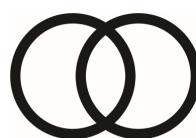


# Community wealth building in Clackmannanshire

Final report – November 2020



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the national organisation  
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Centre for Local Economic Strategies (CLEES)

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<b>Collaborative</b>	Working with others to achieve the best result
<b>Independent</b>	Always acting with integrity
<b>Acting in solidarity</b>	Supporting, nurturing, and empowering ourselves and others

# Community wealth building in Clackmannanshire

Final report – November 2020

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Presented to Clackmannanshire Council

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# Executive Summary

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The Centre for Local Economic Strategies (CLES) are delighted to present this report to Clackmannanshire Council. The work started in late September 2021, and this final report lays out the context to community wealth building in Clackmannanshire, outlines the activities that are currently being undertaken, and provides recommendations for how the agenda should be taken forward.

## Methodology

CLES conducted this work via our community wealth building Action Planning process. The process involved assessing community wealth building in Clackmannanshire across the five pillars of community wealth building. These are progressive procurement of goods and services; making financial power work for local places; socially productive use of land and assets; fair employment and just labour markets; and plural ownership of the economy.

We conducted a document review of key Council strategies to develop an understanding of the Clackmannanshire context, and to highlight pillars where existing activity is strong. We supplemented this work with officer, councillor, and key stakeholder interviews to understand what has already been done, and which areas could be developed. An introductory anchor workshop was held in November 2020.

## Findings and recommendations

Our recommendations are aimed at identifying achievable, evidence-based actions to develop an approach to community wealth building in Clackmannanshire.

Inevitably, there are some areas where work is more developed, and others where it is less so. There are also some areas where the scope for scaling up work is more feasible than in others. This is reflected in the action plan in Section 8, which identifies short, medium, and long-term recommendations.

Some of the recommendations are technical in nature, some are more policy-focused, and others relate to culture, governance, and practice. There needs to be a meaningful commitment to these actions, and a recognition of the role they can play in realising the core priorities of the Local Outcomes Improvement Plan, and a wellbeing economy more broadly.

Across all these recommendations political leadership is key, in terms of having the existing democratic mandate across all of Clackmannanshire, in the wider sub region.

# Recommendations

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Community wealth building should become the golden thread for all economic measures the Council and other partners of the Clackmannanshire Alliance deploy. The following recommendations demonstrate how this golden thread can be developed in practice. **Actions in bold signify key actions.**

## Clackmannanshire as a community wealth building council

### 1) Community wealth building for gender justice

One of the Strategic Outcomes of the LOIP is *“women and girls will be confident and aspirational and achieve their full potential.”* Applying community wealth building principles to this outcome could have significant and positive ramifications across the Clackmannanshire economy. Examples of activity are detailed in Section 2, but could include:

- Bespoke Community Benefit Frameworks
- Political leadership in supplier development
- Scottish Living Wage and Good Employment Charter (Recommendation 18)
- Supporting social enterprise

### 2) **An Economic Strategy for Community Wealth**

A good portion of this report from CLES – from narrative to recommendations – should form the baseline for the Economic Strategy for Community Wealth. An Economic Strategy for Community Wealth should identify the key role for the development of a social and solidarity economy. Though explained more in Section 6, CLES have identified a number of areas where this could begin, including:

- Food and Drink
- Craft and textile
- Green business

As such, the Economic Strategy for Community Wealth could focus on two key sectoral themes:

- Tourism
- Food

Getting an Economic Strategy for Community Wealth in order quickly will also be important in terms of feeding into the Regional Economic Strategy. In this way, community wealth building can become the thread that runs through not only Clackmannanshire Council, but also the Alliance, Regional Economic Strategy, through to the City Region Deal.

### 3) Community wealth building culture building

Community wealth building training should be provided to staff through resources on the staff intranet and through annual workshops to ensure the culture of community wealth building becomes understood across the Council. Training focused on generating community wealth building through Community Benefits should also be delivered to all commissioners and buyers within the Council, building a culture where Community Benefits are seen as a central part of Council business and delivery.

### 4) Community wealth building working group

A community wealth building working group comprised of staff and councillors (and perhaps stakeholders of the Clackmannanshire Alliance) should be established. This group should be chaired by the Leader of Clackmannanshire Council, in order to establish political leadership and oversight of the community wealth building agenda.

### 5) Publish an annual community wealth building progress report

The Council should produce an annual report, assessing progress on the five pillars of community wealth building. Community wealth building work should be celebrated by the council, with successes and case studies promoted either on the Council website or as a part of a separate website. This could also potentially be adopted by the Clackmannanshire Alliance and Regional Economic Partnership.

### 6) Deepen and formalise collaboration on community wealth building through the Clackmannanshire Alliance

The Clackmannanshire Alliance is already well-placed in pushing community wealth building work, featuring voices from several sectors. Further collaboration should be progressed to deepen and scale-up progressive practice in Clackmannanshire. The need for strong democratic political leadership will be crucial to this, so that the key priorities of community wealth building cut through and become the focus of strategic work by the Alliance.

Good practice from Clackmannanshire Council and other anchor institutions across the Alliance should be shared in this forum, leading to joint action where possible around key pillars such as procurement and workforce (Recommendation 17).

Clackmannanshire Council should take the role as first among equals, though elements should land as the responsibility for all anchors involved in the Alliance.

### 7) All City Region Deal projects should follow the principles of community wealth building

Ensuring a progressive Community Benefits Procurement Framework

(Recommendation 9) is placed upon the City Region Deal from the outset could ensure that it becomes the key lever for unlocking opportunities for community wealth building. A joint progressive procurement working agreement or strategy should be progressed and used for all suppliers to the City Region Deal projects and wider Regional Economic Partnership.

## **Progressive procurement of goods and services**

### **8) Develop the corporate culture of procurement and commissioning**

In order for services to treat procurement and commissioning with the status that it requires, an awareness-raising campaign should be developed to explain how procurement and commissioning – as a strategic place-based economic development function just as much as a regulatory one – is a lever of community wealth building.

### **9) Develop a robust and bespoke Community Benefit Procurement Framework**

A robust and bespoke Community Benefit Procurement Framework should be informed by the 'Community Benefits Factory' and broader political priorities. This Framework should be an easy to use tool for Commissioners to identify relevant Community Benefits when designing goods, services, and works opportunities.

### **10) Provide Community Benefit Capacity Building for suppliers**

Led by Economic Development, Clackmannanshire Council should look to provide capacity building to the market. The Council should broker relationships between potential suppliers and organisations that provide support with the delivery of Community Benefits. Political leadership will be crucial in conveying what is expected of suppliers to Clackmannanshire Council. Thus, forms of conveying Community Benefits should be developed, including statement on websites, leadership letter to suppliers, and leadership participation in supplier events.

### **11) Foster a deeper relationship between Procurement and Economic Development**

Procurement and Commissioning are key economic development levers to advance a wellbeing economy. As such, the relationship between Procurement, Commissioning and Economic Development is significant, but as it stands capacity is required on both sides. A shared new post between Procurement and Economic Development should be considered.



## Making financial power work for local places

- 12) Support and promote Clackmannanshire Credit Union to become a financial anchor

Clackmannanshire Council could support and promote the Clackmannanshire Credit Union, helping it to grow and develop. To do this, the Council could incentivise more staff to open savings accounts by working with the Credit Union on the workplace saving scheme. The Council could explore options for Credit Union development in Clackmannanshire with other credit unions and the Association of British Credit Unions.

- 13) Work with Falkirk Pension Fund to achieve more local investment.

Clackmannanshire should use the significant weight that being the first community wealth building Council in the Forth Valley brings to encourage and cajole other members of the Pension Fund to look for more local investment opportunities.

## Socially productive use of land and assets

- 14) **Create a Strategic Asset Register and Management Plan**

Clackmannanshire Council needs to think about assets in terms of their wider social, cultural, and ecological use. The first stage of this is understanding what assets the council owns, and as such a Strategic Asset Register and Management Plan should be created.

- 15) Unlock space for small business and social enterprise

The major challenge for SMEs, social enterprises, and other forms of business in Clackmannanshire is access to space, particularly small workshop and industrial type space. Efforts should be made to identify space or facilities through the register in Recommendation 14, and through work with other public, private and third sector anchors, to establish community enterprise hubs. These would be places where those interested in starting a new business can find the space, networking opportunities, and access to materials and support.

- 16) Advance key sites as community wealth building exemplars

Several sites and activities are identified as key aspects of progressive and productive use of land and property which could unleash significant community wealth building outcomes, and as such need to be advanced. These include:

- The planned food farm at Forthbank
- The Scottish Government Heat Sabs programme
- Re-establishing of Ash trees to tackle the challenge of die back.

- o The Primrose Street housing development for dementia friendly design aimed at older households in Alloa town centre
- o The redevelopment of the former Glentana Mill site in Alva

## Fair employment and just labour markets

### 17) Undertake an employee mapping and diversity exercise

There is fertile ground for progressive action when it comes to ensuring senior leaders reflect the diversity of Clackmannanshire’s residents. Targeted recruitment and apprenticeship strategies aimed at particular wards – especially those suffering from deprivation – coupled with clearer paths to progression for graduate and apprentice employees are strategies that have been successful in other places. This work could be done across all anchors, with Clackmannanshire encouraging this through the Alliance (Recommendation 4 and 6).

### 18) Adopt a “Clackmannanshire Leader” good employment charter

This could take the form of an accreditation awarded to businesses and anchors who meet specific criteria, such as paying the Scottish Living Wage, offering flexible working, or engaging in targeted hiring from deprived areas in Clackmannanshire.

## Plural Ownership of the Economy

### 19) Develop a Clackmannanshire Community Wealth Building Hub

The Business Support Partnership which emerged and has been successful during the pandemic should be reset to create a community wealth building hub. This Hub could be national pilot which if successful could be spread throughout Scotland, pending further discussions with Business Gateway, Ceteris and the Scottish Government.

### 20) Women into business programme

The success of ClacksWiSE indicates a proven track record for this type of project, which tallies well with Clackmannanshire Council’s Strategic Outcome and with Recommendation 1. As such, the £90,000 of funding from the Hunter Foundation should be unlocked swiftly to deliver the programme described in Section 7.

### 21) Undertake business analysis to pinpoint potential firms for co-operative conversion

As part of the work to create an Economic Strategy for Community Wealth (Recommendation 2), business analysis should be undertaken to understand if co-operative and worker ownership conversion could be a viable strategy in Clackmannanshire. If so, targeted intervention with viable firms could be undertaken by the Council. More generally, this analysis will also be useful in developing a sense of the business base in Clackmannanshire.

# 1. Introduction and context

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This report for Clackmannanshire Council represents a key element in developing a wellbeing economy through a new approach to economic development – community wealth building. In so doing, the Council is the second in Scotland to embark on this journey, joining a progressive movement of UK local authorities and areas using this approach.

Community wealth building forms a central theme of the Scottish Government's Programme for Government and national performance framework, as part of the National Mission to Create New Jobs, Good Jobs and Green Jobs. The Scottish Government is working with five areas to produce bespoke community wealth building action plans. These are Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and Tay Cities.

## Inclusive growth and wellbeing

The Scottish Government and Clackmannanshire Council are currently working together on a project to implement the six-stage *Inclusive Growth Outcomes Framework*. This will widen policy considerations to include a focus on how to achieve wellbeing economy outcomes in the area.

The Scottish Government and the Council have committed to working together to consider how the area currently performs in respect of indicators of a wellbeing economy. This will involve 'whole-system' thinking to identify, design and facilitate the delivery of sustainable interventions to improve both local and national outcomes.

## Clackmannanshire

Clackmannanshire is clearly an ambitious council, with two core documents forming a crucial part of analysis in CLES's community wealth building work. These documents, and their corresponding outcomes are:

- Be the Future, which aims to empower people and places to improve their wellbeing, skills and prosperity, ensuring that the environmental, social and financial needs of are met and that future generations thrive. Be the Future has three Programme Themes:
  - 1) Sustainable and inclusive growth
  - 2) Empowering families and communities
  - 3) Health and wellbeing
- The Local Outcomes Improvement Plan, which has four Strategic Outcomes:

- 1) Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.
- 2) Our families, children and young people will have the best possible start in life.
- 3) Women and girls will be confident and aspirational and achieve their full potential.
- 4) Our communities will be resilient and empowered so that they can thrive and flourish.

Clackmannanshire Council are fully aware that they cannot deliver these bold long-term ambitions alone. Clackmannanshire will need all people, communities, organisations, and institutions to play their part. This is reflected through the Clackmannanshire Planning Partnership (Clackmannanshire Alliance) sharing the vision of the Local Outcomes Improvement Plan, to jointly tackle the inequalities that exist in Clackmannanshire as result of poverty and socio-economic disadvantage.

The Scottish Government and the Council has committed to boosting and improving social and economic opportunity to create a wellbeing economy. In order to achieve these aims, however, purposeful action is needed. That is the community wealth building approach. The progressive programme of work included in this report and suite of recommendations is therefore an important first step.

