector in the area. This will have a transformative effect on communities across Clackmannanshire.

The Clackmannanshire Alliance continues to promote community wealth building. In the summer of 2023 it approved the Good Employment Charter. The Alliance has been instrumental in overseeing the new Wellbeing Local Outcomes Improvement Plan, something which has community wealth building at its heart.

Similarly, the Stirling and Clackmannanshire City Region Deal has community wealth building enshrined within the core documents of the Deal. The Regional Programme Management Office oversees all aspects of the Deal and ensures that community wealth building, and community benefits, are integral to all projects.

## Progressive procurement of goods & services

Action	Achieved?
8) Develop the corporate culture of procurement and commissioning.	Yes, and work continues with more local procurement undertaken in 2022/23.
9) Develop a robust and bespoke Community Benefit Procurement Framework.	Yes. A Community Benefit "wish list" has been developed and is in use.
10) Provide Community Benefit Capacity Building for suppliers.	Yes, regular Meet the Buyer events are held linked to opportunities locally as well as through the Supplier Development Programme.
11) Foster a deeper relationship between procurement and economic development.	Yes. Work continues to ensure this Action remains on course.

The Council continues to build on the good work of recent years and increase the amount of procurement spend with local and regional suppliers across the Forth Valley. In 2022/23, spend by the Council in Clackmannanshire increased to 26.16% - meaning that for every pound spent, more than 26p was retained within Clackmannanshire. Across the Forth Valley, Council spend represented 40.83%, meaning almost 41p in every pound (including the Clackmannanshire-only figure) is retained with suppliers in the Forth Valley.

### **Developing the corporate culture of procurement and commissioning and Community Benefit Frameworks Across the Partnership**

In delivering substantial capital projects, such as the Clackmannanshire Community Wellbeing Hub and new Lochies School Campus, Clackmannanshire Council Economic Development team members have been working closely with Scottish Futures Trust project team and developer colleagues to ensure that promised community benefits will be delivered. The scale of these two projects is such that significant benefits can be delivered for the area over the coming years.

Economic Development team members developed a Social and Local Economic Value framework, which has been used in a number of projects to date. In addition, working with Scottish Futures Trust colleagues, the Council is open to creating and sustaining partnerships to develop frameworks to support community benefit delivery.

#### **Case Study: Clackmannanshire Council Property Services**

Property services have been focusing on the use of contractors to improve the local economic situation. All contractors are marked as part of their invitation to tender on the basis that they use local labour, local suppliers and local partnerships.

The property service help promote a culture of local spend, signposting potential suppliers to local building merchants, apprenticeship opportunities and subcontractors. These opportunities for inclusive growth are then monitored as part of the contract management process, with contractors challenged on any deviation of agreement.

We actively reach out to local suppliers at time of procurement to ensure that they are fully aware of opportunities for council contracts, advising them on where they can be found and support for tendering via the Scottish Government Procurement Support for Suppliers.

We actively seek community benefits from all contract at a normal rate of 4%, reinvesting the monies back into the community the contract serve. We are actively increasing our capacity for apprenticeships, with several apprentices nominated for apprentice of the year awards.

The Scottish Fire and Rescue Service (SFRS) is currently engaging through Local Senior Officers (LSOs) as part of partnership working with local authorities to support Community Wealth Building Projects. Progressive procurement is a core principle to help develop local supply chains of businesses likely to support local employment and keeping wealth in communities. The SFRS

Procurement Team continues to support LSOs to provide subject matter expertise as part of these projects.

SFRS is an Accredited Living Wage employer and, through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law. In the reporting period 2022/23, eighteen contracts were awarded with fair work criteria.

On community benefits, SFRS Standing Orders for the Regulation of Contracts consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant and within its procurement governance processes and procedures, the SFRS has embedded the requirement for community benefits to be considered where appropriate

Similarly, Police Scotland consideration of community benefits is built into the contracting process for all regulated contracts with standard clauses inserted into relevant tender and contract documents. The Sourcing Strategy document, utilised for all regulated procurements, includes a sustainability section that details opportunities relating to SMEs, Supported Businesses, Community Benefits, Environmental Benefits and ensures the Fair Work First is embedded within individual tenders and contracts.

The Police Scotland Annual Procurement Report 2022/23 provides detailed summaries for projects which delivered community benefits in that year. Being a national organisation, there are no examples from within Clackmannanshire in 2022/23, however there are clear signs of community wealth building activity within Police Scotland procurement that will be in place when opportunities arise locally.

