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government improvement in Scotland*

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Exploring Community Wealth Building and Public Services

Overview, discussion and feedback

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Attendance

Attended by 62 total

Attended by 18 local authorities, 56%

1. Argyll and Bute
2. City of Edinburgh
3. Clackmannanshire
4. Dumfries and Galloway
5. Dundee
6. East Ayrshire
7. East Dunbartonshire
8. East Renfrewshire
9. Fife
10. Glasgow City
11. Highland
12. North Ayrshire
13. North Lanarkshire
14. Perth and Kinross
15. Renfrewshire
16. Stirling
17. West Dunbartonshire
18. West Lothian

Missing Local Authorities:

1. Aberdeen City
2. Aberdeenshire
3. Angus
4. East Lothian
5. Falkirk
6. Inverclyde
7. Midlothian
8. Moray
9. Na h-Eileanan Siar (Western Isles)
10. Orkney Islands
11. Scottish Borders
12. Shetland Islands
13. South Ayrshire
14. South Lanarkshire

Aims of the day:

- ▶ Raising awareness of the Community Wealth Building (CWB) approach and developing understanding of its potential impact across local authorities and partners;
- ▶ Understanding and demonstrating connections between the CWB approach and its potential to reduce demand for public services;
- ▶ Connecting practitioners and providing opportunities to learn from examples of CWB work across Scotland.

Brief outline of the day:

Overview: Exploring Community Wealth Building (CWB) and Public Services

The Improvement Service hosted a national event to explore the application of Community Wealth Building (CWB) principles to public service reform across Scotland. The event brought together a wide range of stakeholders, including policy makers, local authorities, community organisations, universities, and public health practitioners. The aim was to examine how CWB

can help build inclusive local economies and enhance public service delivery. The focus of the day was to consider the impact of CWB, with evidence and examples throughout.

Neil McInroy (The Democracy Collaborative and Economic Development Association Scotland-EDAS) opened the event by framing CWB as a systemic shift from extractive economic models to one centred on local retention and democratic control of wealth. He emphasised how to improve the retention, circulation of wealth is central to reducing demand on public services, through better paid jobs and more and more people having a deeper ownership stake in the economy as regards community led enterprises, cooperatives and employee-owned firms. When you have a genuine stake in the economy there is a commensurate rise in general wellbeing. In short community wealth building addresses structural inequalities and thus serves to reduce public service demand.

The Scottish Government

Senior Representatives from the Scottish Government CWB Policy—Stephen White, Tracy Jackson, and Laura Moffat—outlined the vision for the upcoming Community Wealth Building Bill. The Bill as introduced includes:

- ▶ Duty for Scottish Ministers to produce a Community Wealth Building Statement and guidance,
- ▶ Duty for local authorities and relevant public bodies to develop and implement Community Wealth Building Action Plans, this duty can be discharged at a local authority or regional level, the decision to work with other local authorities is for the local authorities to take.
- ▶ “Due regard” provisions requiring specified public bodies to integrate CWB principles.

They acknowledged existing progress in local authorities, the importance of sharing good practice and ongoing collaboration as the Bill progresses and guidance is developed.

Evidence and Practice Across the UK

Naomi Mason (CLES) highlighted how rising GDP has failed to address inequality and public wellbeing, making the case for economic transformation. She defined CWB as a “people-centred approach to local economic development” and illustrated this with case studies including:

- ▶ Wigan’s Ethical Care Framework, which improved wages and care quality;
- ▶ Wolverhampton’s brownfield solar farm delivering energy to NHS sites;
- ▶ Hywel Dda Health Board’s local food procurement to reduce costs and improve resilience;
- ▶ Dublin’s social value clauses, which created employment pathways through construction training;
- ▶ SPARK’s climate co-operative in Ireland, linking environmental justice to community empowerment.

Learning from the Preston Model

Matthew Brown leader of Preston City Council detailed Preston's transformation following the collapse of the £700 million Tithebarn project in 2011. The city pursued CWB through:

- ▶ Local pension fund investments,
- ▶ Credit union expansion,
- ▶ Worker co-operatives, and
- ▶ Municipal ownership of development projects.

Measured outcomes included:

- ▶ A £200 million increase in local procurement by anchor institutions,
- ▶ 11% rise in median wages (especially among low earners),
- ▶ 9% improvement in life satisfaction,
- ▶ A reduction in poor mental health diagnoses by an estimated 600 fewer cases

Read the journal article detailing the [impact of CWB in Preston](#).

