

ITEM No ...8.....

REPORT TO: CITY GOVERNANCE COMMITTEE 24 JUNE 2025
REPORT ON: COMMUNITY WEALTH BUILDING IN DUNDEE - PROGRESS UPDATE
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 179-2024

1 PURPOSE OF REPORT

1.1 The purpose of this report is to provide a progress update on the development of the Community Wealth Building (CWB) in Dundee and highlight the priorities looking forward.

2 RECOMMENDATIONS

2.1 It is recommended that elected members:

- note the information included within this report including the high-level update from the current action plan (Appendix1) and next steps outlined in paragraph 8;
- agree that draft CWB Charter (Appendix 2) be submitted to Dundee Partnership Management Group for approval with a proposed recommendation this is remitted the Inclusive Economic Growth Strategic Leadership Group (IEGSLG) to deliver and review progress.

3 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from the agreement of this report.

4 BACKGROUND

4.1 In November 2021, the findings of a report prepared by the Centre for Local Economic Strategies (CLES) on CWB in Dundee was considered by members ([Report 312-2021 refers](#)). In November 2022, a progress update was made to CLT that identified the next steps as follows:

- continue to consider the recommendations that were made by CLES and report progress on the implementation of these periodically to CLT;
- development of an extensive CWB Strategy for Dundee that includes key metrics where the outcomes of the successful implementation of this policy can be measured from;
- consider a launch event for CWB bringing together key figures from both Council and partners;
- establish a formal CWB Anchor Network to increase knowledge and commitment within key anchor organisation across the city.

4.2 This report provides an update on progress since this date.

5 CWB PROGRESS UPDATE

5.1 The Council has made good progress in integrating CWB principles into its key strategies within the Dundee Council Plan 2022-27 and City Plan for Dundee 2022-32. It is also being integrated into relevant service and thematic plans by using the lens of CWB to frame future direction. The CWB working group has continued to take forward actions in each pillar area i.e. making Dundee a CWB place, spending, workforce, finance, land and property and inclusive ownership. Highlights since previous update include:

- CWB Coordinator appointed, and Partners Conference delivered in May 2023.
- Communication plan created and awareness raising undertaken with council and external partners.
- A local spend monitoring system is now in place which allows the council to report on local spend. These figures show that 39% of Council procurement spend was spent with Dundee based companies, 58% with companies based in Tayside and Fife and 81% of procurement spend was spent with Scottish Companies and Suppliers (22/23 figures). This compares favourably to an average for Local Authority, local procurement spend of 29.6% for all authorities and 28.9% for comparable Councils (source Local Government Benchmarking Framework). This shows Dundee has the highest local spend figures of comparable councils and 4th highest of all Scottish Authorities.
- Work to encourage local contractor spend in capital programmes also resulted in over £24m subcontract activity being spent locally. Further targeted spend categories are included in the updated Corporate Procurement Strategy 2024-27 (report 156-2024 refers).
- Meet the Buyer Tayside event was held in February 2024, with 545 registrations and 332 individuals attending from 199 different Scottish Companies. 86% of respondents indicated it would make them more likely to bid after attending with 82% feeling more capable of bidding after attending. 90% rated the event as excellent or good.
- A Community Wishes approach will be launched in June 2024.
- Working in partnership with the Council's Climate Team our scope 3 emissions have been mapped that will allow us to better target categories for climate improvement measures. Further details of this will be incorporated into the updated Procurement Strategy 2024-27 (report 156-2024 refers).
- Dundee CWB Procurement Working Group has been established, pulling together procurement managers from anchor partners. Key focus will be on local spend, community benefits and fair work and climate action in procurement.
- The Climate Change participatory budgeting programme was delivered.
- CWB Land and Property Working group has been developed. This internal council group has subsumed the membership and responsibilities of the previous Council Asset Transfer group as well as additional members able to lead on the Land and Property elements of the CWB Action Plan.
- The Dundee Living Wage Action Group continues to drive forward continued support for the Living Wage and had its highest performing year to date and in October 2023 had already achieved 128 Living Wage Employers in the City, covering 43,466 workers and uplifting 2,082 individuals.
- The Discover Work Partnership Dundee's Local Employment partnership which includes the Councils Employability service have continued to deliver their academies model as a way of supporting unemployed candidates into employment opportunities. Programmes have been delivered NHS Tayside, Social Security Scotland, Tayside Contracts and within Dundee City Council through the traffic warden's programme. The Council also continues to pilot reserving specific posts for employability clients a model which has potential to be used with other public sector partners.
- Consultation undertaken with generative business organisations including Corporate Development Scotland, DSEN and The Circle.
- Commissioned research to map generative businesses and the support available to them in Dundee, indicating there are 143 inclusive ownership companies in Dundee, 87% Social Enterprises, 13 co-operatives and employee-owned businesses.