Furthermore, the Forth Valley College procurement annual report can be found on the college website. It covers performance regarding the sustainable procurement duty, supporting Scotland's response to the global climate emergency and community benefits.

The college takes proportionate action to involve SMEs, third sector bodies and supported businesses in our procurement activities. For example by:

- engaging with SMEs and third sector suppliers as part of pre-tender market engagement;
- considering reserving contracts to supported businesses;
- being transparent about our tendering plans, publishing our Procurement Strategy and Annual Procurement Reports on our College website and advertising our regulated contracts on Public Contracts Scotland portal;
- providing debriefing to bidders and asking for their feedback, and
- dividing our requirements into lots, where relevant.

The college considers, for each of its procurements of £4m or greater, ways in which it can improve the economic, social or environmental wellbeing of the Forth Valley region through the inclusion of community benefit requirements. Forth Valley College awarded one regulated procurement contract of £4m or greater in 2023/2024 for our Facilities Management Services. Secured sustainability and community benefits can be found on our annual procurement report.

In addition, for procurements of less than £4m, the college includes community benefits award criteria where appropriate, as part of the sustainable procurement duty considerations. The procurement annual report covers community and sustainability benefits that were fulfilled in 2023/2024. Where applicable, as part of the tendering process, suppliers are invited to describe their approach to delivering community benefits or achieving social value through a contract.

The college actively takes steps to make contracts accessible to smaller, or local, businesses through the use of PCS Quick Quote. Forth Valley College had 521 active suppliers in 2023/2024. At least 122 of these suppliers were from the Forth Valley region and at least 17 were from the Clackmannanshire local authority area.

Lastly, as an organisation which is a Living Wage Accredited Employer, where relevant and proportionate, sustainability requirements including support for Fair Work practices and the Living Wage are considered for all regulated procurements. A Living Wage statement is incorporated within

invitation to tender or quote documents and scored where appropriate as part of Fair Work award criteria.

### **Providing Community Benefit Capacity Building for Suppliers**

The Council has been engaged in supporting suppliers when considering potential community benefits within projects. This included work at the pre-tender stage of the Community Wellbeing Hub to provide information for potential bidders on the types of community benefits expected from a successful contractor. The Council also looks for support of Fair Work principles in contract awards.

The Council, as a member of the Supplier Development Programme, is always engaged with efforts to promote community benefits to suppliers and potential suppliers in Clackmannanshire. The Council attended the Meet the Buyer 2024 event, speaking to more than 150 businesses on the day, many who were interested in delivering community benefits through contracts.

Clackmannanshire Third Sector Interface also hosts a community benefits wish list on their website. This is the “go to” for suppliers seeking to win contracts from the third sector.

### **Continuing to Foster a Deeper Relationship Between Procurement and Economic Development.**

The Council continues to operate a seamless link between the Economic Development and Procurement teams within the organisation. Economic Development attend the regular Procurement Matters forum, which draws officers from all parts of the Council, whilst representation at the Supplier Development Programme is led on and co-ordinated by Economic Development team members.

Discussions are underway around a number of Meet the Buyer events to be held in Clackmannanshire and across the wider Forth Valley in 2025.

## Making financial power work for local places

Action	Achieved?
12) Support and promote Clackmannanshire Credit Union to become a financial anchor.	Work to establish a Credit Union Strategic Group for Clackmannanshire is underway, with a marketing strategy for the sector to promote participation under development.
13) Work with Falkirk Pension Fund to achieve more local investment.	Consideration of potential opportunities to utilise pension funds to support investment is ongoing.

Financial power is a crucial element of community wealth building and, in Clackmannanshire, work continues to maximise the potential of this pillar to effect positive change in the lives of residents and communities across the county.

### Support and Promotion of Credit Unions in Clackmannanshire

Clackmannanshire has a vibrant credit union sector, with three of Scotland's largest and most dynamic credit unions operating in the area through their common bonds. One of the requirements of a credit unions is that members have something in common with one another, this is known as a 'common bond'. Whilst Clackmannanshire Credit Union merged with the Falkirk Credit Union in 2024, that new arrangement will ensure a local credit union also remains on offer to Clackmannanshire residents.