In this work, CLES has assessed Clackmannanshire Council's progress across the five pillars of community wealth building. The recommendations contained within this report articulate what needs to happen to make the development of a wellbeing economy through community wealth building a reality, and in so doing help to bring about the ambitious Be the Future and LOIP agendas. Throughout this work, CLES have focused on ambition and feasibility.

This report presents the findings from our community wealth building diagnostic in Clackmannanshire. The report is split into the following elements:

- o Section 1 places the report within the local strategic and wider UK contexts and gives an overview of the methodology employed
- o Section 2 sets out the overarching community wealth building frame for Clackmannanshire and what needs to happen for it to be amplified
- o Sections 3 to 7 are organised by the five elements of community wealth building, and for each we outline the key issues, review Clackmannanshire Council's existing strategies, and present emerging recommendations in each area
- o Section 8 sets out an action plan based on the recommendation to taking the important next steps of a community wealth building approach in Clackmannanshire

- o Appendix 1 provides a list of stakeholders consulted, documentation reviewed, and anchor institutions present at the workshops, all of which fed into this report.

## What is a wellbeing economy?

A wellbeing economy is a key aspiration for Scotland, based on an approach to economic development that is built on and supports the wellbeing of citizens, now and for future generations. Instead of trends in the levels of GDP, a wellbeing economy approach actively pursues an economy that prioritises human and planetary wellbeing<sup>1</sup>, and is focussed on social goals, social justice, environmental sustainability, and prosperity for all.

A wellbeing economy considers how social benefits flow from, or feed into, economic activity. In this, a wellbeing economy is less interested in inclusion after the fact of growth, but in reorienting goals and expectations for business, politics, and society to deliver good lives for people first time around<sup>2</sup>. This agenda is aligned to a belief in community wealth building, heterodox economics and new forms of economic democracy and urban development such as new municipalism<sup>3</sup>.

In recent months, there has been a sharp focus on the need for an inclusive and sustainable approach to economic recovery from the Covid-19 economic shock. The Scottish Government set out a framework for a national wellbeing economy in its response to the recommendations of the Advisory Group on Economic Recovery. That framework highlights the importance of inclusive growth and sustainability, as well as the need to invest in economic, environmental, social, and human capitals, to ensure Scotland have a robust economy that is resilient to future shocks.

The wellbeing economy pilot process for Clackmannanshire is an opportunity to test and realise wellbeing aspirations. Community wealth building is a core part of realising wellbeing, and the actions recommended will connect with the wellbeing economy pilot process.

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1 <http://www.smart-development.org/what-does-a-wellbeing-economy-look-like#:~:text=A%20wellbeing%20economy%20is%20a,to%20all%20aspects%20of%20society>.

2 <https://wellbeingeconomy.org/what-is-a-wellbeing-economy-new-weall-ideas-paper>

3 <https://cles.org.uk/blog/local-government-the-commons-the-time-has-come/>

# A wellbeing economy in Scotland



## What is community wealth building?

Broadly, the current economic growth model is failing many locations and communities, and those same communities are suffering the most from the pandemic. Recent OECD data showed that the UK is the only developed economy in which wages fell while the economy was actually growing, albeit meagrely.<sup>4</sup> The UK is an economy where one in eight workers live in poverty,<sup>5</sup> and where 1.3 million people (including children) rely on food banks.<sup>6</sup> In Scotland, more than half of people in relative poverty live in households where at least one adult is in paid employment<sup>7</sup>.

These problems are not caused by a lack of wealth, but rather where wealth is going, who owns it and who benefits from it. Fuelling this inequality is the fact that the fruits of growth are often too readily extracted. At a local level, the prevailing model of economic development has often failed to engage with questions of wealth distribution, focusing instead on generating contributions to GDP.

In response, community wealth building has emerged as a powerful new approach to local economic development. 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 recirculated, communities are put first, and people are provided with opportunity, dignity and well-being. In this, community wealth building seeks to hotwire social, economic and ecological benefits into the economy.

The Scottish Government has adopted community wealth building, committing to working with five areas on community wealth building action plans which build on learning from work already underway in North Ayrshire. The five areas are Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and Tay Cities – to grow community wealth building here.

Building strength and empowerment in local economies and communities is key to Scotland's collective recovery, and community wealth building has the potential to bring tangible local benefits quickly. Taking this approach ensures that local people and businesses have a genuine stake in producing, owning and enjoying the wealth they create, and moves us closer to the more just, equitable and sustainable society we want to see in a post Covid-19 Scotland.

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4 <https://www.ft.com/content/83e7e87e-fe64-11e6-96f8-3700c5664d30>

5 <https://www.jrf.org.uk/press/uk-poverty-2017-country-reaches-turning-point>

6 <https://www.independent.co.uk/news/uk/home-news/food-banks-uk-how-many-people-adults-poverty-a8386811.html>

7 <https://www.scotpho.org.uk/life-circumstances/income-and-employment/data/working-age-poverty/#:~:text=In%202018%2F19%2C%20more%20than,challenge%20in%20Scotland%20over%20ti me.>

Community wealth building has a particular focus on the activities of anchor institutions. These anchor institutions are large commercial, public, and social sector organisations (including local authorities) which have a significant stake in a place. Anchors can exert sizable influence in impacting upon economic, social, and environmental priorities, by adopting community wealth building strategies. In terms of public institutions, community wealth building asserts the strong democratic oversight of those institution, with a strong role for local political leadership.

At the heart of the community wealth building approach are five strategies for harnessing existing resources to enable local economies to grow and develop from within.



**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 generative within the local economy than large companies or public limited companies.

**Making financial power work for local places** – community wealth building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally, rather than by seeking to merely attract national or international capital. For example, local authority pension funds can be encouraged to redirect investment from global markets to local schemes. 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.

**Fair employment and just labour markets** – often the biggest employers in a place, the approach anchors take to employment can have a defining effect on the employment prospects, incomes, and overall prosperity of local people and local 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.

**Progressive procurement of goods and services** – 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. CLES have pioneered and been at the forefront of work around progressive procurement in the UK, helping to develop a dense local supply chain of local enterprises, SMEs, employee owned businesses, social enterprises, co-operatives and other forms of community ownership.

**Socially productive use of land and assets** – anchors are often major land, property, and asset holders. These represent an asset 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/community use of those assets. Indeed, much public sector land and facilities are the commons, and should be used to develop greater citizen ownership of the built, open space and natural environment.

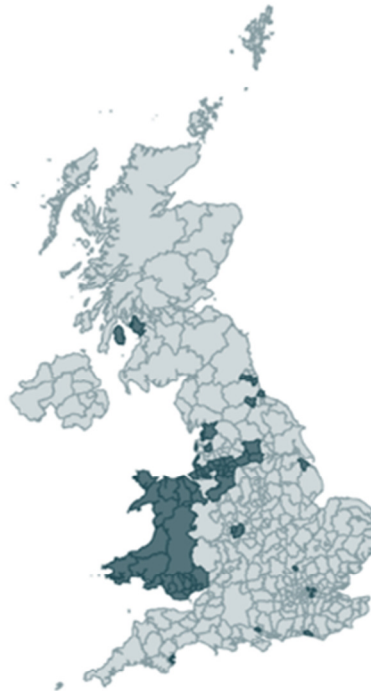
CLES has worked with dozens of institutions across the UK to develop the community wealth building movement, with each locality taking on a different blend of activities based on the five elements outlined above. 14 million people now live in community wealth building neighbourhoods, which is 21% of the UK's population.

## Map of community wealth building localities in the UK



### Community Wealth Building in the UK

Belfast	Newham
Birmingham	North Ayrshire
Brighton & Hove	North East Lincs
Bury	Oldham
Darlington	Preston
Gateshead	Rochdale
Hartlepool	Salford
Islington	Sandwell
Kirklees	Stockport
Lancaster	Southampton
Lambeth	Sunderland
Leeds	Swindon
Lewisham	Torbay
Liverpool	Wakefield
Liverpool City Region	Wales
Luton	Wigan
Manchester	Wirral



### Methodology: community wealth building diagnostic

The methodology CLES adopt is based on assessing and then identifying activity which is already happening, whilst also identifying new opportunities. In this, CLES has undertaken a desk-based review of key documents as a means of assessing the extent to which the tranches of work Clackmannanshire Council is currently undertaking (i.e. in policies, strategies and actions) are reflective of a progressive and inclusive local economic approach. These structured around the five pillars of community wealth building.

A series of semi-structured interviews with officers, councillors, and key stakeholders were undertaken, in order to assess existing and future possibilities for community wealth building. See Appendix 1 for a full list of stakeholders we engaged with.

We have used the findings from this process, alongside the desk based work, and wider experiences and insight from CLES' work on community wealth building work to make recommendations across the five pillars.

These recommendations feature at the end of each section. These obviously relate to the Council, but also have relevance to wider set of Clackmannanshire anchors.

This report also includes an action plan, in Section 8, which sets out next steps for each recommendation.

## 2. Clackmannanshire as a community wealth building place

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Community wealth building is central to the narrative and practical actions related to creating a wellbeing economy in Clackmannanshire. This section sets out the overarching strategy of the Council and what CLES see as the key challenges and opportunities going forward. It also makes recommendations as to where CLES thinks there is opportunity for deeper community wealth building work.

### Context

Clackmannanshire Council are an ambitious council, with both politicians and officers are imbued with public values, with a strong municipalist zeal, energy, and drive reflected in numerous strategic ambitions and priorities.

Clackmannanshire Council have a number of core strategic documents which are interrelated and connected. The document review conducted by CLES found a lot of crossover between the LOIP, Strategic Framework, Strategic Workforce Plan and Corporate Plan. This is encouraging, as it suggests clear ambition from the Council and an honesty as to the scale of the challenge, which is outlined in the Be the Future document as the following:



There are high levels of vulnerability and inequality in some of our towns and villages that require significant and often complex support; our economic performance requires improvement to facilitate the social and financial resilience and independence of our residents; we have a high proportion of our children living in poverty, and we are facing unprecedented challenges to protect our outstanding natural environment within the context of a worldwide climate emergency. At the same time, resources continue to reduce.



In response to Covid-19, Clackmannanshire Council have committed to a significant programme of transformation in Be the Future, which sets out the following strategic approach:



Our ambition is to deliver sustainable public services by improving the economic performance of the area and creating the conditions to ensure that our people, places and businesses enjoy the benefits of greater prosperity. We want to build on the strong identities of our town and villages and develop sustainable new models of delivering public services in our communities. This is not a quick fix and represents a significant and challenging programme of longer-term transformation activity and investment that will need to be delivered in partnership. A clear and consistent focus on sustainable inclusive growth, empowering families and communities and health and wellbeing is required to achieve our transformation ambitions.



This strategic approach is impressive and bold, and the Council acknowledges that this ambition will require longer-term transformation activity, need to be delivered in partnership, and need a clear and consistent focus.

Alongside the Be the Future transformation programme, there is also the Stirling and Clackmannanshire City Region Deal. The City Region Deal is aimed at driving inclusive economic growth, by creating higher value jobs, sharing prosperity, and creating an inclusive skills ecosystem. Through the City Region Deal, £8 million (capital) in projects in Clackmannanshire is to be developed collaboratively with Clackmannanshire Council and other local partners as part of the City Region Deal.

The City Region Deal also aims to deliver “a Net Zero Region as a national and global exemplar of decisive, collective action in response to the global climate emergency”, with a Regional Energy Masterplan (REM) due to be developed.

Clearly then, it is a pivotal time of opportunity for Clackmannanshire. The Scottish Government Wellbeing Economy project, of which CLES’s work forms a part, and the City Region Deal presents a real opportunity to shape a flourishing wellbeing economy in Clackmannanshire. This has been made even more vital in the wake of Covid-19. The task is to ensure that these opportunities are capitalised upon, however there are a number of challenges which could impede action.

## Challenges

### Competing priorities?

As mentioned, Clackmannanshire Council are ambitious. However, while this ambition is heartening, this is a small council, with competing priorities which could limit progress in terms of clear focussed action.

Just as too many cooks can spoil the broth, sometimes too many outcomes and priorities can detract from the key message and aim. Clackmannanshire are clearly determined, but there is scope for these ambitions to be sifted and prioritised to begin bold intentional action which deliver on real outcomes for Clackmannanshire communities and business.

The City Region Deal provides additional impetus to the need for a clear and consistent focus to be developed in Clackmannanshire, to make the most of the opportunity for significant transformation. Community wealth building should become the golden thread with which to do this, which will be explored in the Recommendations section below.

### Community wealth building as economic strategy and action

While it can be said that Clackmannanshire are strategy-heavy in some respects, in others they are lacking. This is most apparent in the lack of an Economic Strategy and Strategic Asset Register and Management Plan (addressed in Section five). For Clackmannanshire Council to develop the clear and consistent focus set out in the strategic approach from Be the Future, an Economic Strategy is crucial – not only to address the specific issues which are present in the Clackmannanshire economy (explored in more detail in Section 6), but also to enhance long-term, sustainable impact into the future. The narrative and recommendations in his work should form the basis to Clackmannanshire’s Economic Strategy (Recommendation 2).