Focusing on Public Service Impact: Housing, Work, and Health

Housing

David Campbell (Rural Community Solutions) described Orkney's transformation from limited housing activity to delivering over 50 community-led units with support from the council, funders, and developers. This "ethical brokerage" model has created localised, needs-led housing solutions using a mix of community asset transfers, flexible funding, and local contractor engagement.

Fair Work

Rachel Morrison-McCormick (Living Wage Scotland) emphasised that over one million Scots live in poverty, with most poor households including at least one working adult. Over 3,800 employers across Scotland are now accredited Living Wage Employers, helping uplift 69,000 workers and return £600 million back in the pockets of low wage workers. The Living Wage Places initiative continues to expand across cities like Dundee, Glasgow, and Edinburgh. And Living Pensions to tackle pension poverty. [Find out more](#).

Health

Sharon Currie (Public Health Scotland) presented on the health impact of CWB. Economic inequality is shown to directly affect health outcomes. As 40% of health is shaped by socioeconomic factors, she advocated for integrating CWB as a public health intervention. Evidence from Public Health Scotland's recent research 'Health Impact Assessment of CWB' was presented which recommends that CWB be considered a public health intervention, it

provides a practical mechanism towards a wellbeing economy that promotes health, wellbeing and equity. And, to expand the scale and reach of CWB. [Read the report.](#)

Scottish Case-studies

Lauren Bennett and Kirsty Martin presented on Fife Council approach to CWB and their successful Life Chances Model. Fife Council has put CWB at the heart of everything they do. It is a strategic priority in the Plan for Fife and their anti-poverty approach. The Life Chances model allows those experiencing barriers to employment access to hard to fill, entry level positions within the council. Through the first iteration of the programme, 77 placements have been filled. The model is now looking to expand into 'Life Chances Plus' which will embed in-work progression.

Kim Stuart from Queen Margaret University presented on their anchor work with East Lothian Council. QMU have partnered and embedded CWB into regional innovation and economic strategies. QMU now acts as a boundary-spanning institution, leveraging its research capacity to drive local place-making, health innovation, and graduate retention through initiatives like the Business Gateway and applied skills pathways. A strategic framework for integrating CWB into Health and Social Care was presented as an example of how Universities can be active partners in delivering CWB.

George Norval and Bria Clegg, City of Edinburgh Council presented on its ongoing work on Community Led Improvement Programme. The Council is developing a Community-Led Improvement Programme (CLIP) to enhance greenspace, biodiversity, and tenant wellbeing on Housing Revenue Account (HRA) land. Proposed pilots include community garden frameworks and local maintenance contracts aimed at small-scale, tenant-led improvements.

Key messages from discussions on what is needed to move the CWB agenda forward and reflections on the bill:

The bill and policy Integration

There is clear ambition for the bill to drive existing momentum of CWB across the five pillars and in turn legitimises and gives power to this CWB work that is already underway. Aligning with national agendas such as Wellbeing Economy, Just Transition, Good Food Nation were all noted as important for boosting the reach of the bill. Further alignment will be needed at a local level to ensure CWB is embedded across strategies and action plans.

Funding and Resourcing

The question of funding and resourcing was brought up across multiple groups. Difficulties in identifying and accessing funding sources to support CWB work was noted. One suggestion of how to manage this would be to include a funding map within the guidance – one detailing the different funds available, when and how they can be applied for by local authorities and community groups. Resource was also identified as essential for capacity-building in the third sector and community sectors. There is much to play for in ensuring the relevant public bodies

named in the bill, pivot resources and capacity to the the CWB action plans and the agenda more broadly.

Leadership, Buy-in and Culture Change

The need for strong leadership came through clearly across discussions, at every level, from elected members and senior management to officers and communities. Visible commitment is essential, especially with buy-in still fragmented and activity varying across areas.

Culture change was also a key theme. For CWB to take root, it needs to be embedded as a cross-cutting priority across policies in order to foster collective responsibility. Language was highlighted too. Using plain, accessible terms and clear examples makes it easier to bring people on board. Having consistent definitions for key terms, like 'fair work', also helps ensure a common understanding.