6 CWB STRATEGY AND ACTION PLAN

6.1 While the CLES action plan was a helpful tool in establishing a baseline approach, it is recommended that we now build on our own learning and progress to date to include a more focussed and simplified plan in the forthcoming CWB Strategy. This will include easy to understand reporting outcomes which can be used with a range of groups including communities. As well as setting out the strategic direction the strategy and action plan will take forward the priorities going forward. These will include:

- To develop online content that explains the different elements and highlights progress to date with relevant case studies.
- Delivering the procurement change transformation programme which will allow the team to better realise CWB potential of contracted provision.
- Refreshing the Community Benefits Policy in line with CWB requirements.

- Delivering Community Wishes approach as part of that policy.
- Responding to C⁰² monitoring assessment and Inclusive Ownership generative business research.
- Work with anchor partners through the CWB Procurement Working Group to agree local spend targets and identify areas where organisations can work better together to engage local and generative business.
- To develop a Community Land and Asset Strategy which will simplify the process and expand the range of options open to community groups to access, manage or own council properties and a monitoring system which allows the council to better understand and report on community use of council assets including leases.
- Explore the capacity of local credit unions to expand to other anchor partners.
- To continue to promote Dundee as a fair wage economy through promotion of the Real Living Wage and other Fair Work First priorities.
- To continue to support the Discover Work Partnership aims to deliver outstanding and recognisable improvements in outcomes for customers by:
 - Strengthening the functions and effectiveness of Discover Work;
 - Supporting relevant actions identified in 'A Step Change for Young Dundonians' report to improve our sustained destinations for 16 - 19-year-olds.
 - Improving employability outcomes for customers;
 - Establishing, promoting, and increasing awareness of Discover Work
- Based on research develop a Virtual Hub or Community of Practice to support the activity and promotion of generative business models.

It is noted that the proposed strategy would be for the Council but reference the opportunities and activities which could be delivered in partnership. This approach is broadly in line with other local authorities and takes cognisance of the fact that NHS Tayside along with all NHS Boards have produced their own Anchor Strategy in line with Scottish Government requirements. The production of this strategy and renewed action plan will also help the council be in line with the likely requirements of the Community Wealth Building Scotland Act which the Scottish Government has committed to enact within this parliament.

7 CWB PROPOSED PARTNERSHIP ARRANGEMENTS

7.1 While good progress has been continuing in delivering outcomes within the council, partnership activities are currently not as progressed. While initial thoughts where to propose a standalone Anchor Network of senior staff from partners to lead CWB it was recognised that this would be contrary to the recent review of Dundee Partnership management structures with its intention to eliminate unnecessary duplication. Remitting this within existing structures will however result in some challenges and after consultation with the Chairs of the IEGSLG it is recommended:

- The Anchors Charter being approved by the Dundee Partnership Management Group (DPMG) represented by leaders of the principal Anchor partners including NHS Tayside. It is recommended that this group approve the Charter and task it to the Inclusive Economic Growth Strategic Leadership Group to deliver. This would be accompanied by annual or bi-annual reporting. This addresses issues of seniority of staff signing the Charter on behalf of their organisation and membership of key anchors not being represented at Inclusive Economic Growth Strategic Leadership Group level. Those organisations not represented in either group i.e., Social Security Scotland and Housing Associations will be approached directly and will have the opportunity to be represented within thematic working groups.
- As the proposed function of an Anchor Network is to agree collective strategic actions around the key areas of CWB and report on progress, this can be achieved through the production and agreement of a charter and individualised organisations action plans and reporting. A proposed draft Charter, developed in partnership with anchor partners and stakeholders at the CWB event in May is attached in Appendix 2. It is proposed this is taken to the next meeting of the CPLG for discussion and agreement.