### Capacity and resources

The lack of an Economic Strategy is indicative of a longstanding underpowering of Economic Development at Clackmannanshire Council. Whilst the service retains a strong employability function, it needs to stretch out into wider economic aspects and community wealth building should be at the core. In recent times, business

and tourism support was lost through budget savings. In addition, wider roles in the former Development Service which supported functions such as inward investment, property management and wider infrastructure investment have been lost over a period of years. As of 2018, Clackmannanshire spend less than any other authority in Scotland on economic development – at just £2 million. While the small size of Clackmannanshire likely has a role to play in this spend, it is not the sole culprit.

Indeed, resource and capacity are a major challenge facing the rest of the Council more generally. Many teams vital to a community wealth building and wellbeing economy approach – such as Procurement and Sustainability – are made up of single, individual people.

## Opportunities

Though the challenges outlined are indeed pressing, they are by no means insurmountable. In fact, its relative small size means that Clackmannanshire is nimble and should be well-placed to apply the principles of community wealth building as both a means to implementing the wellbeing economy agenda, and as a broader project that seeks to make Clackmannanshire's local economy more prosperous and pluralistic.

Embedding the principles of community wealth building into the City Region Deal at an early stage will be crucial in delivering a wellbeing economy, and the City Region Deal already includes elements for building community wealth, which should be developed.

One of these opportunities is with the City Region Deal's Regional Procurement Strategy, which includes "targeted community benefits that meet the needs of the region's disadvantaged communities, encouraging Scottish Living Wage within the supply chain in addition to creating opportunities for social enterprise." Furthermore, the Deal states that it aims to support activity to tackle the climate emergency while "meeting the energy needs of our local communities and businesses in both Council areas." The change of plans around Scotland's International Environment Centre (explored in Recommendation 7) is another of these opportunities.

Building upon these pre-existing opportunities with more strident community wealth building and wellbeing economy principles could see significant transformation of the social, economic, and environmental destiny of Clackmannanshire, and the wider Forth Valley region.

## Recommendations

Community wealth building should become the golden thread for any and all economic measures the Council and other partners of the Clackmannanshire Alliance deploy.

The following recommendations demonstrate how this golden thread can be developed in practice.

## 1) Community wealth building for gender justice

One of the Strategic Outcomes of the LOIP is “Women and girls will be confident and aspirational and achieve their full potential.” Applying community wealth building principles to this outcome could have significant and positive ramifications across the Clackmannanshire economy.

Examples of such activity could include:

- Community Benefits Frameworks (like the one in Recommendation 9) can ensure that commissioning and procurement processes could be used to advance gender equality by measuring things like the gender pay gap, care leave and other indicators of gender equality.
- It should be made clear in procurement processes that Clackmannanshire is particularly keen to do business with organisations that will help it fulfil its Strategic Outcomes. Political leadership will also be significant here in promoting the unwritten message that organisations which want to work with Clackmannanshire Council must support the Council’s priorities.
- Think about how land and assets can advance gender justice. The planned Food Farm at Forthbank (detailed in Section 5) could be a real opportunity for education here: involving girls from the get-go would equip them with useful skills which could see them grow up to be the farmers, or community landowners of the future.
- The implementation of a Scottish Living Wage, or a broader focused good employment charter (detailed in Section 6) can have a positive impact on women, who often are in low-paid forms of work.
- Women make up 65% of social entrepreneurs in Scotland, and 54% of trustee or board members of social enterprises are women as well. Supporting this sector is one clear way to ensure that women enjoy ownership of the economy.

## 2) An economic strategy for community wealth

The lack of economic strategy, and the continuing re-powering of economic development generally, is among the most pressing challenges for creating a wellbeing economy in Clackmannanshire. As such, a good portion of this report from CLES – from narrative to recommendations – should form the baseline for the Economic Strategy for Community Wealth. This would hopefully help address resource and capacity issues, while at the same time providing legitimacy and weight to the Economic Development service who will be vital in ensuring the sustainable success of the agenda.

An Economic Strategy for Community Wealth should identify areas ripe for the development of a social and solidarity economy. Though explained more in Section 7, CLES have identified several areas where this could begin, including:

- Food and Drink: Many SMEs are in food and drink, and the case study below demonstrates an example of a number of successful food and catering co-operatives, which could be drawn from in Clackmannanshire.
- Craft and textile: There are many small craft and textile businesses, and supporting this sector could help some social enterprises
- Green business: The council are trying to get a recycling / maker project going with their waste department, which is an excellent example of municipal ownership and creativity. Further, there are massive resources around alternative energy generation – from geothermal energy, wastewater, and the river – which could be unlocked with collaboration from other anchors, such as Diageo.

Cutting across these sectors for development could be two key sectoral themes:

- Tourism: A community wealth building lens could inform the approach to supporting tourism across the County and form a part of the strategic approach to the development of projects under the Culture, Heritage and Tourism Fund within the City Region Deal. In this, community wealth building continues upon the solid foundations in place with the work already progressed by Clackmannanshire Council. Tourism could also play a holistic role in tying together all areas for development listed above.
- Food: The Forthbank Food Farm (discussed in more detail in Section 5) could act as a hook for further community wealth building activity related to food. Developing this sector within the social and solidarity economy could be important in addressing the deep-rooted issues around skills and job density, as well as the economic inclusion of women and girls.

Getting an Economic Strategy for Community Wealth in order quickly will also be important in terms of feeding into the Regional Economic Strategy. In this way, community wealth building can become the thread that runs through not only Clackmannanshire, but also the Alliance, Regional Economic Strategy, through to the City Region Deal.



## Participatory City Co-Op Development

Barking and Dagenham

In Barking and Dagenham, the Participatory City project run around six Business Incubator Programmes a year. The themes of these programmes are based on the interests expressed by the people in Barking and Dagenham, and the businesses can take many different forms that will include a mixture of Co-operatives, Community Interest Companies,



Limited Companies, self-employed micro businesses or Community Businesses.

The idea for the first food programme came out of an event called “Food Day” in April 2018. Food Day was an open call for everyone in the borough who loved food to come share their food with others and learn about ways to develop their ideas into a business. Residents interested in test trading their food ideas were invited to identify the types of support they would need to do so, which included: product development, branding, packaging, food safety, accounting, and above all mentorship and emotional support. Over three months, a group of twelve residents designed, made, and sold their food products at a market stall in West London.<sup>8</sup>

By the start of Autumn 2019 five collaborative food businesses had emerged: shelf-stable food products sold at a market stall; fresh food catering; baked goods wholesale and delivery; cake mixes; and shelf-stable sauces sold at market.

From this initial phase, a food Business Incubator Programme called Bowled emerged which now provides specialist support to develop food businesses. Bowled also connects those involved with the existing local network of food businesses and with other community food business from further afield such as Homebaked, a community bakery in Liverpool.

### 3) Community wealth building culture building

There is clear political and officer buy-in and understanding of the principles of community wealth building in Clackmannanshire. Similar levels of understanding were also apparent across many of the officer interviews CLES conducted. To build on this, community wealth building training should be provided to staff, through resources on the staff intranet, and through annual workshops staff can take part in.

Training focused on generating community wealth building through Community Benefits should also be delivered to all Commissioners and Buyers within the Council, building a culture where Community Benefits are a central part of Council business and delivery.

### 4) Community wealth building working group

A community wealth building working group comprised of staff and councillors (and perhaps stakeholders of the Clackmannanshire Alliance) should be established. This group should be chaired by the Leader of Clackmannanshire Council to establish political leadership and oversight of the community wealth

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<sup>8</sup> <http://www.participatorycity.org/tools-to-act>

building agenda. They should meet for first time in early 2021 to take the actions from this report forward.

The first action of this group could be to examine the Be the Future and LOIP agendas, highlighting the linkages between these and the pillars of community wealth building. Then, the core strategic outcomes and associated actions can be sifted and refined based on how they reflect the clear and consistent focus on building a wellbeing economy. Completing this activity as part of the working group would also ensure that necessary process of sifting and refining does not become siloed into one department or end up becoming one person's responsibility.

This group can also begin to progress the short-term recommendations set out in Section 8.

#### 5) Publish an annual community wealth building progress report

The Council should produce an annual community wealth building progress report, assessing progress against the five pillars and recommendations that the Council choose to adopt and push forward on. This could also potentially be explored for Clackmannanshire Alliance and the Regional Economic Partnership

This would be similar to the annual LOIP update, but with fewer actions and outcomes, so that activity can be more directly channelled.

On top of this, community wealth building activity should be celebrated by the Council, with successes and case studies flagged up either on the Council website or as a part of a separate website. Alongside this, there is scope to use these sites as portals with helpful resources and toolkits for anchors and other interested parties.

#### 6) Deepen and formalise collaboration on community wealth building through the Clackmannanshire Alliance

CLES's experience across diverse places is that community wealth building is most effective and transformative in places where the local authority and key anchors meaningfully collaborate, with formal structures getting key partners in the same rooms, advancing shared strategies and goals.

The Clackmannanshire Alliance is already well-placed in pushing the community wealth building work, featuring voices from several sectors. Further collaboration should be progressed to deepen and scale-up progressive practice in Clackmannanshire. The need for strong democratic political leadership will be crucial to ensuring this, so that the key priorities of community wealth building cut through and becomes the focus of strategic work by the Alliance. As such, it will be imperative for the Council Leader to play a strong role. In this, Clackmannanshire Council should take the role as first among equals, though elements of this Action Plan should land as the responsibility for all anchors involved in the Alliance.

There is good practice from Clackmannanshire Council (and almost certainly from other anchors involved in the Alliance) that could be shared in a structured manner. There are also already procurement meetings between the Council, University of Stirling, and hospital.

This recommendation is about ensuring the Alliance have a laser-like focus on key issues and can advance action on them. In light of the pandemic, work will likely focus on jobs and on the role of human resources departments, and procurement and spending as key elements of stimulating local demand. As such, the establishment of a deeper forum where practitioners can work on joint strategy around procurement, commissioning, and Community Benefits, supporting each other in very practical terms, could be valuable. Similarly, employee mapping exercises undertaken across anchors would have a deeper impact across Clackmannanshire as whole (Recommendation 17).

**7) All City Region Deal projects should follow the principles of community wealth Building.**

Each part of the £214m package planned for the wider Stirling & Clackmannanshire City Region must seek to embed and build community wealth, providing benefits to local residents. This requires secure awareness and some concrete connections between aspirations for the City Region Deal and principles of community wealth building. The change of plans around the SIEC in the wake of the pandemic indicates that Clackmannanshire Council has already begun to develop thinking around the realisation of community wealth building through the City Region Deal. This, alongside the proposed Sustainable Aging project should be viewed as key elements of a community wealth building approach to the City Region Deal. Ensuring a progressive Community Benefits Procurement Framework (explored in Recommendation 9) is placed upon these from the outset could ensure that the City Region Deal is a key lever for unlocking opportunities for community wealth building.

Indeed, procurement is likely to feature heavily. A joint progressive procurement working agreement or strategy should be progressed and used for all suppliers to the City Region Deal projects and wider Regional Economic Partnership. This arrangement must embed social values and Community Benefits.

### 3. Progressive procurement of goods and services

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The procurement and commissioning of goods and services by local authorities and key anchor institutions is a crucial lever in the building of community wealth. It is vital the Council and key partners use their purchasing power and convening abilities to deliver economic, social, and environmental justice to the people of Clackmannanshire through the progressive procurement and commissioning of goods and services.

By progressive procurement and commissioning, we mean a number of things. First, it is about increasing the importance of procurement as a corporate function. Second, it is about increasing levels of spend with local organisations and Small to Medium Sized Enterprises (SMES). Third, it is about using procurement and commissioning levers to address the local economic, social, and environmental challenges faced.

It is this third element that CLES's focus in Clackmannanshire hones in upon. This element needs a rigid deployment of Community Benefits and the development of markets that can deliver them. As such, CLES are particularly interested in how Community Benefits are embedded in the different stages of the commissioning and procurement cycle, alongside supply development.

In this we consider wider how community benefits:

- Can be a **primary aspect of some** commissioned services and procured goods (i.e. social care or purchase of solar panels)
- Should be a **secondary aspect for all** commissioned services and procured goods

#### The progressive procurement and commissioning cycle

The process of commissioning and procurement should be viewed as a cycle with each of five stages complementary and interlinked for it to become more progressive. The image below demonstrates this cycle, with each theme explained in more depth.

## The Progressive Procurement Cycle



### Theme 1: Governance and strategy

Governance and strategy should drive the way in which commissioning and procurement is undertaken politically, strategically, and operationally. This includes the need for political buy-in, regular spend analysis, effective and bespoke frameworks, and a culture within an organisation in which community benefits are seen as significant considerations across all commissioning and procurement activities.

### Theme 2: Commissioning

Commissioning encapsulates all things that those responsible for designing goods and services can think about prior to going to tendering and the market. This includes service user engagement, cross-departmental relationships, appropriate community benefit weighting.