Procurement

Procurement was identified as a key ingredient to unlocking the full potential of CWB. The need to simplify procurement for SMEs and the third sector is seen as essential for enabling local supply chains. The need for new procurement framework and capacity building for SMEs and Inclusive and Democratic Business Models (IDBM's as well as having clear accountability processes for community benefits were all identified as important. Suggestions around having social enterprise guidance, redefining best value (beyond cost) and promoting the consortia model were identified across discussions.

Measuring and reporting

There were mixed views on the role of measures and indicators. Some advocated for flexibility, stressing that for the approach to remain localised targets must be set according to the unique challenges of the place. Others advocate strongly for a shared set of metrics for tracking progress, ensuring consistent approach across Scotland and a way of benchmarking. On the point of measures, it was noted that monitoring progress should focus on outcomes as opposed to inputs/outputs. Suggestions for measures included extending the SLAED indicators or incorporating a simple reporting framework as part of the guidance.

Partnerships

The need for joining-up work that goes on across different partnerships was identified as important for ensuring consistency, and that the CWB action plans and 'community partnerships key to this. Using existing partnerships such as CPPs and REPs to adopt CWB centrally will help avoid duplications. The need for including both third/community sectors and the private sector in partnerships was also identified as key.

Key asks coming from the discussions on the post bill guidance:

*Italicised asks which IS could support with

Strategic

- ▶ Define and communicate the goals and benefits of CWB (and why it matters)
- ▶ Clear on roles and responsibilities of different partners. Particularly for national agencies, direction on how they get involved, identifying links between CDS for example and Spend pillar
- ▶ Specific sections of guidance for the different partners
- ▶ Emphasise flexibility within the partnership to include further partners such as TSI/Private sectors
- ▶ Include tools for implementation (e.g. progression framework)
- ▶ *Map and rationalise existing CWB Groups and align with REPs/CPPs*
- ▶ Map out what is within control at local, regional and national government levels
- ▶ Guidance on how to join-up anchor strategies (if regional approaches are complimenting local ones)

Structure

- ▶ Formatted as a framework to inform modus-operandi 'how we work together' help to inform/frame national level
- ▶ Guidance specifically across service areas – what 'good' looks like in each service area

Funding

- ▶ Produce a comprehensive funding map of potential funds which could be harnessed to support CWB
- ▶ Link guidance to potential funding pathways – could following guidance unlock funding?

Measurement

- ▶ Create a menu of indicators (optional/customisable) linked to SLAED indicators – with the need to iron out inconsistencies in local spend data
- ▶ Develop a simple reporting template/guide as part of the guidance
- ▶ Also calls for no specific metrics/target KPIs

Leadership and Communication

- ▶ Launch a national comms campaign for CWB to raise awareness
- ▶ *Develop a Q&A dispelling commonly held misconceptions*

- ▶ *Include a CWB glossary of terms*
- ▶ *Guidance should ensure ‘CWB in all policies’ cross-policy fertilisation across the pillars/ dimensions. Akin to health ‘in all policies’.*

Case studies and evidence

- ▶ *Build on existing work through EDAS’s CWB Centre for excellence and maintain a repository of case-studies*
 - ▶ *Case-studies that demonstrate process and how outcomes are achieved*
 - ▶ *Case-studies that can be used as marketing almost. For example, to change hearts/ minds within a service area*
 - ▶ *Case-studies which counter expectation – example given around an architects coop – showing CWB in less expected places*
- ▶ *Case-studies should demonstrate working across services, with the private sector, with community groups, grassroots and unexpected wins.*
- ▶ *Use case-studies to support training*
- ▶ *Include relevant evidence which can be used to make the case for CWB*

Feedback overview



81.25% were 'very satisfied' with the event overall. 12.5% were somewhat satisfied and one respondent was somewhat dissatisfied

The most popular reason for attending the event was to connect with colleagues working on CWB (38%). Others noted all of the above. Other reasons included:

“Consolidating learning on CWB and get examples/information that will help”

“to gain a better understanding of how local councils and health boards can achieve objectives but also consider how we capture and report on this. Capturing all aspects of work and initiatives is a huge challenge and it almost seems like the impossible.”



There was strong appreciation for the variety and quality of speakers, who brought a mix of backgrounds and perspectives and shared practical, real-world examples of Community Wealth Building (CWB) in action. The range of case studies, from local to regional and from across the UK helped bring the concept to life and highlighted the cumulative impact of this work over time. Scottish-specific examples, including updates on the CWB Bill, were particularly valued, alongside innovative approaches to funding and delivery. Participants also welcomed the opportunity to connect with peers, share experiences, and engage in open, honest discussions in a supportive environment, making it a valuable space for learning and inspiration.