8 NEXT STEPS

8.1 The next steps for the CWB WG can be summarised as follows:

- develop CWB Strategy included a refreshed and simplified plan with easily to understand reporting outcomes which can be used with a range of groups including communities
- submit paper to Dundee Partnership Management Group requesting adoption of the CWB Partners Charter and tasking to the Inclusive Growth Strategic Leadership Group
- consider any necessary alignment with NHS Anchors Strategy Reporting Requirements – recognising that this is being led by public health colleagues not those currently engaged in Dundee Partnership Structures
- continue to take forward DCC Specific Action plans and approve the creation of thematic CWB partnerships working groups in key areas.
- develop draft strategy, amended action plan, and submit to Committee together with any other progress updates.

9 POLICY IMPLICATIONS

9.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services, or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

10 CONSULTATIONS

10.1 The Council Leadership Team were consulted in the preparation of this report.

11 BACKGROUND PAPERS

11.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

3 JUNE 2024

CLES Action Plan Update - May 2024

Recommendation	Status	Update at May 2024
Dundee as a Community Wealth Building Place		
Apply a community wealth building lens to Dundee's economic development approach	Ongoing	Community Wealth Building recognised as a key priority in Dundee City Council Plan 2022 to 2027 and City Plan for 2022 to 2032 to deliver Inclusive Growth. CWB now a key consideration in relevant service plans and programmes and central to areas e.g. this is reflected in changes within the updated Corporate Procurement Strategy 2024-27.
Develop a set of tailored indicators to measure success	Ongoing	The process of identifying indicators and measures helped to highlight challenges with elements of the proposed approach. Indicators being finalised for amended plan and will be published with the strategy.
Establish a Dundee Anchor Network	Ongoing	A successful partnership launch was held in May 2023 that indicated support for the creation of a partnership structure to support CWB and created a draft partnership CWB Charter. This has now reported recommending that the responsibility for CWB has been tasked to the Inclusive Economic Growth Strategic Leadership Group. The details of these arrangements at a practical level are still in development.
Build a community wealth building culture within Dundee	Ongoing	CWB Communications Plan developed. Considerable progress has been made in raising awareness of CWB approaches with teams and partners within Dundee. It is recognised that this will be an ongoing process to increase understanding of CWB and how individual members of staff, partners and members of the community can positively contribute to these objectives.
Seek to influence wider regional programmes and initiatives, including Tay Cities, to follow a community wealth building approach	Ongoing	Tay Cities projects reference CWB in benefit realisation plans. Continue to share good practice with other Tayside Councils as they consider their individual CWB approaches. Tay Cities Regional Economic Strategy being refreshed and will include reference to CWB approach.

Spending		
Recommendations	Status	Update May 2024
Improve the baseline reporting around local spend	Complete	Baseline now established for Dundee, Regional (Tayside and Fife) and Scotland for DCC. Developing baseline with partners. Moving to quarterly spend monitoring to improve reporting.
Convene a cross-departmental working group to identify ways to increase opportunities for local generative suppliers	Ongoing	Research commissioned under Inclusive Ownership pillar to better understand composition of inclusive business. Reporting on spend with generative business not possible due limitations of data. Developing supported business baseline with partners.
Develop a community benefits strategy across Dundee's anchors which includes Fair Work First	Will be taken forward differently	Anchor partners will seek to share information and good practice on CB approaches. Will explore opportunities to expand CB Wishes approach to anchor partners.
Deploy community benefits wish-lists in Dundee	Ongoing	DCC Community Wishes approach in development for launch in June 2024.
Use public procurement to shape the market around improved sustainability and low carbon	Ongoing	DCC has undertaken carbon monitoring exercise of current contracts to identify priority categories to target carbon reduction measures against in relation to emissions that are part of the supply chain. Procurement and climate change colleagues are now working together to develop appropriate approaches as part of the preparation procurement sourcing strategies for relevant contracts.
Finance		
Recommendation	Status	Update May 2024
Address challenges around personal finance in Dundee including developing other vehicles for debt repayment	Ongoing	Council Advice Services continue to provide money advice, information, and income maximisation services. This includes can access to specific discretionary funds to help certain areas of debt such as housing payments, crisis grant, welfare payment and the provision Hardship Fund for Council tenants. It is not planned to create an interest free loan book as suggested by CLES at this stage.
Explore how Tayside Pension Fund can be used to promote more responsible and ethical investment including supporting local endeavours	Ongoing	DCC are responsible for the administration and investment of TPF. TPF Pension Fund Investment Strategy already requires responsible and ethical investment as part of Environmental, Social Governance (ESG) Policy. TPF will continue to seek funding opportunities as to how this can be considered while balancing fiduciary duties.
Consider alternative funding solutions such as Community Municipal Investments (CMI) to crowdfund low carbon and other community priority projects	Ongoing	The viability of crowd funding from a mass audience is still being considered. The Council has undertaken its latest participatory budgeting exercise to allocate £375,000 of funding to 22 climate projects in the first year, with year 2 programmes underway. There is a commitment to continue to explore opportunities for participative budgeting in the new Council Plan.