### Theme 3: Pre-procurement

Pre-procurement refers to all activities which local authorities can undertake to make potential suppliers aware of upcoming procurement opportunities. This includes information provision on the scale, strength and size of various markets, and meet the market events.

### Theme 4: Procurement and decision-making

Procurement and decision-making includes actions which local authorities can take in the tender process itself and in evaluating the responses of potential suppliers. This includes asking specific questions as part of the tender process around Community Benefits and effective qualitative and quantitative evaluation.

### Theme 5: Delivery

Delivery involved the things which local authorities can do during the actual delivery of the contract by the chosen supplier. This includes legal and contractual terms and active monitoring.

## What Clackmannanshire Council is doing

The assessment of Clackmannanshire Council against each of the themes and activities outlined in the progressive procurement cycle detailed above is made using a strength based system, with activities graded as strong (activity is fully progressing), less strong (work has commenced but there is still work to be done to fully embed), and weaker (significant work needs to be done to embed). The focus of all the assessments is upon progressing procurement in relation to Community Benefits, with accompanying commentary detailing the reasoning for the assessment.

<b>Theme 1 – Governance and strategy</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
<b>Political buy-in</b>	Less strong	The process of procurement is viewed very positively at a political level in Clackmannanshire Council. Procurement is seen as a key way of developing the local economy and supporting local business to develop and grow through delivering more local authority contracts with Community Benefits as central. This political commitment is reflected in the regular presentation of procurement strategy reports to Committee and particularly spend reports.

		<p>However, there is scope and potential to further advance this narrative beyond 'local spend' - as there is already a good understanding and narrative there - to consider wider Community Benefits. There should be enhanced political and strategic narratives around how procurement and Community Benefits can address social and environmental challenges, regardless of where a supplier is based geographically.</p>
<b>Spend Analysis</b>	Strongest	<p>Clackmannanshire Council has been undertaking Spend Analysis since 2003 and was the first local authority to undertake such analysis.</p> <p>Undertaken annually, Clackmannanshire Council explores where spend goes geographically (Clackmannanshire, Forth Valley, Scotland, elsewhere), sectorally, and in business type terms, with an understanding of how much is spent with SMEs, for example. This provides the procurement function with a solid evidence base which is regularly presented to local politicians. It also provides the Procurement Team (one officer) with an understanding of where the key gaps are in terms of local spend and particular sectors where spend is elsewhere in the UK and overseas.</p>
<b>Community Benefit focused Procurement Strategy and accompanying Framework</b>	Less strong	<p>Clackmannanshire Council has a Procurement Strategy in place and a suite of accompanying documentation and guidance for Commissioners. The Strategy rightly focuses upon legislative requirements and procedures, however it has also embedding Community Benefits across all procurement activity within the local authority. The accompanying documentation includes templates for RFQ's and ITT's, which refer to Community Benefits. The challenge in Clackmannanshire is implementing this documentation and raising awareness with Commissioners of the importance of embedding Community Benefits as part of</p>

		the commissioning and procurement process.
<b>Community Benefit Trained Commissioners and Procurers</b>	Less strong	The Procurement Team (one officer) at Clackmannanshire Council is hugely experienced in developing strategy and guidance around procurement and Community Benefits, and in setting up governance arrangements to further this, in the form of the Procurement Matters group. However, Community Benefits do not always filter into the behaviour of Commissioners, due to the lack of capacity. There is a need for a process which outlines exactly what Clackmannanshire Council wants to achieve through procurement, with subsequent training for Commissioners and other buyers as to how they can achieve it.

<b>Theme 2 – Commissioning</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
<b>Service User engagement</b>	Less strong	The process of commissioning and procurement is increasingly about relationships and cooperation on two levels: between buyers and the market, and between buyers and citizens. Clackmannanshire Council recognises that their engagement with citizens during commissioning and with the market pre-procurement is 'patchy', and something for improving.
<b>Cross Departmental relationships</b>	Less strong	The Procurement Officer at Clackmannanshire Council has an excellent relationship with Commissioners and the Economic Development team, recognising the importance of effective communication, given such limited capacity. There is scope however for this relationship to become more focused on identifying more local and wider enterprises which could be made aware of upcoming procurement opportunities and be encouraged



		<p>to bid for them.</p> <p>The relationship between commissioners and Economic Development and Policy Officers could also become more effective, in terms of explaining the scale of the challenge in relation to economic, social, and environmental development in Clackmannanshire.</p>
<b>Community benefit weighting</b>	Strongest	<p>Clackmannanshire Council already has in place a weighting in all procurements around Community Benefits, which varies between 10% and 20%, dependent upon the nature of the good or service being procured. The Council is also becoming more forthright on the implementation of this by suggesting suppliers that 'we expect you to do this' rather than 'will you do this'. Linking into the activity around service user engagement, Clackmannanshire Council is also seeking to make their Community Benefit requirements more focused through the development with CTSI of a 'Community Benefit Factory'. This is an excellent innovation and should be encouraged as a key element in devising bespoke community related community benefits from specific contracts. This Factory should become a central part of the Community Benefit Framework in Recommendation 9.</p>

<b>Theme 3 – Pre-procurement</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
<b>Information provision</b>	Strongest	Clackmannanshire Council advertises all procurement opportunities through national and regional procurement portals.
<b>Meet the market</b>	Strongest	Clackmannanshire Council attends all the national meet the market events that are held, and organises local events. Importantly, these

<b>events</b>		<p>local events are all encompassing and move beyond the focus upon construction projects, which is often the case in other local authorities. Two events have been held in the last year which have attracted businesses from across a range of sectors. The meet the market events are viewed as both an opportunity to discuss the types of goods and services being procured by the Council, and the types of economic, social and environmental challenges they are seeking to address. For the latter, the events have been attended by the Leader of the Council. These are excellent, should be encouraged and developed further, focused on the key aspirations of council in Be the Future and the LOIP. Political leadership could also be used to establish the overarching aim of all suppliers being to assist Clackmannanshire Council by delivering community benefits, including focusing on women into employment (Recommendation 1).</p>
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<b>Theme 4 – Procurement and decision-making</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
<b>Community Benefit questions menu</b>	Less strong	<p>Clackmannanshire Council utilises a method statement approach to gather responses as to the types of activities which suppliers are going to undertake around Community Benefits. The challenge with this is that it is that there are often a breadth of responses which makes it difficult to compare one supplier against another. There is scope to develop a suite of more focused Community Benefit questions which focus upon Community Benefits emerging from specific economic, social and environmental outcomes which the Council is seeking to achieve. These outcomes could emerge from the sifting and refining activity recommended in Section 1.</p>

<b>Qualitative and quantitative evaluation</b>	Strongest	Clackmannanshire Council evaluates all quotation and tender responses using a blend of quantitative and qualitative techniques.
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<b>Theme 5 – Delivery</b>		
<b>Activity</b>	<b>Assessment</b>	<b>Commentary</b>
<b>Legal and contractual terms</b>	Less strong	Clackmannanshire Council is currently seeking to 'tidy-up' its legal and contractual terms, notably in terms of Community Benefit commitments. Award letters and contracts are currently based around the tender submission of the successful supplier, including their Community Benefit commitments. However, there is a challenge in holding suppliers to account on these commitments given the lack of effective contract monitoring of such outcomes.
<b>Community Benefit brokerage</b>	Weaker	Clackmannanshire Council recognises that brokering and signposting suppliers to organisations that can help them deliver Community Benefits is something that they are working on and can be improved upon. There are lots of providers of support for the unemployed and apprenticeships in the locality and voluntary and community sector organisations. There is a continued role for Economic Development in brokering this relationship.
<b>Monitoring</b>	Weaker	Clackmannanshire Council recognises that contract monitoring Community Benefit commitments and achievements is the key challenge associated with progressing procurement processes and practices in the local authority. As already outlined, lots of positive work is being undertaken around the 'Community Benefit Factory' and making

		suppliers aware of the importance of Community Benefits. However, this is not being measured during delivery, due largely to a lack of capacity.
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## Challenges

Overall the challenges do not relate to Procurement as such, as this is well developed, but instead with commissioning and in terms of matching demand (spending), to supply (suppliers), and role of Economic Development in this.

Clackmannanshire Council is keen to progress the way in which it undertakes commissioning and procurement further, with a specific focus upon how it can achieve Community Benefits through the process. This is not straightforward, however, and as part of a workshop held with Commissioners at Clackmannanshire Council as part of this work, five key barriers were identified in relation to Community Benefits and Commissioning:

- Commissioners often do not fully know which wider Community Benefits are important when it comes to commissioning and procurement. Is it important to focus upon bespoke Clackmannanshire priorities, be that creating jobs, or improving skills, or reducing carbon emissions, for example?
- Commissioners do not precisely know which community benefits are relevant for the service or work they are looking to design. The Community Benefits being sought through social care will be very different to those being sought through a construction project, for example.
- Commissioners are not always clear on the specific questions they need to develop and ask as part of a procurement exercise. Whilst a method statement will identify the generic Community Benefits which a supplier is looking to deliver, more specific questions, will enable a more focused answer around Community Benefits.
- Commissioners are not always sure of the capacity and capability of local suppliers and SMEs to bid for procurement opportunities and in some cases who local suppliers are. This means a key barrier to realising priorities around local spending through procurement and a need for an effective relationship with Economic Development.
- Commissioners often do not have access to a robust way of monitoring Community Benefit outputs and impacts during the actual delivery of a good, service or work.

These barriers, and the conversations with commissioners and procurers at Clackmannanshire Council has enabled us to develop the following recommendations in relation to progressing procurement as part of the Community Wealth Building Action Plan.

## Recommendations

Before discussing the recommendations, it is important to note that there are capacity issues, namely that the existing Procurement Officer and (small) Economic Development team are already doing more than can be expected, making the delivery of market support to fit into procurement and commissioning demand difficult.

To move forward into deliverability with the suite of recommendations listed below, there will need to be greater capacity. This may include a shared resource between procurement and economic development.

### 8) Develop the corporate culture of procurement and commissioning

In order for departments to treat procurement and commissioning with the status that it requires, an awareness-raising campaign should be developed to explain how procurement and commissioning is a lever of community wealth building and the role of Community Benefits in that. Highlighting how it is a strategic place-based economic development function just as much as a technical or regulatory one, as regards council expenditure.

Therefore, a close working relationship and alignment of plans should be fostered between Procurement and Economic Development (see Recommendation 11). Doing so should enable a real cultural amplification as to the reasons why Community Benefits are important and maximise the ability for both functions and wider Council to build community wealth.

### 9) Develop a robust and bespoke Community Benefit Procurement Framework

A robust and bespoke Community Benefit Procurement Framework should be informed by the Community Benefits Factory and broader political priorities. This Framework should be an easy to use tool for Commissioners to identify relevant Community Benefits when designing goods, services, and works opportunities. The Framework would ensure Community Benefits are adopted consistently as part of quick quotes (threshold from £10k to £50k), and would detail:

- The bespoke Community Benefit **outcomes** which the Council is seeking to achieve through procurement and commissioning
- The types of Community Benefit **activities** which suppliers and the market (construction very different to catering) could potentially deliver in relation to those outcomes
- The **questions** that could be asked as part of a procurement exercise in relation to each outcome and accompanying activity
- The way in which the responses to the Questions from potential suppliers could be **evaluated**
- The types of goods, services and works for which particular Outcomes, Activities, Questions and Evaluation ways are relevant – effectively a **matrix**

#### 10) Provide Community Benefit Capacity Building for suppliers

Whilst it is important that Clackmannanshire Council develops its own processes internally around Community Benefits, it is also important that this is effectively communicated to the market, particularly amongst smaller enterprises and other forms of inclusive ownership. Many businesses will not understand what is meant by Community Benefits, nor how to effectively respond to Community Benefit questions as part of the procurement process. Therefore, Clackmannanshire Council (led by the Economic Development Team) should look to provide capacity building to the market and broker relationships between potential suppliers, and organisations that provide support with the delivery of such benefits. Here political leadership will be crucial in conveying what is expected of suppliers to Clackmannanshire Council. Thus, forms of conveying Community Benefits should be developed, including statement of websites, letter to suppliers, and participation in supplier events.

Clackmannanshire Council has already undertaken quite a lot of work in developing their activities around Community Benefits and progressing procurement. However, there is a key gap around contract monitoring, particularly in relation to monitoring the Community Benefit achievements of suppliers. As part of the development of the Community Benefit Framework (described in Recommendation 9), Clackmannanshire Council should therefore develop a monitoring tool which enables the outputs of suppliers to be tracked in relation to Community Benefits and the impacts measured.

#### 11) Foster a deeper relationship between procurement and economic development

Procurement and commissioning are key economic development levers with which to advance a wellbeing economy. As such, the relationship between Procurement, Commissioning and Economic Development is significant. Clackmannanshire is a small council and relationships are already there. However, they should be deepened and strengthened wherever possible.