A new development in 2024 saw the creation of a Credit Union Strategic Group, encompassing representatives of the four credit unions operating in Clackmannanshire. A discrete budget has been secured to allow for research into attitudes towards credit unions, membership and wider participation and awareness of the sector.

### Making Pension Fund Investments Work for Clackmannanshire

Following discussions with the Falkirk Pension Fund, it is clear that any projects put forward will need to have an investment potential that matches or beats competing projects at a UK-level and that local benefit to the Forth Valley is not a relevant factor.

A number of other public sector pension funds, particularly in the north of England, have discrete funds set aside for local projects. In the next 12 months approaches will be made to other pension funds across the UK, seeking support for innovative community wealth building project ideas in Clackmannanshire and the Forth Valley.

The Family Wellbeing Partnership, in collaboration with the Vardy Foundation, have released the investment potential of pension funds to invest in assets and jobs, which will benefit care experienced children and young people within Clackmannanshire.

### Case Study: Ochil View Housing Association

Ochil View Housing Association was established in 1989 to provides rented and low-cost home ownership housing options in Clackmannanshire and west Fife. Ochil View has been a consistent anchor partner and has engaged fully with the Community Wealth Building agenda in Clackmannanshire.

The Association has engaged in a number of initiatives to make financial power work for local places. For example, through their Community Initiative Awards, the Association has awarded grants of up to £250 to organisations and events as diverse as: the Famous Alva Games; several community councils; Alloa Academy, and; local youth football clubs.

Their Energy Redress Fund allocated £70,000 in 2022/23 on awareness events and energy saving devices for tenants, with a further £117,000 allocated in 2023/24. The Association employees also engage in an active staff forum which, as part of its work, fundraises to support local charities.

## Socially productive use of land and assets

Action	Achieved?
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 2025, alongside the local sector.
16) Advance key sites as community wealth building exemplars	Underway, with work ongoing.

### Strategic Asset Register and Management Planning in Clackmannanshire

Clackmannanshire Council has developed a Strategic Asset Register across all areas of the Council's property and land portfolio. Following this, work is underway to devise a Strategic Asset Management Plan to oversee this asset and to manage this for the benefit of the Clackmannanshire community.

NHS Forth Valley is also engaged in their own exercise to understand their asset register and how best to manage the portfolio to benefit the wider community wealth building agenda across the Forth Valley.

Wider activities to understand the asset portfolios of other anchor partners will be undertaken in 2025.

### Advancing Key Sites as Community Wealth Building Exemplars

Work continues to develop key sites in Clackmannanshire as community wealthbuilding exemplars. In our last report we highlighted:

- The Alloa Hub, a Community Benefit Society run in central Alloa for the benefit of the Clackmannanshire community
- The Wimpy Park restoration, overseen by the Wimpy Park Community Group charity
- The Hive in Dollar, a community centre run by the Dollar Development Trust
- The Dumyat Centre, Menstrie, is a community centre run by Menstrie Community Action Group
- Tullibody Civic Centre, is a community facility run by the Tullibody Community Development Trust

All of those projects are thriving and serve as lasting examples of the power of community wealth building in Clackmannanshire. There are more examples, including:

- **Tullibody Community Garden** – Tullibody Community Garden is a growing space created to produce fruit and vegetables, with a community building, a social area, polytunnel and raised beds to allow people of all physical abilities to grow food. The garden is run by the Tullibody Community Garden charity for the benefit of the local community.
- **Clackmannan Town Hall** – Clackmannan Town Hall is managed by the Clackmannan Town Hall Trust, a company limited by guarantee and run by committed local activists. The hall has been run since a lease was agreed in 2005 for the benefit of Clackmannan residents and the hall continues to be a key facility for the community.
- **Resonate Together** – Resonate Together is a charity operating in Clackmannanshire from the Carsebridge Cultural Campus. The site was acquired following the sale of the former Carsebridge distillery site and occupies a substantial area of the former site. Through intense work and fundraising by volunteers the campus is being renovated and redeveloped to become a vibrant community hub.
- **Ceteris: Community Wealth Building Hub** – Ceteris is exploring the potential to establish a Community Wealth Building Hub at their headquarters. This exciting development could offer event space, childcare facilities as well as space for social enterprise and SME startups.