Some really helpful suggestions were made on how to improve future events. Event length was highlighted – numbers were lost in the afternoon session as attendees who travelled a long way needed to travel back. scheduling key-note speakers for more central time-slot to allow for those travelling a long way. More structured networking opportunities, with table introductions and name tags and more time for networking/discussions.

One comment about the advancement of CWB generally was attached to the ‘somewhat dissatisfied’ feedback which is challenging to action in planning future events. This attendees’ comments are useful nonetheless in indicating their preference for strategy focused collaborative working, as opposed to awareness raising and networking meetings.

Overall, participants were positive and expressed interest in seeing more events of a similar nature. Feedback highlighted their value for collaboration, networking, and shared learning. Many asked for more practical, actionable content, especially diverse case studies, easy-to-implement ideas, and a deeper focus on the “how” of Community Wealth Building, not just the “what.” There was a call for greater academic input, particularly around measurement and capturing less quantifiable outcomes, as well as improved facilitation of connections through tools like contact sharing and follow-up mechanisms. While most valued face-to-face engagement, some suggested a blended approach with online elements.

Based on the feedback, the event was successful in reaching its aims.

What next?

Who wasn’t in the room is more important going forward and will be our focus for developing supports for implementation.

Priorities:

- ▶ Q&A style document – dispelling common misconceptions about CWB
- ▶ Case-study development
- ▶ Develop more targeted approach to LAs not engaged in CWB

Appendix 1 - Full breakout discussions

Table 2. Mhairi	
Movement/ bill	<p>How to fund/resource?</p> <ul style="list-style-type: none"> • SPF? • Ideas around this <p>Learning/testing – importance of sharing learning</p> <p>Giving other orgs/LA's confidence through case-studies</p> <p>Community Wealth Fund – what are the opportunities around this?</p> <p>Range of departments to be involved e.g. linked to Planning/CAT's</p> <p>Buy-in from leaders/EMs – leadership into policy</p> <p>Challenge around community capacity</p> <ul style="list-style-type: none"> • Sense of community can vary in different areas • Depending on the geography of an area, a regional approach more relevant?
Guidance	<p>Underpinning other policy areas e.g. recruitment, e.g. extensive case-studies</p> <ul style="list-style-type: none"> • Avoids being prescriptive but gives ideas • Templates • Relevant evidence to strengthen argument <p>Research and Data Guidance is essential</p> <ul style="list-style-type: none"> • Intelligence hubs to inform and evaluate <p>Lessons learned from case-studies</p> <p>Evolution/development of guidance – guidance will need to be refreshed</p> <p>How will the guidance work for specific public bodies? So that it goes beyond a 'tick-box'/lip service?</p> <p>Can pension funds be tied down by making them specified partners within the duty? Could this be an opportunity to work closer with UK gov?</p> <p>Map out what is within control at local, regional and national governments</p> <p>Will guidance cover all 5 pillar within action plan?</p> <p>Measurement</p> <ul style="list-style-type: none"> • E.g one size fits all approach doesn't work. • Flexibility is essential • E.g. local spend figures vs regional areas – each area unique, can't have specified targets around local spending • Might not have scope to grow local businesses? – ie some councils are limited in scope e.g. some have large residential areas

Table / Facilitator unknown	
Movement/ bill	<p>Procurement needs to be made easier for local suppliers</p> <p>There needs to be distinction between rural and city geographies</p> <p>Capacity building for CATs</p> <p>Culture change</p> <p>Align to multi-annual decade commitment to deliver guidance at sector, gov and LA level</p> <p>Doesn't currently feel transformational</p>
Guidance	<p>Clarity and direction on how orgs will be held to account.</p> <p>Governing resistance – a template/reassurance to make changes leadership led.</p> <p>Acknowledgement of full life-cycle cost/benefit of approach</p> <p>Structures are there – needs to use them</p> <p>Resources – staffing and financial</p> <ul style="list-style-type: none"> • Can following guidance unlock scot gov funding to drive actions? <p>Stronger/ more directive role for CPPs to be actively involved in CWB – CPPS should be doing CWB anyway</p> <p>Should include flexibility for CWB plan to be integrated into existing plans/strategies</p>