## 4. Making financial power work for local places

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The UK banking sector is orientated to global markets rather than local investment and economic development. Over recent years, there has been a stagnation in lending to small business and the many local bank branches and lending centres have closed, reducing the connection between lenders and their local communities. Access to credit is the life blood of many small businesses without which they struggle to operate and compete with larger firms to provide goods and services. At the same time, increasing poverty is driving many individuals to pay-day lenders, with punitive interest rates.

Community wealth building seeks to increase flows of investment within local economies. It does this by harnessing the wealth that exists locally, rather than by seeking to attract national or international capital. For example, local authority pension funds are encouraged to redirect investment from global markets to local schemes. Mutually owned banks are supported to grow, and regional banks charged with enabling local economic development are established. Ensuring there are ethical lenders such as credit unions is also key in ensuring local people are not sent into unmanageable debt. As such, access to finance is fundamentally important to the success of community wealth building.

### Context

SMEs are vitally important – both in Clackmannanshire, and across the UK economy. They account for 99.9% of all private sector businesses<sup>9</sup>, 60% of private sector employment and 47% of private sector turnover across the country.<sup>10</sup> In Clackmannanshire, SMEs make up 90.91% of businesses, employing over 5,000 people<sup>11</sup>. Increasingly, however, traditional banks are preferring not to take the perceived risk of lending to SMEs, increasingly implementing stricter lending

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<sup>9</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/746599/OFFICIAL\\_SENSITIVE\\_-\\_BPE\\_2018\\_-\\_statistical\\_release\\_FINAL\\_FINAL.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746599/OFFICIAL_SENSITIVE_-_BPE_2018_-_statistical_release_FINAL_FINAL.pdf)

<sup>10</sup> <https://www.civitas.org.uk/content/files/helpingsmesaccessfinance.pdf>

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<https://www.gov.scot/binaries/content/documents/govscot/publications/statistics/2019/11/businesses-in-scotland-2019/documents/businesses-in-scotland-2019-pdf/businesses-in-scotland-2019-pdf/govscot%3Adocument/Businesses%2Bin%2BScotland%2B-%2B2019%2B-%2Bpdf.pdf>

criteria. In 2019, the value of bank loans to SMEs fell in more than half of the country.<sup>12</sup>

Getting funding to SMEs is crucial. Doing so acts as a poverty alleviation strategy – by helping local firms to flourish, grow, invest, and hire – and as a way of building a robust and resilient local economy, which is not vulnerable to the shocks that can occur through the closure or departure of a large private employer.

Personal debt is also a significant problem in Clackmannanshire, with the debt charity StepChange reporting that Clackmannanshire has an average budget deficit of -£29.21<sup>13</sup>. Debt is also disproportionate across Clackmannanshire, with Alva residents experiencing more than twice the level of debt as people living in other parts of the authority<sup>14</sup>. Indeed, the statistics included here are from before 2020, and the picture in Clackmannanshire is likely to have worsened: in the wake of the pandemic, StepChange have reported a personal debt “tsunami” of £6 billion is being stored up among 4.6 million households in the UK<sup>15</sup>.

During stakeholder interviews it was reported that there is also a history of doorstep loans from companies in Clackmannanshire, as well as “under the counter” money lending. People “living in a circle of week to week or day to day” is widespread in Clackmannanshire and indicates that the people of Clackmannanshire have an insecure stake in the economy.

It was also reported that there is very limited physical access to banks in Clackmannanshire, with just one TSB branch and one The Bank of Scotland.

As this shows, there are issues regarding access to credit, especially for those most in need of it: SMEs and many people living in Clackmannanshire, including those in full-time employment. Addressing these issues head on will be crucial in creating a wellbeing economy in which all citizens of Clackmannanshire share in its flourishing.

## What Clackmannanshire Council are doing

As part of the Housing Service Organisational Redesign Clackmannanshire Council is looking to strengthen links between the Third Sector and its own resource on money advice and income benefit maximisation

Safeguarding through Rapid Intervention (STRIVE) is a pilot project delivered by the partners of the Clackmannanshire Alliance to test the concept that a multi-agency, public sector team will deliver better outcomes for the most vulnerable citizens of Clackmannanshire through integrated ways of working. It was reported that all the people that STRIVE work with have limited financial security, in the

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12 <https://smallbusiness.co.uk/sme-lending-falls-2547173/>

13 <https://www.stepchange.org/Portals/0/assets/pdf/stepchange-scotland-in-the-red-2019-report.pdf>  
This is where an individual is in debt after their essential costs have been covered

14 <https://www.alloaadvertiser.com/news/16393470.alva-residents-coping-twice-much-debt/>

15 <https://www.stepchange.org/policy-and-research/debt-research/post-covid-personal-debt.aspx>



form of limited access to decent financial advice and products and personal debt and illegal lending.

£15m of funding is coming from Falkirk (Forth Valley) Pension Fund to deliver 207 new social rent homes in the Clackmannanshire, Stirling and Falkirk areas. This is an encouraging use of local financing. However, it was reported that there was reticence around this with “ten reasons why they couldn’t do it rather than one reason why they could.” Furthermore, there have been lessons learned from this scheme due to the fact that the request of the return was greater than could have been obtained by anyone else. As such, the Housing Association building the homes could have got a cheaper rate from other lenders and required higher grant funding to deliver on the homes. This effectively meant that less units were built than could have been from another lender.

There is a well-established Credit Union in Clackmannanshire, though concerns were raised around its proactivity in expanding. It was reported that there was limited capacity at the Credit Union in terms of acting as a financial anchor, with Clackmannanshire Council potentially also supporting/promoting other credit unions.

There is also due to be significant resource coming into Clackmannanshire from the City Region Deal. Around half of the £90.2 million investment from both Scottish and UK Governments will be spent in the County. Most of it in the form of capital projects. In addition to the establishment of elements of the SIEC, further projects are being developed collaboratively with Clackmannanshire Council and other local partners including active travel, digital and culture, heritage and tourism. Clackmannanshire will also benefit from the £1.9 million Scottish Government revenue funding supporting Skills and Inclusion. A further £100,000 is being invested from the UK Government to build on the LOIP and work with 100 lone parents through delivery of targeted pre-employability support in Alloa South & East.

## Recommendations

Clackmannanshire is small council. Where other larger localities have long term aspirations for a community bank as part of community wealth building, at this stage this would be an unnecessary distraction for Clackmannanshire. Nevertheless there are key signature elements it could work on, and it is imperative that it maintains alert to the work of the newly formed Scottish National Investment Bank (SNIB), and how it could realise opportunities for Clackmannanshire.

### 12) Support and promote Clackmannanshire Credit Union to become a financial anchor (see case study below)

Clackmannanshire Council could support and promote the Clackmannanshire Credit Union, helping it to grow and develop. To do this, the Council could encourage/incentivise more council staff to open savings accounts by working with the Credit Union and build on the existing workplace saving scheme. This

could help ensure the financial wellbeing of the Clackmannanshire Council workforce, by fostering a savings habit that helps build employee's financial resilience. Clackmannanshire Council could also investigate the feasibility of signing up as an Employer Partner.

As immediate first steps, the Council could convene a meeting between themselves, the Credit Union, Association of British Credit Unions, and other credit unions to see what opportunities there are for credit union development in Clackmannanshire.



## Chorus Workplace Saving Scheme and Employer Partners

Brighton and Hove and East Sussex

The Financial Inclusion Centre has recently published its new Interim Report 'Getting Workforces Saving' that has found that there is a positive relationship between credit union membership within workforces and more frequent and persistent (or disciplined) saving habits compared to their non-credit union member colleagues.

Payroll deduction schemes with credit unions appear almost universally popular amongst existing users – 96% stated that they would recommend this method to their co-workers.

Ease and simplicity are the principal drivers for participating in a payroll deduction scheme – 79% stated it was the main reason for saving via this method with the credit union.<sup>16</sup>

The East Sussex Credit Union has a Workplace Saving Scheme and Employer Partner programme<sup>17</sup> which supports the capitalisation of the Credit Union, in turn reducing the cost of borrowing for lenders. For every £1,000 invested in the credit union they can reduce the amount of interest payments made to higher cost lenders by £500.<sup>18</sup>

<sup>16</sup> <https://savewithchorus.org.uk/workplace-saving-schemes-benefits/>

<sup>17</sup> <https://savewithchorus.org.uk/employer-partners/>

<sup>18</sup> <https://www.eastsussexcu.org.uk/savings>

13) Work with Falkirk Pension Fund to achieve more local investment (see case study below)

Clackmannanshire should use the significant weight that being the first community wealth building council in the Forth Valley to encourage and cajole other members of the Pension Fund to look for more local investment opportunities. This is especially important in the context of the pandemic: the pension fund investing in local businesses could not only see dividends for pension holders, but act in the interest of the place in the long term, in terms of supporting development activity at a time of crisis. The lessons learned from the investment in social housing should be built upon, with Clackmannanshire Council encouraging the Pension Fund to support activities that cannot access traditional funding sources, while ensuring a good rate of return to protect Pensions of people across the Forth Valley.



## Local pension fund investments

### Lancashire and Preston

In much the same way that Clackmannanshire's local government pension fund is managed by Falkirk Council, Preston's pension fund is managed by Lancashire County Council. As part of the "Preston Model" of community wealth building, these two organisations worked together to localise pension investment in Preston. Since 2013, £100m has been allocated in Preston and South Ribble, with investments in student housing and hotel redevelopment. This strategy ensures stable returns also benefit local people and the local economy.

## 5. Socially productive use of land and assets

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Land and assets form a key element of community wealth building. Whilst a traditional economic development approach might only measure the value of these assets in economic terms, developing a community wealth building approach in Clackmannanshire would see these assets harnessed to serve the common good.

### Context

Many stakeholders, from officers and councillors to anchors from the third and private sector expressed a good understanding of the need to use land and assets in a more productive way. It was generally appreciated that land and assets should be viewed as a key pillar in Clackmannanshire.

However, a desire to take a more holistic approach to community wealth building through the socially productive use of land and assets has been historically limited by pressing demands to maximise capital receipts as well as internal capacity issues.

Though budget crises are of course of great concern and should be treated as such, it is important that the realisation of the broader long term local economic, social, cultural and environmental use value of land and property assets happens and doesn't play second fiddle to short term sell off for capital receipts.

### What Clackmannanshire Council are doing

There is a recognised need to deliver a Strategic Asset Register. Once this first 'quick-win' is completed, there are numerous opportunities which could be unlocked and cascade, offering more solid foundations of a wellbeing economy could be established.

The history of Community Asset Transfer in Clackmannanshire has been somewhat difficult, with the experience of the Alva Swimming Pool given as an example of an asset transfer which did not end well for any party. There is also a culture of "the council always coming in and picking up the pieces" meaning that community economic development and empowerment may have been inadequately nurtured. However, this is getting better, especially in Alloa and Alva where communities are "feeling more empowered and aware that they can do things that they didn't think they could a few years ago." Other positive

examples include a former civic building which is successfully ran on a lease by a community group.

While Clackmannanshire Council have a business land audit, which covers “how much land is available, what’s it allocated for, and what type of business we would want to encourage there”, there is less coherent linkage of this to planning and estates. Clackmannanshire Council seem less focussed on questions of land ownership, and considerations of wider use value. It was reported that “there was a time where it was almost development at all costs” in terms of new development, but that “now place is more important and we are realising that communities need to be looked at and built up and planned properly to survive.”

Central to this is the need for a strategic asset management plan, as mentioned above. While there used to be a Joint Venture Company and a member of staff who dealt with council property, it has been more than a decade since the council had any resource in this area. There have also been issues around council with various asset registers (of operational, non-operational, commercial, and learning estate property and land) not being updated and thus stalling. Though work is now ongoing to reorganise this, it has been difficult with a lack of strategic line up and communication.

Officers reported that “from a strategic view, we need to look at Clackmannanshire at a whole, but there isn’t an overall plan at the moment”. There was clear awareness within the Council of a whole life approach to costing an asset in order to drive more value from a community wealth building perspective. Though this awareness is thwarted as regards follow through due to a lack of resource. While there is a transactional estates manager working two days a week, unlocking resource to provide a full-time strategic asset manager would be welcome.

The knowledge gaps that exist because of lost resource and the lack of a strategic asset register, means that in many places other opportunities that exist have not been unlocked. For example, one participant referenced a piece of derelict land in a town centre; another mentioned the Wimpy Park garages which are council owned; another drew CLES’s attention to the former Scottish Water site of Gartmorn Dam; and another said that “there are lots of empty and half empty buildings that are not being utilised property.” Recommendations 15 and 16 explores these examples in more detail. Each of these examples demonstrate that building a wellbeing economy through the principles of community wealth building is possible for Clackmannanshire: the opportunities are there and there is a desire to do so from officers and councillors. The central task is how to unlock these, albeit the feasibility and ongoing viability of all these need to be closely assessed.