Anchor Partners are also working to find ways to use their land and property to push the community wealth building agenda through their own areas of work. Forth Valley College, for example, is keen to work with local partners to maximise the utilisation of the Alloa Campus. The campus has

- hosted a local job fair in association with Job Centre Plus. The Alloa campus is also a regular host of the Local Employability Partnership, which is an opportunity for partners to experience the facilities of the campus and identify opportunities for future joint work.
- Been a base for The Department for Work and Pensions and Skills Development Scotland, providing opportunities for students to engage with services whilst also encouraging more members of the local community to visit the campus.
- Been the location for the Scottish International Environment Centre, which could present future opportunities for the Alloa Innovation Hub and other Stirling and Clacks City Deal activity

Future proposals for the Alloa Campus include the establishment of a Renewables Skills Training Centre and a Care Skills Simulation Suite. Both skills centres will provide facilities to the develop skills that are reflective of the regional skills needs. The facilities will provide learning pathways to local school leavers and career changers which lead to sustainable employment.

Diageo, as a major land holder in Clackmannanshire, has identified an area of land which could be managed by community groups for wildflower meadows, beehives and other horticultural uses. This is an example of a large local anchor working to utilise their land assets for community benefit.

### **Case Study: Paragon Housing Association**

Paragon Housing Association is a registered social landlord, established in 1998 by a tenant-led steering group. The Association provides 1450 homes for social rent across the 3 local authority areas in the Forth Valley, 416 located in Clackmannanshire. As a community anchor the Association brings significant investment into the area through expenditure on repairs, maintenance and property improvements.

In addition to its day-to-day landlord activities, the Association is active in developing specific initiatives and securing funding to support their tenants locally. To date in 2024/25, 90 tenants (over 20%) in Clackmannanshire have been provided with assistance.

Recent projects have included:

- The “Warm Welcome Home Project “supported by funding from Energy Action Scotland and Scottish Federation of Housing Association’s Energy Support Fund. Eligible households (including new tenants who can face challenges in establishing a new home) receive a range of practical cost of living support. This was supplemented by the appointment of a trainee Energy Adviser who has now obtained a City and Guilds qualification as part of the project, bringing new skills to the sector.
- The Association’s Housing Management Team’s work in targeting these resources towards under-represented groups such as Afghan and Ukrainian refugees was recognised by the national Happy to Translate (HTT) scheme in 2023. They were named Team of the Year for using HTT tools to reach people who benefitted from language support.
- Membership of Energy Action Scotland’s partnership project with Octopus Energy to provide payments of £150 fuel poverty payments to low-income households.
- Support has been targeted in some areas. For example one estate has an SIMD ranking of 1 and support has included upgrading heating coupled with assistance from cost of living support projects. The response has been very positive, for example ‘The support you have given me, alongside the advice on managing things moving forward means that I don’t wake up with that sinking feeling so often, worried about what is going to happen’
- The Association employs a Tenancy Support Officer to work directly with tenants to identify sources of assistance. This includes access to additional assistance with fuel vouchers and help claiming additional benefits. The annual client financial gain of this assistance has been calculated at £32,533 for tenants in Clackmannanshire.

New, affordable, homes play an important role in the productive use of land and assets, part of meeting our local affordable housing need but also linking to a just transition, use of local supply chains and providing wider community benefits. Kingdom Housing Association worked with the Council on the delivery of 60 new homes on the award-winning Primrose Place development.

Ochil Housing Association continue to work with the Council and other partners to maximise the community wealth building opportunities within their work and property portfolio, such as providing leases to Clackmannanshire Women's Aid and to Scottish Autism.

#### **Case Study - Clackmannanshire Good Food Partnership**

Launched in 2020, this initiative unites key stakeholders, including leaders from NHS Forth Valley, Clackmannanshire and Stirling Health and Social Care Partnership, Clackmannanshire Council, and Clackmannanshire Third Sector Interface. It also collaborates with charitable organizations like Alloa First, the local business community, and educational institutions such as Forth Valley College.

The partnership has been working diligently to drive meaningful transformations in the area's food systems, with the aim of actively participating in the UK-wide Sustainable Food Places award program.

Clacks Good Food Partnership achieved the esteemed Bronze Award from Sustainable Food Places in 2024, a recognition of its outstanding efforts over the past two years in promoting sustainable food practices across the region.