		Consideration is being given to promoting existing local credit unions among anchor partners.
Land and Property		
Recommendation	Status	Update May 2024
Integrate community wealth building into the way DCC utilises and develops Council land and property.	Ongoing	Baseline mapping of less than market value leases identified 60 leases to charities or third sector organisations which benefited communities. CWB Land and Property Working Group formed with view to subsuming previous Community Asset Transfer group (subject to committee approval) and to replace current asset transfer scheme with a community land and asset strategy. Land and Assets Strategy currently under development.
Build capacity and deepen participation enabling communities to shape land and property use and development.	Complete	Test of Change undertaken with bowling greens. Evidence found that actively marketing non-operational assets generated interest and engagement from communities.
Work with Dundee's anchor institutions to explore the use of public sector land and property to build community wealth.	On Hold	Explore City Wide approach with anchor partners to land and property assets. Explore the creation of a Register of Land and Assets across anchor partners.
Workforce		
Recommendation	Status	Update March 2024
Work with anchors to target recruitment, employment and skills approaches towards areas and groups furthest from the labour market.	Ongoing	Discover Work Strategy & Action Plan completed in April 2022, absorbing the Scottish Government Plan for No-One Left Behind, Dundee Poverty Profile, recommendations from Dundee Fairness Commission, Dundee Drugs Commission, and Dundee City Plan. Developed and delivered sector-based work academies with a range of public sector anchors including Social Security Scotland and Tayside Contracts.
Progress a targeted approach to Fair Work across Dundee	Ongoing	With the ongoing support of the Living Wage Action Group - Anchor partners now all Living Wage Accredited. Working with anchor partners and the private sector have supported 128 companies to become accredited covering 43,466 workers. Continue to support other areas of Fair Work including exploring Living Hours Accreditation. Develop approaches to help anchor partners evidence fair work first approaches and share good practice.
Develop relationships with existing businesses and routes to employment in future sectors.	Ongoing	Discover Work partnership continues to develop programmes to engage employers in employability programmes - examples include the NHS Youth Skills programme. Career Ready Schools Programme. Future Skills programmes.

Work with Dundee anchors to introduce workforce planning across the public sector.	On Hold	Work to undertake work force mapping across anchor partners has been delayed by staffing issues in this area across anchor partners. Audit Scotland Thematic review of Workforce Innovation and planning complete and awaiting report.
Inclusive Ownership		
Recommendation	Status	Progress May 2024
Establish a virtual Community Wealth Hub to align Dundee's business support resource to community wealth building.	Ongoing	Inclusive ownership research undertaken which maps the sector and support available. Based on research will establish a web portal or community of practice to support Inclusive ownership business.
Explore the potential of inclusive ownership in key foundational and future sectors, and actively pursue their development in Dundee.	On Hold	Will be taken forward by Community of Practice when established.

Dundee Anchor Charter Draft

Dundee Partnership Vision

Through its Community Wealth Building approach, Dundee's anchor institutions will seek to support the delivery of the Dundee Partnership's strategic priorities of reducing poverty and inequalities, tackling climate change, and delivering inclusive economic growth.