In terms of other anchors, it was reported that Clackmannanshire is “well behind” in terms of land assets. Officers expressed the desire to expand the whole life value approach to other partners, in order to ensure social and environmental benefit from assets, but there was doubt as to whether conversations around productive use had started in the Clackmannanshire Alliance. Developer

Contributions meetings have recently started, and while there “has been an appetite from some quarters to tie all this together” in the past, it has not happened. As such, the Council is “starting from a zero base in getting the right parties around the table.” It was also reported that there have been times in the past where economic development and regeneration have made planning decisions with “no input” from the strategic land and assets team. However, it is encouraging that this progress is beginning, and officers were positive about more recent links with Economic Development and Regeneration, feeling that all departments are now “in a good place” with the Developer Contribution Group.

## Recommendations

### 14) Create a Strategic Asset Register and Management Plan

Clackmannanshire Council needs to think about assets in terms of their wider social, cultural, and environmental use. The first stage of this is understanding what assets the Council owns, and as such a Strategic Asset Register should be created. This can then be sifted for sites that could be used productively from a community wealth building frame and could include engaging with communities around vacant and derelict land use. Work could also be done in conjunction with the Alliance and their own estate portfolios.

As part of this work, Clackmannanshire should explore the funding available as part of Be the Future in terms of hiring another member of staff to take responsibility of the strategic asset register and management plan moving forward. If resource is not available, the ongoing discussions with HubCo around expertise on feasibility and option appraisal should be progressed.

Efforts should be made to identify space or facilities through this register, and through work with other public, private and third sector anchors, to establish community enterprise hubs as part of a wider strategy to support an architecture amenable to the development of locally and socially owned businesses. This links to the next recommendation.

### 15) Unlock space for small business and social enterprise

The major challenge for SMEs, social enterprises, and other forms of business in Clackmannanshire is access to space, particularly small workshop type space. This recommendation also relies on Recommendation 14 around the developing of a Strategic Asset Register and Management Plan, but could serve as a relatively quick, yet hugely impactful win for the Council and wider Clackmannanshire economy. By identifying space or facilities through this Register, and through work with other public, private and third sector anchors, community enterprise hubs could be established. These would be places where those interested in starting a new business can find the space, networking opportunities, and access to materials and support.

## 16) Advance key sites as community wealth building exemplars

Several sites and activities are identified as key aspects of progressive and productive use of land and property which could unleash significant community wealth building outcomes and need to be advanced. These include:

- The planned food farm at Forthbank, which offers great potential for community wealth building in Clackmannanshire. Funding has been applied for to use the heat from old mine works to create growing power for food which could be sold, as well as powering tanks for prawns and halibut. It was expressed that involving the community in this project was central, and the Forth Valley College are involved in creating training courses. This project is an exemplar of a wellbeing economy and is demonstrative of community wealth building acting as a golden thread to achieve strategic outcomes.
- The Scottish Government Heat Sabs programme, which Clackmannanshire Council lead on. This project was described as going beyond simply making home energy efficient, to focusing on how to “create a social environment and a community.” Work is underway to try and connect with Forth Valley College around this initiative to provide training and the Community Benefits in procurement (alongside creation of local jobs) had been considered.
- Re-establishing of Ash trees to tackle the challenge of die back. Part of this involves establishing a tree canopy in the area with neighbouring councils and meetings have happened to figure out how best to join up together. The ambition is to plant two trees for every person in the community, and ideas are fomenting around a “My Two Trees” project which would help children have ownership over the project, and in turn, Clackmannanshire more generally. It was also reported that Rangers are looking at a Woodland Strategy.
- The Primrose Street housing development for dementia friendly design aimed at older households in Alloa town centre was regularly referenced. This forms part of wider regeneration activity in Alloa which is being conducting using the place standard. A Masterplan for Alloa town centre is being developed, which could become part of a Development Plan of which other projects could flow from. Ensuring this has a community wealth building frame will be important.
- The redevelopment of the former Glentana Mill site in Alva – The Council are currently working in partnership with Architecture and Design Scotland to develop plans, influenced again by the Place Standard tool, which can help support the design and delivery of successful places. Opportunities to design in community wealth building opportunities for the site should be explored.



## MIDSTEEPLE QUARTER

## Midsteeple Quarter

Dumfries

Midsteeple Quarter is a community benefit society currently redeveloping empty High Street properties in Dumfries town centre to create a new neighbourhood with a mix of uses built on principles of local prosperity and wellbeing.<sup>19</sup> Two “abandoned” shops have been bought and the street level spaces of the buildings are to be used in the medium term as “meanwhile spaces” for start up businesses and social enterprise whilst the detailed preparations are carried out for the full development work.

The key principle behind Midsteeple Quarter is to bring an area of the High Street back under the control of the local community – this is why those involved chose a Community Benefit Society – as it aligned best with the Scottish Govt community empowerment legislation to help the group gain ownership of the underused buildings on the High Street to ‘Buy Back the High Street’, similarly like the community buy-outs of highland islands and estates.<sup>20</sup>

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<sup>19</sup> <https://www.midsteeplequarter.org/>

<sup>20</sup> <https://www.midsteeplequarter.org/our-story>



## 6. Fair employment and just labour markets

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Employment and skills are key elements in developing an inclusive local economy. Both in terms of equipping people with the commensurate skills that an economy needs, but also for developing self-worth and growth of people, and supporting all people to reach their full potential.

### Context

In Scotland, the Fair Work agenda is central in driving elements of this pillar. The Scottish Government's commitment to promoting Fair Work is set out in Scotland's Economic Strategy, National Performance Framework, Economic Action Plan and Labour Market Strategy.

The actions the Scottish Government is taking through the Fair Work Action Plan<sup>21</sup> cover three broad themes aiming to:

- Support employers to adopt fair work practices
- Deliver fair work to a diverse and inclusive workforce
- Embed fair work across the Scottish government.

The employment and skills challenges in Clackmannanshire reflect the economic geography of the area. A major challenge relates to the low-skill levels of the population, which undermine their ability to service the skills-needs of the kinds of higher-value economic activities the council seeks to attract. However, as officers note, local education attainment is improving, which suggests movement in the right direction. Clackmannanshire schools were among the worst performing schools in Scotland around four years ago, with the lowest positive destinations in the country. However, they are now at the national average of 95.5%.

However, a more deep-seated issue pertains to the economic makeup of Clackmannanshire. Jobs density is low, at 0.48 jobs per person, compared with 0.81 across Scotland<sup>22</sup>. Alloa has the second lowest job density in Scotland. Moreover, many of the jobs, including retail jobs, are only offered as part-time

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<sup>21</sup> <https://economicactionplan.mygov.scot/fair-work/>

<sup>22</sup> <https://www.gov.scot/publications/fair-start-scotland-evaluation-report-2-local-area-case-studies-year-1-november-2019/pages/3/#:-:text=The%20labour%20market%20in%20Clackmannanshire,compared%20with%200.81%20across%20Scotland>

opportunities. Interview participants regularly referred to Clackmannanshire as “supermarket capital of Scotland”, and this view is backed up by Fair Start Scotland report that some of the only large employers left in Clackmannanshire are supermarkets<sup>23</sup>. Thus, a key challenge in Clackmannanshire pertains to growing the economy as much as it does up-skilling the workforce.

Economic development, a service crucial to creating a flourishing economy in Clackmannanshire, has suffered through the effects of austerity. As mentioned previously, compared to other Scottish Local Authorities, Clackmannanshire has very low expenditure on economic development, with spend at just under £2 million. Where there used to be a team of five focusing on business support and tourism, amongst other areas, this no longer exists. As such, the capacity to do business development is limited mainly to the support offered for recruitment through the employability team. This is reflected in the lack of an Economic Strategy, which is being addressed post haste and is covered in Recommendation 2.

This pillar is particular important for the women and girls agenda in Clackmannanshire. Economic inequality is stark in Clackmannanshire. There is a significant gender pay gap, with men earning on average £215.40 a week more than women<sup>24</sup>. Many women are also out of work, or in low-paid and insecure forms of social and care work. The reasons for this are numerous – from caring responsibilities to low skills. However, taking a community wealth building approach to gender justice will require thinking differently and holistically about how to address these problems.

The emerging findings from the wellbeing economy work Clackmannanshire Council is undertaking with the Scottish Government demonstrate a similar picture to what is outlined here, with low employment rates and low pay significant, especially among women. These high rates of inactivity are largely due to care responsibilities, which particularly impact women. There is also a low rate of workforce in highly skilled occupations.

## What Clackmannanshire Council is doing

Clackmannanshire Council employ over 2,500 staff. These include school teachers, social workers and staff responsible for a wide range of services benefitting the local community. As such, they are a major employer in the area. The Council aims to be a good employer, demonstrated in its implementation of the Scottish Living Wage in 2013 (while not being Living Wage Accredited). The Council also work closely with Trade Unions on all aspects of employment and have adopted and promoted flexible working practices.

A range of learning and development opportunities are provided for staff through departmental training plans which facilitate the required support, training, and continuous development.

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<sup>23</sup> IBID

<sup>24</sup> IBID

Wider action on employment and labour markets are required. Existing employability activities are working hard. However, a fundamental issue remains regarding the extent to which there is focus upon developing the economy through which jobs emerge (this is a key issue for the Economic Strategy in Recommendation 2, and the development of a Community Wealth Building Hub in Recommendation 19).

## Recommendations

### 17) Undertake an employee mapping and diversity exercise

There is fertile ground for progressive action when it comes to ensuring senior leaders reflect the diversity of Clackmannanshire's residents. Targeted recruitment and apprenticeship strategies aimed at particular wards – especially those suffering from deprivation – coupled with clearer paths to progression for graduate and apprentice employees are strategies that have been successful in other places. But it is vital to have this information to start with, and work should be undertaken to better understand Clackmannanshire Council's workforce and gain a sense of whether it adequately reflects the vibrancy of Clackmannanshire.

This activity could also be completed across all anchors, with Clackmannanshire Council encouraging this through the Alliance, and perhaps the working group in Recommendation 4.

### 18) Adopt a “Clackmannanshire Leader” good employment charter (see case studies below)

Businesses, anchors, and the council are all partners – their co-operation is what will either make or break the project to build community wealth in Clackmannanshire. A useful way of pushing these agendas and allowing anchors to practically demonstrate their commitment to them is through the development of a good employment charter. This could take the form of an accreditation, awarded to businesses and anchors who meet specific criteria, such as on paying the Scottish Living Wage, offering flexible working criteria, or engaging in targeted hiring from deprived areas in Clackmannanshire.

Such a system creates a virtuous circle, whereby employers and anchors can demonstrate their commitment to Clackmannanshire, whilst simultaneously pushing up employment conditions for the people of Clackmannanshire.

As well as celebrating the work of local employers there is also a need to challenge those who are not playing their part. Help and guidance should be offered to firms who want to pay the Scottish Living Wage – but there should also be a willingness to make clear when other firms who could afford to do so are choosing not to.

An aspect of this is also that Clackmannanshire Council should discontinue the use of the National Minimum Wage for Apprentices and explore any flexibility where rates are set by an Industry Board to ensure that, as far as possible,

apprentices receive at least the minimum rates agreed by Council for their employees. In doing so, all Council employment opportunities would represent best practice in fair employment and could become a leader for other anchors and a standard for the wider Clackmannanshire place.

## Good Employment Charter

Greater Manchester

Leaders across Greater Manchester have agreed a Good Employment Charter to encourage and support employers to identify and provide good jobs, deliver opportunities for people to progress and develop, and help the city region become more productive.

The model for the Charter has been co-designed and put together with input from business owners, employers, and employees across the city region, and involved two public consultations to develop and agree the proposals. The Charter will have a tiered approach to help support and encourage employers to share excellent practice, access support to progress to higher standards, and help them become more successful as a result.

The three tiers identified through the consultation process are:

- **Tier 1:** Supporters – for those employers who support the aims of the Charter and Greater Manchester Strategy, but are not yet able to meet the requirements of accreditation.
- **Tier 2:** Membership – requiring employers to demonstrate excellent practice in key characteristics of employment practice, these are: secure work; flexible work; a Real Living Wage; workplace engagement & voice; excellent recruitment practices & progression; excellent people management; a productive & healthy workplace.
- **Tier 3:** Advocates – employers who meet high standards in all the key employment characteristics to be members, and then go out to other employers to encourage them to raise employment standards and join the Charter process.<sup>25</sup>

<sup>25</sup> <https://www.greatermanchester-ca.gov.uk/news/greater-manchester-s-good-employment-charter-model-revealed/>



## Living Wage place

Dundee

An alliance of employers in Dundee have an Action Plan setting out how they will work together on “Making Dundee a Living Wage City” in partnership with Living Wage Scotland.

The alliance includes major local employers such as Dundee City Council, Dundee Voluntary Action, Dundee & Angus College, Xplore Dundee and Dundee & Angus Chamber of Commerce.

Over 50 Dundee employers have already voluntarily committed to ensure all their staff and subcontracted staff receive a Scottish Living Wage of £9.00 an hour, significantly higher than the government minimum of £7.83.