## Fair employment and just labour markets

Action	Achieved?
17) Undertake an employee mapping and diversity exercise.	Completed by Council. Anticipation of similar exercise where possible by Anchor partners
18) Adopt a "Clackmannanshire Leader" good employment charter.	Ongoing. Working Group established to oversee rollout locally

Clackmannanshire partners continue to work on delivering under the Fair Employment and Just Labour Markets pillar. Notably, a number of local employers – including O-I Glass, Diageo and the Council, amongst others – are engaged with the Career Ready programme to support young people as they transition from school to the worlds of work, further or higher education.

Alongside existing apprenticeship programmes – the Council has 10, with more than ten over the past three years at Diageo – this demonstrates a clear willingness by employers to support the workforce of the future. Employers, such as Diageo and O-I, recognise the need to make their workforces more diverse and are taking steps to increase the number of women working in their establishments. O-I have been engaging with local schools and Developing the Young Workforce to try and identify those young people who may want to work in the glassmaking industry in the years ahead. Diageo hosted a full-day recruitment fair, where more than 200 young people were in attendance.

### Mapping our Workforce

In the autumn of 2023, Clackmannanshire Council undertook to an analysis of the workforce. The findings were collated and shared with Anchor Partners in 2024 and it is hoped that similar exercises will be undertaken across the county.

### Rollout of the Good Employment Charter

Following approval of the Good Employment Charter at the Clackmannanshire Anchor Partnership, The Clackmannanshire Alliance and the Council, a short life working group was established to push forward with a formal rollout of the charter. All Anchor Partners are signatories to the Good Employment Charter.

The Charter is in design development and, once ready, the working group will push ahead with steps to promote and oversee the implementation of the charter across Clackmannanshire.

The approved Clackmannanshire charter has been shared with a number of partner organisations across Scotland, all eager to learn more about the work underway in Clackmannanshire. The Green Freeport, based at Grangemouth and a potentially significant employer in the Forth Valley, has also developed a Fair Work Charter.

### Developing the WeAll Employability Action Plan

Building the work with the Wellbeing Economy Alliance research, prepared in advance of the Family Wellbeing Partnership-funded Columba 1400 Employability cohort, the WeAll employability action plan is in draft form. It is split into three sections covering

- support for employability clients;
- support for employers; and
- service design.

### Case Study: Forth Valley College

Forth Valley College is a key member of the Clackmannanshire Anchor Partnership, providing training and learning opportunities for residents as well as being an anchor facility to local groups and organisations.

The college are committed to paying the real living wage and have a diverse employee profile, which is reflective of local communities. Forth Valley College has an extensive range of wellbeing support for all employees including counselling, mental health support, menopause awareness and work-related support. Work Positive Advisors and Harassment advisors can provide employees with informal first point of contact support.

Over the past 3 years, the College has conducted cultural surveys to gather feedback from all employees. This information is used to direct change and organisational improvements. Recently, the college have completed Work Task Analysis projects with specific roles to identify areas of high workload, duplication as well as opportunities for efficiencies and streamlining. Forth Valley College works closely with union partners to manage change and support the workforce.

The college notes that Fair Work Principles include: opportunity; fulfilment; effective voice; respect, and; security. These align to the college values, where:

- We Inspire
- We act with Integrity
- We are Inclusive &
- We are Respectful.

The college aspires to Fair Work by:

- promoting **opportunity**, which is detailed in the college People Strategy 2022-25 under “supporting our staff to be all they can be”. The college supports and invests in staff development and training as well as carrying out staff reviews and providing CPD and leadership programmes. Career progression opportunities are at the heart of our resourcing strategy, with vacancies advertised internally and support given to allow staff secondments.
- working towards **fulfilment** through a strong wellbeing support structure, paid development days and team building events, a flexible approach to resourcing with multiple working patterns, supportive of many needs including those of carers, families, and promoting work-life balance.
- giving staff an **effective voice** by supporting transparency in surveys, recognising trade unions with regular meetings and facility time, staff representatives on the Board of Management, regular news updates, employee groups and staff involvement in project development, as well as access to senior management through staff meetings.
- being **Respect** in the approach to giving staff a voice and through college values and actions on health & safety, wellbeing, our policies on flexible working, family friendly policies, hybrid working, as well as our open door management approach.
- **Security** in our transparency through union meetings, and staff briefings. We pay the real living wage as a minimum, have an excellent pension scheme, clear pay progression practices and are financially robust in difficult times.