Allan Conroy	
Movement/ bill	<p>More CWB events to share best practice</p> <p>Have more professional services attend events – e.g procurement colleagues, universities/colleges,</p> <p>Aligning of corporate reporting (indicators) – which are CWB, and compare for action plans</p> <p>Repository of best practice examples and detailed models for service delivery</p> <p>Wider range of organisations w/ local levers – crown estate</p> <p>An option for groups who voluntarily wish to be involved to be included</p> <p>Mapping and rationalisation of cw b groups at regional and national levels</p>
Guidance	<p>Clarity on terminology</p> <p>Community owned energy assets – how to scale up community projects w/ private sector involvement and secure returns and projects are equitable</p>

Hannah	
Movement/ bill	<p>Pockets of buy-in exist across the board – how to get wider engagement beyond those who know and are passionate – comms and wider engagement</p> <p>Smaller number of planners know</p> <p>Positive to have the CWB bill</p> <p>Plain English approach – CWB in NPF4</p> <p>Commitment from leadership – kept high profile (discipline)</p> <p>Need to answer the question of ‘so what’, how will it help people</p> <p>Challenge of bringing in other service areas because of the language.</p> <p>Need to influence all budgets to incorporate CWB</p> <p>Peer learning</p> <p>Sum of part (awareness raising across the LA and where do I fit in)</p> <p>Need to keep talking/recognising wider value of existing CWB and leveraging the benefits the bill will give – augmentation of what’s existing</p> <p>Continue work across SLAED, EDAS, IS, SG on collating examples</p> <p>Speak more to the private sector</p>
Guidance	<p>Guidance on local democracy building</p> <p>Flex vs Rigid – need to be comparable but meet diff needs</p> <p>Culture change / buy-in + leadership</p> <p>Risk of it being too top down – what are the goals?</p> <p>How to join up anchor strategy</p> <p>Allowing flex in action plans – diff expectations</p> <p>Tiered approach to the guidance – phases.</p> <p>Not another tick box-exercise with numbers against it.</p> <ul style="list-style-type: none"> • There should be no specific metrics <p>Phased roll out, both to staff and communities etc.</p> <p>Environmental aspects not mentioned</p>

Grace Hutchinson	
Movement/ bill	<p>Local buy-in and resourcing</p> <ul style="list-style-type: none"> • Scope and specification to drive equality • Tender process has to enable third sector/small bis • Allow each LA to assess where they're starting to make correct XXX more <p>The bill</p> <ul style="list-style-type: none"> • Raises profile and encourages change • Gives officers already bought in the leverage to make change/ progress • Gives momentum to work already happening and embedded across programs • Needs more focus on third sector – partnership and collaborations needed. • Difficult timing as LA resource is being cut. <p>Ambition</p> <ul style="list-style-type: none"> • Share wealth, provide opportunities for comm • Embed CWB more fully • Additional leverage • Less waste, stronger communities – highlight impact CWB can have on communities. • More and stronger collaboration
Guidance	<p>More focus on the third sector - Grassroots element is key</p> <p>Examples of starting set-up, where is CWB led? What key services require a focus on CWB – can guidance include support for each service culture change</p> <p>How can LA's assess where they are when they start CWB journey? – what is the correct first move?</p> <p>What CWB is and what CWB isn't – highlighting focus on economic development to ensure worthwhile reporting</p> <p>Advocacy to support LAs to change their ways of working – how to drive change in the face of political challenges</p> <p>Demonstrate how to use tools already available and make them relevant to CWB</p> <p>Monitoring and evaluation – framework, measures and an idea of what success looks like</p> <p>Specific engagement around the procurement pillar as a key pillar.</p> <ul style="list-style-type: none"> • What would a new PWC framework look like? • Social ent/third sector guidance and upskilling. • Community benefits advice – holding commitments to account • If we get this right, progress is easy

Scribbled out half on the mind map	
Movement/ bill	
Guidance	<p>Guidance needs to articulate what the individual responsibilities of the named bodies are. There should be clear guidance to each body which explicitly identifies how they should engage/what their responsibility is</p> <p>Guidance should ensure 'CWB in all policies' cross-policy fertilisation across the pillars/dimensions. Akin to health 'in all policies'.</p> <p>Structure/architecture map the system – align/connect/act.</p> <p>Formatted as a framework to inform modus-operandi 'how we work together' help to inform/frame national level</p>