The 50 Living Wage employers already accredited in Dundee cover the equivalent to a quarter of all workers in the city. The Action Plan launched today sets out how the alliance intends to double the number of workers covered by Living Wage accreditation in Dundee over the next three years.

The Action Plan includes commitments to:

- Sign up other major employers in the city
- Encourage employers in retail and hospitality to commit to the Scottish Living Wage
- Support and celebrate small businesses who join the Living Wage employer movement

## 7. Plural ownership of the economy

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Plural ownership of the economy refers to the element of community wealth building concerned with the governance, ownership and management of the businesses and enterprises which make up the everyday economy. This means creating an economy where there are more SMEs, municipally owned companies, and other forms of ownership such as co-operatives, community businesses and mutually owned businesses.

The idea of moving the economy towards more plural models of ownership is to make the overall economy less “extractive” (wealth is taken out of the economy and more “generative” (wealth is broadly held by all). The purpose of this work is to rebalance the economy so that it becomes more generative of wealth for all.

### Context

For a small place, there emerges a rather complicated picture when considering plural ownership in Clackmannanshire. As previously discussed, economic development has been underpowered, though this is being addressed to some degree. Business support is delivered by Ceteris (through the Business Gateway contract) and the Clackmannanshire Third Sector Interface (CTSI) provide support for social enterprises and other forms of business.

The Business Gateway contract is one of the smallest in Scotland, with funding covering three people part-time. This means that staff at Business Gateway have to be very reactive, with “enquiries coming out of our ears”, and report that with just one more member of full time staff they could be more proactive in “helping with what businesses need.” As it stands, Business Gateway largely work to “do signposting, bring in funding and tell people about webinars.” Despite this, there are around 8 to 10 start-ups a month in Clackmannanshire, and this has remained steady over the course of the last few months of the Covid-19 pandemic and associated lockdowns.

CTSI are described as “a real strength for Clackmannanshire” not only for their work around the five development trusts which emerged from Local Community Plans, but for their support of the community asset transfer agenda and social enterprise support. Work undertaken by CTSI in supporting new social businesses to emerge, has been beneficial locally with local, social businesses and enterprises “increasing massively in last three years.” 4.8% of businesses in Clackmannanshire are social businesses, and this is increasing, with CTSI aiming

for this figure to be at 8% within 5 years with outcomes attached. Alongside this, CTSI are part of the Forth Valley Social Enterprise Network. All this activity is impressive, especially considering that until around four years ago there was not a social enterprise co-ordinator in Clackmannanshire.

## What Clackmannanshire Council are doing

The relationship between CTSI and Business Gateway (Ceteris) was reported as being “perhaps the best in the country, especially in the response to the pandemic.” These strong links are encouraging and indicate opportunity for great growth in this sector within Clackmannanshire. However, representatives from Business Gateway described the third sector as in need of skilling up, with many of the social enterprises and third sector businesses in Clackmannanshire described as “not good performing businesses” and demand from the third sector being low as “many do not think they are businesses and don’t need to make money” being largely grant focused and in social enterprise for other reasons.

Further, while it was reported that the Business Gateway contract is delivered well locally, in the fact that it is “well established, respected and does a good job”, the fact that it is a national programme (with match funding from ERDF to enhance the standard offer), means that local specificity in Clackmannanshire can sometimes be missed. There is a need for a more bespoke offer which is reflective of the nuance of Clackmannanshire.

This pillar represents real opportunity for thinking about women and girls. 40% of business start-ups are women and several exemplary projects had been undertaken in recent years. ClacksWiSE engaged with 25 women and saw 12 business start-ups emerge. On the success of this, around £90,000 of funding was secured from the Hunter Foundation to deliver a project aimed at getting harder to reach women to a new project focused on confidence building and entrepreneurship: women could be involved with as much or as little as they wanted, and the project would act as a stepping stone for them to then go on to the ClacksWiSE course. However, it was reported that the funding to deliver this project “has never seemed to emerge”, impeding fantastic activity that could have a real impact in terms of women and girls having a stake in the ownership of the economy in Clackmannanshire.

A common theme which emerged through stakeholder consultation is that Clackmannanshire Council can be risk averse. This impacts upon all elements of community wealth building but is perhaps most pertinent in this pillar. It was reported that in Clackmannanshire “we’re too much like oh X breaks that rule, we can’t use that building because of Y.” This is demonstrated in the five buildings which were to be transferred to the community in January 2019. During this process, CTSI helped build capacity in communities – providing business training and setting up charities – for them to receive the asset. Now communities are requesting a full asset transfer, having got money to support the transfer from the Scottish Land Fund, and then having agreement from Councillors. However, this has not been advanced swiftly due to risk aversion or perhaps confusion over legality.

From this, it was felt that the clear political buy in does not filter all the way through the Council, and other officers reported that there is an inflexibility and lack of creativeness which can be apparent at times, driven in part by capacity issues. This will hopefully be addressed through the implementation of training, as part of Recommendation 3.

In order to build a wellbeing economy, a flourishing economic base has to be established. This would be a base in which communities are stakeholders in the economy, by having ownership of it through things like community asset transfers. As such, any existing roadblocks, such as the ones mentioned above, must be identified and removed.

## Sectors for development

A range of stakeholders identified some key sectors which could be explored further as a starting point for developing a social economy in Clackmannanshire. These include:

### Food and Drink

There is heritage in brewing and bottling in Clackmannanshire. Stakeholders also reported that food production units have emerged as a response to the pandemic and brought in a lot of funding. Many SMEs are in food and drink, and the case study previously outlined in Recommendation 15 demonstrates an example of a number of successful food and catering co-ops, which could be drawn from in Clackmannanshire. The new 'Forth Valley Food & Drink' organisation would be useful in supporting this.

### Craft and textile

One of the key themes of the Dollar Development Trust is to support local businesses, and stakeholders reported desire for a "Made in Clacks" shop. Again, there were reports of many small craft and textile businesses and supporting this sector could help some social enterprises view themselves as businesses "rather than just knitting clubs."

### Green business

The council are trying to get a recycling / maker project going with their waste department, which is an excellent example of municipal ownership and creativity. Further, there are massive resources around alternative energy generation – from geothermal energy, wastewater, and the river – which could be unlocked with collaboration from other anchors, such as Diageo. It was reported that "the hope is that having the SIEC based in Clacks will unlock this and generate innovative businesses out of it", but Clackmannanshire should be more proactive in identifying sites – such as the Forthbank Food Farm, or other projects – and writing these into the City Deal early on in order to flex funding.

### Municipal ownership

It was also reported that the Council are looking into the potential of a council bus company with Falkirk, which could be explored further as a long-term ambition.



Clearly, many of these sectors are interlinked, and could all support each other if combined in a project such as the Forthbank Food Farm. All would also go some way in terms of the tourism opportunities outlined in earlier sections as well.

## Recommendations

### 19) Develop a Clackmannanshire Community Wealth Building Hub

One positive which has emerged from the pandemic in Clackmannanshire is that the relationship with business intermediaries has matured. The Clackmannanshire Business Support Partnership was created, formed of Clackmannanshire Council, both Business Improvement Districts, Discover Clackmannanshire, Business Gateway, Forth Valley Chamber of Commerce and CTSI, and all groups worked collectively to tackle the crisis of the pandemic head on. This is a potentially powerful resource, and momentum built in this should be capitalised on going forward by adapting this group into a Community Wealth Building Hub.

This would be a genuine 'one stop shop' for finance and support for all those involved from the spark of initial desire to set up a business, through to traditional business support offered to larger firms. The Hub could also help tackle issues regarding the need for more granular understanding of business needs and drive forward key sectors for development - with focus on community wealth building. This could emerge in the form of a national pilot. Further discussions would need to take place with Business Gateway, Ceteris and Scottish government to ensure alignment to what Clackmannanshire needs now, through economic recovery and into the future.

### 20) Women into business programme

The success of ClacksWiSE as detailed in this section indicates a proven track record for this type of project, which is central to the Strategic Outcome of the Council as regards women and girls. As such, the £90,000 of funding from the Hunter Foundation should be unlocked swiftly to deliver the programme described earlier in this section. The project is exactly the type of bespoke activity that addresses a Strategic Outcome of the LOIP and is a tried and tested format. Removing the roadblocks to accessing this funding could deliver impact quickly and generate real momentum for community wealth building in Clackmannanshire.

### 21) Undertake business analysis to pinpoint potential firms for co-operative conversion (see case study below)

Across the UK, there are around 120,000 family-run SMEs likely to face a change of ownership in the next five years.<sup>26</sup> Research has shown that these firms are likely to face issues around succession, and that there is a danger that a lack of planning can mean companies closing and local jobs being lost. We heard from a number of stakeholders that Clackmannanshire has a number of family-run

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<sup>26</sup> <https://neweconomics.org/uploads/files/co-ops-unleashed.pdf>

SMEs. These could represent potential inception points for co-operative conversion.

As part of the work to create an Economic Strategy for Community Wealth (Recommendation 2) business analysis should be undertaken so as to understand if this could be a viable strategy in Clackmannanshire. If so, targeted intervention with viable firms could be undertaken by the Council. This analysis more generally will be useful in developing a sense of the business base in Clackmannanshire.

Support, guidance and funding (see the anchor SME investment funding recommendation) could be placed on the agenda of Alliance meetings, so as to help bring about these changes collaboratively – further expertise should be sought from organisations such as the Employee Ownership Association. A target could also be set to increase the number of local co-operatives and/or local employment proportion within co-operatives as part of the economic strategy.



## Employment, ownership and co-operative development

Scotland and North Ayrshire

The Scottish Government has been one of the most active administrations in the UK in advancing an agenda of employee ownership and co-operative development. Scottish Enterprise<sup>27</sup> provides information on both succession planning and employee ownership, whilst the Scottish Government has formed an industry group – Scotland for EO (Employee Ownership) – to help further develop this agenda.<sup>28</sup>

This work is advancing too at the local authority level, particularly in North Ayrshire Council, where CLES has undertaken work on community wealth building. The Council is keen to push forward on this strategy, helping to keep firms active, the local economy resilient, and money flowing in local areas – through developing an agenda of employee ownership and conversion for viable local SMEs without succession plans.

<sup>27</sup> <https://www.scottish-enterprise.com/support-for-businesses/business-development-and-advice/employee-ownership>

<sup>28</sup> <https://cando.scot/places/united-kingdom/glasgow-city/glasgow/scottish-enterprise-business-gateway/scotland-employee-ownership/>

## 8. Action plan

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While CLES has sought to recommend actions which should not require major resource in the first instance, it is important to note that resource and capacity issues could impact upon some of the recommended next steps in this Action Plan. This has, where possible, been addressed in terms of flexing other types of resource, but additional resource may also be required. Clackmannanshire Council is also listed as the lead organisation for all of these actions, however this could change in the short term if other partners on the Alliance or wider Clackmannanshire area are identified (as part of Recommendations 4, 5 and 19) as willing and able to take the lead, while still remaining true to the community wealth building aspirations of the Council.

### Clackmannanshire as a community wealth place

Recommendation	Lead organisation(s)	Time horizon	Next steps
1) Community wealth building for gender justice	Clackmannanshire Council	Short to Medium-term	<p>Progressing Recommendations 5, 6, 9 and 10 will be key initial actions to community wealth building for gender justice. As will the action recommended for the first meeting of the working group (Recommendation 4) to sift through Be the Future and the LOIP against this action plan.</p> <p>The Leader and key figures responsible for commissioning and procurement should begin to communicate that Clackmannanshire is</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
			<p>particularly keen to do business with organisations that will help it fulfil its Strategic Outcomes and support the Council's priorities.</p>
<p>2) An Economic Strategy for Community Wealth</p>	<p>Economic Development at Clackmannanshire Council</p>	<p>Short-Term</p>	<p>A good portion of this report should form the baseline for the Economic Strategy for Community Wealth. The identification of key sectors and themes in this report could be the first step for action around; exploring the viability of these themes in more detail, generating baseline data, and identifying partner organisations with expertise to lead on them.</p> <p>Business analysis around co-operative conversion (Recommendation 21) should also be progressed as part of the Economic Strategy.</p>
<p>3) Community wealth building culture building</p>	<p>Clackmannanshire Council</p>	<p>Short-term</p>	<p>The CLES Community Wealth Building Centre for Excellence has materials which could be used as resources on staff intranet to bring all staff at the Council up to speed on the community wealth building journey.</p> <p>Workshops or training should be developed to be delivered from Spring 2021. In the first instance, these workshops should be for all commissioners and buyers within the Council, before filtering through and across wider staff.</p> <p>These resources and workshops should be shared across the Alliance too.</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
4) Community wealth building working group	Clackmannanshire Council	Short-term	<p>Identify Councillors and Officers from across the Council who will be responsible for progressing actions. This group should meet for the first time early in 2021 to begin to take actions forward. The Leader should Chair this group and be the Lead Member for Community Wealth.</p> <p>In the first meeting, the group could examine the Be the Future and LOIP agendas, highlighting the linkages between these and the pillars of community wealth building to begin the process of sifting outcomes to generate action. This group should also begin to progress short-term actions, and where Clackmannanshire Council are not the lead organisation responsible, think about who could be.</p>
5) Publish an annual community wealth building progress report	Clackmannanshire Council	Medium to Long-term	<p>The Communications Department should put a call out through the intranet for examples of community wealth building activity, or use the examples from this report, to begin the process of celebrating and promoting community wealth building in Clackmannanshire.</p> <p>A brief initial report could come from this action plan and the first meetings of the working group (Recommendation 4) to set the short-term actions. This should then be updated annually as a way to monitor progress. In time, other anchors or members of the Alliance could feed into this report.</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
6) Deepen and formalise collaboration on community wealth building through the Clackmannanshire Alliance	Clackmannanshire Council as first among equals	Short-term	The Leader should convene a meeting of the Alliance early in 2021 to discuss the recommendations of this Action Plan, to find out where other anchors have good practice or could take the lead on some actions.
7) All City Region Deal projects should follow the principles of community wealth building	Clackmannanshire Council	Short to Medium-term	The SIEC and Sustainable Aging projects should be viewed as key elements for community wealth building through the City Region Deal. Recommendation 9 should be progressed to ensure a robust Community Benefit Framework can be applied to these projects.  Conversations with Scottish Government may need to be had around this.