Community Wealth Building

Community Wealth Building provides a framework to deliver a wellbeing economy through harnessing the power and influence of anchor institutions. It seeks to redirect wealth back into the local economy and puts more control in the hands of local people. It supports anchor institutions to secure more benefits from their procurement and develop their local economy through greater local spend and promoting a more diverse business base which ensures that greater wealth is retained locally and benefits local people. It ensures that anchors are Fair Work First employers who are engaged in employing and developing local people to meet their potential. Finally, it supports anchor institutions to use their financial and land and property resources in a way which is productive and beneficial to local communities.

Anchor Institutions are organisations that are rooted in places by their purpose, history, land, and assets, and established local relationships. We, as Dundee's Anchor Institutions, have a powerful role to play to embed Community Wealth Building practice in Dundee. By increasing community wealth, all communities improve, wellbeing improves, and people have the opportunity to thrive.

Our Commitment to Community Wealth Building in Dundee

We will commit to long term collaboration between Dundee Anchor Institutions to reframe the development of our local economies and environments through Community Wealth Building. This includes a commitment to increase understanding of Community Wealth Building within our organisations, agree actions for our organisations and to report on progress to the Dundee Partnership.

PILLAR PURPOSE	PILLAR OBJECTIVE	ANCHOR PLEDGE
<p>Spending and Procurement We commit to using our spend to support a diverse local business base</p>	<p>Maximise economic, social, and environmental benefit for the community through development of local supply chains comprising local SMEs, employee-owned businesses, social enterprises, cooperatives, and other community owned enterprises</p>	<ul style="list-style-type: none"> • Commit to undertaking supply chain and spend analysis and work towards increasing local spend where possible. • Agree targets to increase local spend. • Proactively engage with other anchor institutions to identify and progress joint procurement opportunities, whilst supporting local and generative businesses to bid and respond to opportunities. • Look to include community benefit requirements, which include Fair Work First to all relevant contracts across anchors and work to promote common approaches. • Look to establish measures which embed circular economy principles, improve sustainability, and reduce emissions across anchors.
<p>Fair Employment We commit to being a Fair Work First employer to ensure the wellbeing of our workforce</p>	<p>Create fair and meaningful employment and training opportunities by engaging in employability activity, recruiting from priority groups, paying the living wage, and building progression routes for workers</p>	<ul style="list-style-type: none"> • Implement Fair Work First approach including becoming a Living Wage Accredited Employer. • Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support. • Ensure workers are given an effective voice including access to trade union membership. • Engage in employment and training programmes including work placement, employment programmes and apprenticeships. • Develop recruitment approaches including academies which aim to recruit locally and from priority groups where appropriate, e.g. young people, people with long-term health problems, people experiencing poverty and unemployment or care experienced people. • Seek opportunities to collaborate across partners including joint training, workforce planning and redeployments.
<p>Land and Assets We commit to the productive use of our land and assets to support local communities and enterprises</p>	<p>Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use, and which help to address climate change</p>	<ul style="list-style-type: none"> • Commit to undertaking an asset review to identify opportunities to use public sector land and property to build community wealth. • Proactively support communities who wish to use or develop underutilised assets. • Promote sustainable use of land and assets for community benefit.

<p>Financial Power We commit to harnessing and growing local wealth</p>	<p>Increase ethical and local investment and increase access to money advice and credit for low-income groups</p>	<ul style="list-style-type: none"> • Seek to invest in ethical, environmentally sustainable, or local economic development opportunities. • Support and promote progressive finance initiatives, including local credit unions to staff across our organisations and support money advice services. • Actively encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns. • Seek opportunities to bring increased funding and investment into the city.
<p>Inclusive Ownership We commit to supporting plural ownership of the economy</p>	<p>Advance inclusive economic ownership models such as local SMEs, employee-owned businesses, social enterprises, supported business, cooperatives, community enterprises and mutually owned companies and thus enable more wealth that is generated locally to stay within the community</p>	<ul style="list-style-type: none"> • Commit to support development of generative business models in local supply chains. • Proactively engage with communities to co-produce local services and initiatives. • Develop a Community of Practice for Inclusive business models in Dundee.

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