Circled on the big sheet	
Movement/ bill	
Guidance	<p>How can the bill drive leadership?</p> <p>Case study examples</p> <p>Tackle inequalities</p> <p>Could be more radical</p> <p>Ambassadors (local, regional, national) levels</p> <p>Access to fair funding</p> <p>Legislative framework</p> <p>Good food Nation</p> <p>Foundation</p> <p>*Believers</p> <p>Buy-in</p> <p>Community Buy-in</p>

Used sticky notes	
Movement/ bill	
Guidance	<p>Allowing flexibility for CWB action plans</p> <p>Definitions</p> <p>Case-studies/ best-practice/ lessons learned/ examples</p> <p>Reporting – a simple guide to reporting</p> <p>Putting duties into practice</p> <p>Joining-up approach, joining-up the dots</p> <p>More about how CWB links with environmental aspects, which are a high priority at the moment: e.g. circular economy</p> <p>Step-by-step guide</p> <p>Link to other policies (locally/nationally)</p> <p>Provide a route/ roadmap</p> <p>Allow to identify where we are in the journey</p> <p>Mapping what we are already doing to start</p> <p>Examples and how to tailor them to your local context</p>

Table 6 - Tracy

<p>Movement/ bill</p>	<p>Greater awareness of CWB is required. Has been on the radars of some of the participants but in order to become mainstream it would be good to secure buy in from elected members and other service leads.</p> <p>Reportable metrics – potentially expand the SLAED indicators - tangible leads and reporting on it for example – local spend</p> <p>Translations / standardisation of language – for example fair work means different things to different agencies in terms of what they do to promote it</p> <p>SE perspective little knowledge of CWB across the organisation</p> <p>Connect the national to local perspective – link to national agenda – agency missions</p> <p>Anchors need to be representative of local communities – fair access to employment for people – recruitment practices put people off – anchors should be representative of local communities</p> <p>Private sector needs to be brought into CWB conversations</p> <p>Simple language is required / maybe transitional language - we need a more thoughtful conversation to enable us to move faster</p> <p>Need to focus on the “goals” of CWB – what it fundamentally achieves, show this and ensure place based actively</p> <p>System and culture change is required – place based economic development</p> <p>National policy is implemented differently in specific places based on need</p> <p>Having a number of LAs to work with can be a challenge for national / regional agencies or organisations if they are all going in slightly different directions or have different actions</p> <p>Some discussion on implementation approaches – Regional plan which then filter down to an area which could be augmented with specific actions for the LA area or for localities within it</p> <p>Is there a potential top down risk with the legislation</p> <p>How do we relate CWB to money and resources for example inward investment – suggestion that there is a need to “sell place “ as well – see below discussion</p> <p>Discussion around practical engagement with businesses in a locality and how this benefited the area – took some flack but was good to hear and then able to address some aspects not all as some was out with council control</p> <p>Need for collective and joined up working</p> <p>Need leadership buy in</p> <p>Needs to be embedded across areas – within organisations a collective responsibility</p>
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Guidance	<p>Policy alignment and wellbeing economy agenda</p> <p>Partnerships- REPs, CPP, Locality part. Have to interlock to deliver CWB</p> <p>Explain the role, some say that's CPPs, but not all deliver economic discussions</p> <p>Guidance directs national agencies and where they get involved e.g. promote linkages/CDS – procurement and spend as an anchor 'best value for money' national vs local</p> <p>Public sector estate and how we manage it and leverage economic growth – break down silo – 'market value pass' etc</p> <p>Best use it rather than change ownership (?)</p> <p>Identify partners in the lists that should have more central roles</p> <p>Link to local governance review – how do we empower communities enable community led planning resources</p> <p>Strategic projects/time limited opportunities – back to community capacity</p> <p>Public procurement 5 local companies – previous history of trading is not connected as they are new consortium</p> <p>Organisations not in the list (Statutory)– RSL's and TSI's. How do we co-opt/get them involved- where do they sit?</p> <p>Wind farm developers involvement and benefits</p> <p>DTAS – capacity need to look to building capacity of communities and succession planning</p> <p>Consortium coops – how public sector applies a pro-active lens to procurement – look at supply here, where do we get gains</p>
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Mia	
Movement/ bill	<p>Increasing buy-in – it was suggested that more evidence and examples are needed to secure wider buy-in. Suggested that a Q&A answering skeptical questions which references evidence would be useful for this.</p> <p>Common language needed</p> <p>Needs to be clearer who does what (within partnership) and how CWB aligns with other policy objectives</p> <p>Baselining and reporting – mixed opinion on this. One strong opinion that having a shared set of indicators which allows LA's to track progress and baseline activity is essential for making progress.</p> <p>Clarity on how regional growth deals fit into CWB partnership work</p> <p>Hopes for the bill – true partnership working rather than the council leading the charge</p>
Guidance	<p>Measures and indicators – guidance on what the most useful way to measure progress is. Output/outcome</p> <ul style="list-style-type: none"> • What does successful CWB look like – what are the goal outcomes • Tracking local spend – need to iron out inconsistencies in measures <p>Case-studies – particularly on work done across council services</p> <ul style="list-style-type: none"> • Case-studies that demonstrate process and how outcomes are achieved • Case-studies that can be used as marketing almost. For example, to change hearts/minds within a service area • Case-studies which counter expectation – example given around an architects coop – showing CWB in less expected places <p>Strategic linking</p> <ul style="list-style-type: none"> • Guidance on how to CWB cross-cuts into other strategies • Examples of successfully embedding CWB <p>Funding map</p> <ul style="list-style-type: none"> • A list of possible funding sources which could be harnessed to support CWB delivery