### Progressive procurement of goods and services

Recommendation	Lead organisation(s)	Time horizon	Next steps
8) Develop the corporate culture of procurement and commissioning	Clackmannanshire Council Leader, Chief Executive and Economic Development	Short to Medium-term	The next steps outlined in Recommendation 3, around resources and workshops for commissioners should be progressed as quickly as possible. A steering group needs to assess how this would be undertaken, focusing on how procurement and commissioning is a strategic place-based economic development function just as much as a technical or regulatory one.
9) Develop a robust and bespoke Community Benefit Procurement	Clackmannanshire Council Economic Development	Short-term	Economic Development should work with Procurement to develop a robust Framework.

Recommendation	Lead organisation(s)	Time horizon	Next steps
Framework	and Procurement		<p>Work should begin to identify the types of Community Benefits actually needed by the Council and communities of Clackmannanshire, to begin to create the 'Factory' mentioned in consultation with stakeholders.</p> <p>This Framework should include a monitoring tool to enable the outputs of suppliers to be tracked and impact measured.</p> <p>Advice could be sought here from CLES or their associate procurement experts. CLES's Making Spend Matter tool developed with the European Union's URBACT Network could also be useful here.</p>
10) Provide Community Benefit Capacity Building for suppliers	Clackmannanshire Council, led by Economic Development	Medium-term	<p>As outlined in the next steps for Recommendation 1, the Leader and key figures responsible for commissioning and procurement should begin to communicate that Clackmannanshire is particularly keen to do business with organisations that will help it fulfil its Strategic Outcomes and support the Council's priorities. This could be done through a statement on the website, letters to suppliers, and even through local press.</p> <p>Meet the Buyer style events should include a brief explanation of what Clackmannanshire Council mean by Community Benefits and how organisations (especially smaller enterprises and</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
			other forms of inclusive ownership) can effectively respond.
11) Foster a deeper relationship between procurement and economic development	Clackmannanshire Council	Short-term	If Economic Development work with Procurement as per the next steps identified in this action plan, a deeper relationship would be fostered. Further, if funding from the City Region Deal can be flexed for community wealth building, some should be allocated as a shared resource between procurement and economic development.

### Making financial power work for local places

Recommendation	Lead organisation(s)	Time horizon	Next steps
12) Support and promote Clackmannanshire Credit Union to become a financial anchor	Clackmannanshire Council	Short-term	<p>In the immediate term, Clackmannanshire Council should convene a meeting with Clackmannanshire Credit Union, the Association of British Credit Unions, and Capital (or other) Credit Union. In this meeting, opportunities for Credit Union development should be explored, whether that is through Workplace Savings or Employer Partner schemes or other forms of joint working or strategy with the larger Credit Union.</p> <p>The action that stems from this may become a longer-term priority, but in the short term this meeting should be the key action. This could then become a recommendation another organisation could take the lead on.</p>



Recommendation	Lead organisation(s)	Time horizon	Next steps
13) Work with Falkirk Pension Fund to achieve more local investment.	Clackmannanshire Council	Medium to Long-term	Clackmannanshire Council should use the significant weight of weight being the first community wealth building council in the Forth Valley to encourage and cajole other members of the Pension Fund to look for more local investment opportunities.

### Socially productive use of land and property

Recommendation	Lead organisation(s)	Time horizon	Next steps
14) Create a Strategic Asset Register and Management Plan	Clackmannanshire Council	Short-term	<p>Developing the Register and Plan is central to all community wealth building activity underneath the land and property pillar. As such, it should be viewed as a top priority for the Council.</p> <p>In the immediate term, Clackmannanshire Council should explore the funding available as part of Be the Future to hire another member of staff to take responsibility of the strategic asset register and management plan moving forward. If resource is not available, the ongoing discussions with HubCo around expertise on feasibility and option appraisal should be progressed. If funding is not available, whatever resource is must be flexed as much as possible to allow for the development of this Register.</p> <p>The Management Plan must also be developed from a community wealth building frame to</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
			<p>ensure that Register can be sifted for sites that could be used for social, ecological and economic benefit.</p> <p>A meeting could be convened with other anchors – through the Alliance (Recommendation 6) or the Community Wealth Building Hub (Recommendation 19) – around their estate portfolio, and a call for action could be put to the wider Clackmannanshire community around vacant and derelict land.</p>
<p>15) Unlock space for small business and social enterprise</p>	<p>Clackmannanshire Council</p>	<p>Short to Medium-term</p>	<p>This action relies upon Recommendation 14. However once this is complete, any available space should be unlocked in conjunction with partners to be used by small businesses and social enterprise.</p>
<p>16) Advance key sites as community wealth building exemplars</p>	<p>Clackmannanshire Council</p>	<p>Medium to Long-term</p>	<p>The example projects listed in this recommendation should be supported in whichever means necessary by the Council and other partners.</p> <p>If funding is not successful around the Forthbank Food Farm, other sources should be identified, as this is a crucial exemplar with the possibility of deep and sustained opportunity and reward for community wealth building in Clackmannanshire.</p> <p>These projects could also form the baseline of the</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
			Strategic Asset Management Plan (Recommendation 14), Economic Strategy for Community Wealth (Recommendation 2) and as part of the training and culture building in Recommendations 3, 6 and 10. They could also be included in the report suggested in Recommendation 5.

### Fair employment and just labour markets

Recommendation	Lead organisation(s)	Time horizon	Next steps
17) Undertake an employee mapping and diversity exercise	Clackmannanshire Council	Short to Medium-term	The Council should convene a meeting with the Alliance to explain its ambitions around this Recommendation and the broader Action Plan. Partners could be invited to share good practice they already may be doing in this area, to join the Council on their journey. This Recommendation could then become one which another organisation leads on, after this initial inception meeting.
18) Adopt a "Clackmannanshire Leader" good employment charter	Clackmannanshire Council	Medium-term	A meeting should be convened with the Alliance (or the Leaders of the broader Forth Valley region as part of the City Region Deal) to discuss the implementation of a Good Employment Charter.  The model for the Charter could be co-designed with input from business owners, employers and

Recommendation	Lead organisation(s)	Time horizon	Next steps
			<p>employees across the city region, and public consultations to develop and agree the proposals could be progressed.</p> <p>CLES could make links with Greater Manchester to share expertise on their Employment Charter with Clackmannanshire. This could then become a Recommendation which another organisation leads on.</p>

### Plural ownership of the economy

Recommendation	Lead organisation(s)	Time horizon	Next steps
19) Develop a Clackmannanshire Community Wealth Building Hub	Clackmannanshire Council	Short-term	<p>Momentum built through the Business Support Partnership should be seized upon to turn this into the Community Wealth Building Hub.</p> <p>A meeting should be convened early 2021 with relevant parties, with Scottish Government brought into the conversation, as regards setting up of a national pilot.</p>
20) Women into business programme	Clackmannanshire Council	Short-term	<p>The reported Hunter Foundation funding what has not materialised should be identified and unlocked swiftly. Once this has happened, the lead organisation for this recommendation will likely change, as the programme is ran by the third sector.</p>
21) Undertake business analysis to	Clackmannanshire Council	Medium-term	<p>This action will partly rely on Recommendation 2,</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
pinpoint potential firms for co-operative conversion			<p>in which business analysis should be undertaken to understand if this is a viable strategy in Clackmannanshire.</p> <p>If viable, a meeting should be convened with the Alliance, Community Wealth Building Hub (Recommendation 19) and relevant external parties. A meeting could be convened between the Leaders and other key players of Clackmannanshire and North Ayrshire to share best practice and support Clackmannanshire on their journey.</p> <p>This could become a recommendation for another organisation to take the lead on after initial scoping work.</p>

# Appendix 1

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## List of stakeholders consulted

Name	Position / Area
Cllr Ellen Forson	Clackmannanshire Council Leader
Nikki Bridle	Clackmannanshire Council Chief Executive
Emma Fyvie	Senior Manager Development at Clackmannanshire Council
Debbie Carter	
Laurence Hunter	Energy and Sustainability
Pete Leonard	Strategic Director of Place
Stuart Crickmar	Strategic Director of Partnership and Performance
Graham Finlay	Regeneration
Grant Baxter	Regeneration
Chris Alliston	Senior Manager for HR & Workforce Development
Derek Barr	Procurement
Alistair Hair	Team Leader for Workforce Development and Learning
Lindsay Sim	Chief Finance Officer
Michael Hilarion	Senior Manager for Property and Place
Murray Sharpe	Housing Service Manager
Jane Adamson	Employability Lead
Lorraine Sanda	Director of People
Anthea Coulter	Chief Executive CTSI
Cherie Jarvie	Policy, Planning and Communications
Louise Johnstone	Planning and Commissioning in Social Work, Workforce and Adults

Name	Position / Area
Scott Walker	Team Leader for Roads, Street Lights and Waste
Lesley Deans	Principle Transport Planner
John Allan	ICT Team Leader
Karen Kirkwood	Resilience Officer
Owen Munro	Team Leader for Compliance and Capital Projects in the Built Environment Team
Kate Fleming	Housing Development

### List of stakeholders at Anchor Workshop

Name	Position / Area
Anthea Coulter	Chief Executive CTSI
Audrey Marsh	Police Scotland Clackmannanshire Area Commander
Brian Connolly	Scottish Enterprise
Cherie Jarvie	Partnership and Transformation Senior Manager Clackmannanshire
Ellen Forson	Clackmannanshire Council Leader
Emma Fyvie	Senior Manager Development at Clackmannanshire Council
Hazel Meechan	NHS Forth Valley
Jean Hamilton	Chair of Ceteris
Dr John Rogers	Director of Research and Innovation at University of Sterling
Dr Ken Thomson	Principle, Forth Valley College
Margaret Torrance	Director of Paragon Housing Association
Mike Mulraney	Chairman Alloa Athletic FC & local businessman
Mandy Paterson	Partnership Superintendent of Forth Valley

Name	Position / Area
Scott Kirkpatrick	Director of Development w Kingdom Housing Association
Wendy Forrest	Head of Strategic Planning and Health Improvement at Clackmannanshire and Stirling Health and Social Care Partnership
Pete Leonard	Clacks Strategic Director of People
George Kerr	Operations Director at Diageo Blackgrange

### List of Councillors at All Member Briefing

Name	Position / Area
Cllr Dave Clark	Clackmannanshire North
Cllr Jane McTaggart	Clackmannanshire Central
Cllr Ellen Forson	Leader
Cllr Kenneth Earle	Clackmannanshire South
Cllr Martha Benny	Clackmannanshire North
Cllr Graham Lindsay	Clackmannanshire East
Cllr Les Sharp	Clackmannanshire West

### List of stakeholders at Clackmannanshire Business Support Partnership Workshop

Name	Position / Area
Anthea Coulter	Chief Executive CTSI
Colin Melville	Communities Development Officer at CTSI
Lynn Blaikie	Forth Valley Chamber of Commerce
Alison Davidson	Ceteris
Jane Adamson	Employability Lead, Clackmannanshire Council
Kevin Deighan	Clacksfirst BID
Jaqueline McArthur	NHS



Name	Position / Area
Neil Christison	Regional Director for Visit Scotland

### List of stakeholders at Third Sector Workshop

Name	Position / Area
Anthea Coulter	Chief executive CTSI
Angela Barron	Chief Executive of Recyke-a-bike
Janine Rennie	Chief Executive of Wellbeing Scotland
Clara Walker	Environmental Charity working across Forth Valley
Katrina McPherson	Social Enterprise support for Forth Valley
Angela Beardsley	Resonate Together (Social Enterprise)
Colin Melville	Communities Development Officer at CTSI
Sarah	CTSI
Shumela Ahmed	Managing Director at Resilience Learning Partnership (Social Enterprise)



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