## Plural ownership of the economy

Action	Achieved?
19) Develop a Clackmannanshire Community Wealth Building Hub.	A potential site for a proposed Community Wealth Building hub has been identified and work is ongoing to develop the proposal.
20) Women into business programme.	Yes, work is ongoing.
21) Undertake business analysis to pinpoint potential firms for co-operative conversion.	A Co-operative and Social Enterprise Fund is being established to support social enterprises and co-operatives to start-up, grow or diversify.

Work is ongoing to support greater plurality in the Clackmannanshire economy. Currently there is one operational co-operative – Clackmannanshire Credit Union – and 35 social enterprises (as at the 2021 Social Enterprise survey), this shows a growing number of social enterprises active in Clackmannanshire. The publication of the report “Developing Scotland’s Economy: Increasing The Role Of Inclusive And Democratic Business Models” in 2024 is a key policy driver for our work in this area.

In 2024 the Council developed a pilot fund, known as the Co-operative and Social Enterprise Fund. This was intended to help social enterprises and co-operatives to diversify or expand – while it was not rolled out in 2024 this may be an area for support in 2025. Another programme and fund, managed by CTSI and known as the Growing for Good programme, focuses on supporting social enterprise and co-operative startups in the area.

Forth Valley College hosted a Bridge to Business Enterprise event in December 2023. There were exhibitors, business and enterprise start-up organisations and students involved, with partner organisations including Business Gateway and Codebase.

### **Clackmannanshire’s Community Wealth Building Hub.**

Work is underway to develop a Community Wealth Building Hub in Clackmannanshire. Ceteris is exploring the potential to redevelop part of the Alloa Business Centre and create a Community Wealth Building Hub.

This would provide a range of business space, conference facilities and childcare to support the creation and expansion of social enterprises and other business models which would assist with innovation in the region and offering women an ideal space and support to startup a new business venture.

It is hoped that a major think tank specialising in Community Wealth Building may also be open to establishing an office in Scotland in Clackmannanshire.

### **Co-operative Conversion in Clackmannanshire**

With the merger between Clackmannanshire Credit Union and Falkirk Credit Union there are now no local co-operatives operating in Clackmannanshire.

The Clackmannanshire Business Support Partnership has considered how best to proceed with promoting co-operative conversion, and establishing as a co-operative, as a viable option for business owners and entrepreneurs.

This has included work supported by Ceteris and Co-operative Development Scotland to develop a marketing plan and to offer relevant information to interested parties.

## Appendix 1: Overall Table of Progress

Action		Achieved?	
1) Community wealth building for gender justice.		This vital work is ongoing, across all partners.	
2) An Economic Strategy for Community Wealth.		Covid pandemic has impacted on this area of work, however a Wellbeing Economy Strategy is currently in development.	
3) Community wealth building culture building.		Training delivered by CLES has been provided to Council managers and Anchor partners.	
4) Community wealth building working group.		Wellbeing Economy Working Group established.	
5) Publish an annual community wealth building progress report.		This document is the second 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 continues to embed the principles of Community Wealth Building into CRD activity.	
8) Develop the corporate culture of procurement and commissioning.		Yes, and work continues with more local procurement undertaken in 2022/23.	
9) Develop a robust and bespoke Community Benefit Procurement Framework.		Yes. A Community Benefit "wish list" has been developed and is in use.	
10) Provide Community Benefit Capacity Building for suppliers.		Yes, regular Meet the Buyer events are held linked to opportunities locally as well as through the Supplier Development Programme.	
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.		Work to establish a Credit Union Strategic Group for Clackmannanshire is underway, with a marketing strategy for the sector to promote participation under development.	
13) Work with Falkirk Pension Fund to achieve more local investment.		Consideration of potential opportunities to utilise pension funds to support investment is ongoing.	
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 2025, 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.		Completed by Council. Anticipation of similar exercise where possible by Anchor partners	
18) Adopt a "Clackmannanshire Leader" good employment charter.		Ongoing. Working Group established to oversee rollout locally	
19) Develop a Clackmannanshire Community Wealth Building Hub.		A potential site for a proposed Community Wealth Building hub has been identified and work is ongoing to develop the proposal.	
20) Women into business programme.		Yes, work is ongoing.	
21) Undertake business analysis to pinpoint potential firms for co-operative conversion.		A Co-operative and Social Enterprise Fund is being established to support social enterprises and co-operatives to start-up, grow or diversify.	
<b>Scorecard for 2023/24</b>		<b>Green 13</b>	<b>Amber 8</b>
			<b>Red 0</b>