Appendix 2 - Attendance - full delegate list

1. Ishabel Bremner, Argyll and Bute
2. Kirsty McLuckie, Argyll and Bute
3. Bria Clegg, City of Edinburgh
4. George Norva, City of Edinburgh
5. Paul Morris, Clackmannanshire
6. Madeleine Muirhead, Clackmannanshire
7. Nicola Hill, Dumfries and Galloway
8. Rachael Thomas, Dundee City
9. Paul Taylor, East Ayrshire
10. Elisa Meza Noguez, East Dunbartonshire
11. Michael McKernan, East Renfrewshire
12. Lorna Wallace, East Renfrewshire
13. Elaine Rodger, East Renfrewshire
14. Laura Moir, East Renfrewshire
15. Carol Connolly, Fife
16. Lauren Bennett, Fife
17. Kirsty Martin, Fife
18. Jonny Pickering, Glasgow City
19. Andy Corletto, Glasgow City
20. Katrina Philips, Glasgow City
21. Val McNeice, Glasgow City
22. Gail Ward, Highland
23. Michelle Hardie, Highland
24. Grace Hutchison, North Ayrshire
25. Mhairi Paterson, North Ayrshire
26. Stacy Muir, North Lanarkshire
27. Murray Hill, North Lanarkshire
28. Yvonne Weir, North Lanarkshire
29. Alasdair Finlayson, Perth and Kinross
30. Morag Doig, Renfrewshire
31. Allan Conroy, Stirling
32. Elaine Troup, West Dunbartonshire
33. Brian McColgan, West Dunbartonshire
34. Clare Stewart, West Lothian
35. Laura Bremmer, SG
36. Hannah Brown, IS
37. Gillian Cameron, Supplier Development Programme
38. David Campbell, Rual Community Solutions
39. Sharon Crabb, NHS Fife
40. Brian Connolly, Scottish Enterprise
41. Sharon Currie, PHS
42. Rob Davidson, South of Scotland Enterprise
43. Glen Dott, Scottish Enterprise/Co-operative Development Scotland
44. Mia Duncan, IS
45. Tracy Jackson, SG
46. Ashleigh Jenkins, PHS
47. Kerry Murray, NHS Lothian
48. Naomi Mason, CLES
49. Neil McInroy, Democracy Collaborative/EDAS
50. Cllr Matthew Brown, Preston City Council
51. Margaret McSparran, Highlands and Islands Enterprise
52. Laura Moffat, SG
53. Rachel Morrison-McCormick, Living Wage Foundation
54. Joanne O Suilleabhain, NHS Forth Valley
55. Andy Paterson, Social Enterprise Scotland
56. Josie Saunders, Ceteris Scotland Ltd
57. Pauline Smit, DTAS
58. Kim Stuart, Queen Margaret University
59. Lyndsey Thomson, NHS Fife
60. Sarah Lester, University of Glasgow
61. Stephen White, SG
62. Rami Zaatari, IS

Jun 2025

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