ITEM No …9………..

REPORT T0: CITY GOVERNANCE COMMITTEE – 23 JUNE 2025

REPORT ON: COMMUNITY WEALTH BUILDING STRATEGY AND ACTION PLAN 2025 –2030

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 141-2025

1 PURPOSE OF REPORT

1.1 This report presents the Community Wealth Building (CWB) Strategy and Action Plan 2025 – 2030 that provides an overview of the Council's proposed approach to Community Wealth Building including an updated action plan setting out priorities for the next five years.

2 RECOMMENDATIONS

2.1 It is recommended that the committee:

Approves the Community Wealth Building (CWB) Strategy and Action Plan 2025 – 2030 and that further progress updates will be provided to Committee in due course.

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 June 2024 Report 179-2024 was provided to Committee which detailed progress on the approach and identified the next steps as follows:

- CWB Strategy including a refreshed and simplified plan with easy-to-understand reporting outcomes which can be used with a range of groups including communities;
- develop a draft strategy with an amended action plan and submit to Committee together with any other progress updates; and
- continue to take forward DCC specific action plans and approve the creation of thematic CWB partnership working groups in key areas.

4.2 This report presents the Community Wealth Building Strategy including case studies with examples of recent activity across each of the pillar areas and details of a simplified action plan. As intended, the strategy focuses on Council actions but references the opportunities and activities which could be delivered in partnership.

5. COMMUNITY WEALTH BUILDING SCOTLAND BILL

5.1 **On 20 March 2025 the Scottish Government introduced the Community Wealth Building Scotland Bill** to parliament. It requires the Scottish Government to produce a CWB Statement setting out the measures that Scottish Ministers are taking or intend to take to:

a) reduce economic and wealth inequality between individuals and communities in and across Scotland; and

b) support economic growth in and across Scotland by facilitating and supporting the generation, circulation and retention of wealth within local and regional economies

5.2 Local Authorities and named public bodies (identified as Colleges and Universities; Health Boards, Scottish Enterprise, Skills Development Scotland and Regional Transport Partnerships) will have a requirement to prepare and publish an action plan for their local authority area within 3 years to include:

- using public procurement to create local growth;
- promoting employment opportunity, workforce development and equality in the workplace;
- diversifying ownership of land or other assets by facilitating or supporting community ownership;
- bringing vacant and derelict land back into use in a way that provides financial, social or environmental benefit to the community;
- encouraging local business start-ups or entrepreneurship;
- promoting or supporting the development of employee-owned businesses, co-operatives or social enterprises; and
- such other measures considered appropriate.

5.3 The Bill requires that in the future CWB action plans should be developed within Community Wealth Building partnerships rather than by individual partners. However, where there are existing local CWB action plans in place, these should be reviewed in line with any new statutory obligations and forthcoming new guidance. CWB action plans can be developed locally within a local authority area, regionally or using a hybrid approach. Whilst all named partners will have a requirement to participate in CWB activity across all 5 pillars of activity, it is recognised that local authorities are likely to play a key leadership role.

5.4 The recent Community Wealth Building (Scotland) Bill is acknowledged in the Dundee CWB strategy along with the challenge that it gives local authorities to act with key partners to design and develop a joint Community Wealth Building approach for the City. The Community Wealth Building Strategy and Action Plan 2025 – 2030 will provide a firm foundation to increase confidence in enacting CWB principles locally and continuing partnership work. It is anticipated that the Act will commence in April 2026. This will be followed by the Community Wealth Building Statement 18 months later. Local authorities and named public sector organisations will then have a further 3 years to develop action plans at a partnership level. The timeline dovetails with the review and replacement of Dundee's CWB Strategy (2025 - 2030).

6 COMMUNITY WEALTH BUILDING PROPOSED PARTNERSHIP ARRANGEMENTS

6.1 Various options had been considered for taking Community Wealth Building forward at a partnership level, but to avoid any duplication, it was agreed this should report to the Inclusive Economic Growth Strategic Leadership Group through quarterly updates and that an Anchors Charter be approved by the Dundee Partnership Management Group (DPMG). Given the additional clarification in the Community Wealth Building Bill concerning CWB partnerships and duties for the organisations involved, it is recommended that:

- the draft Anchors Charter developed in partnership with partners and stakeholders be reviewed and updated in light of the new action plan and CWB Bill; and
- an updated options paper is presented to the Dundee Partnership Management Group addressing partnership structures in place to support CWB.

7 NEXT STEPS

7.1 The next steps for the Community Wealth Building Working Group (CWBWG) can be summarised as follows:

- implement the Community Wealth Building Strategy and deliver CWB Action plan, including production of progress update reports; and
- Submit options paper to Dundee Partnership Management Group addressing partnership structures to support CWB

8. POLICY IMPLICATIONS

8.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness & Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of mitigating factors for them is included as an Appendix to this report.

9. CONSULTATIONS

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

10.0 BACKGROUND PAPERS

10.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES 23 JUNE 2025

Dundee City Council

www.dundeecity.gov.uk

CHANGING FOR THE FUTURE

Community Wealth Building

Strategy and Action Plan

2025-2030

Introduction

Community Wealth Building is recognised as a key tool for the achievement of a Wellbeing Economy.

This Community Wealth Building Strategy and Action Plan complements a range of existing activities that support sustainable economic growth in Dundee. It identifies and supports new initiatives while seeking further opportunities to democratise our activities and give people a real stake in their future. Community Wealth Building harnesses the power and influence of major anchor partners to work collaboratively to maximise the economic and social power of their organisations as major employers, procurers of goods and services, financial institutions, land and property owners and economic drivers for the city.

We are realistic about the scale of challenges we face including financial pressures such as rising costs and reduction in central government funding, demographic changes and how they influence service demand, social challenges, workforce pressures and dealing with the impact of climate change.

However, it is within this context that we look to a model which works for both people and planet and asks us to do more to harness value and opportunities from our existing resources and the power of our collective influence.

We also acknowledge the recent Community Wealth Building (Scotland) Bill introduced into the Scottish Parliament in March 2025. We welcome the challenge that it gives local authorities to act with key partners within our area to design and develop a joint Community Wealth Building approach for the city. The production of this Community Wealth Building Strategy and Action Plan 2025 – 2030 today provides a firm foundation to increase our confidence in practicing Community Wealth Building principles. We will continue to work in partnership as we await the commencement of the Act (scheduled for April 2026). We will then carefully consider the detailed guidance that will follow and review our actions as required.

Dundee Partnership Vision for Community Wealth Building

Through its Community Wealth Building approach, Dundee City Council and its anchor partners 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.

This strategy is intended to support Dundee City Council and its partners to harness opportunities that Community Wealth Building provides and focus on the development of practical mechanisms to retain wealth and prosperity in the City. This strategy is one of the building blocks of our vision to develop a wellbeing economy in Dundee.

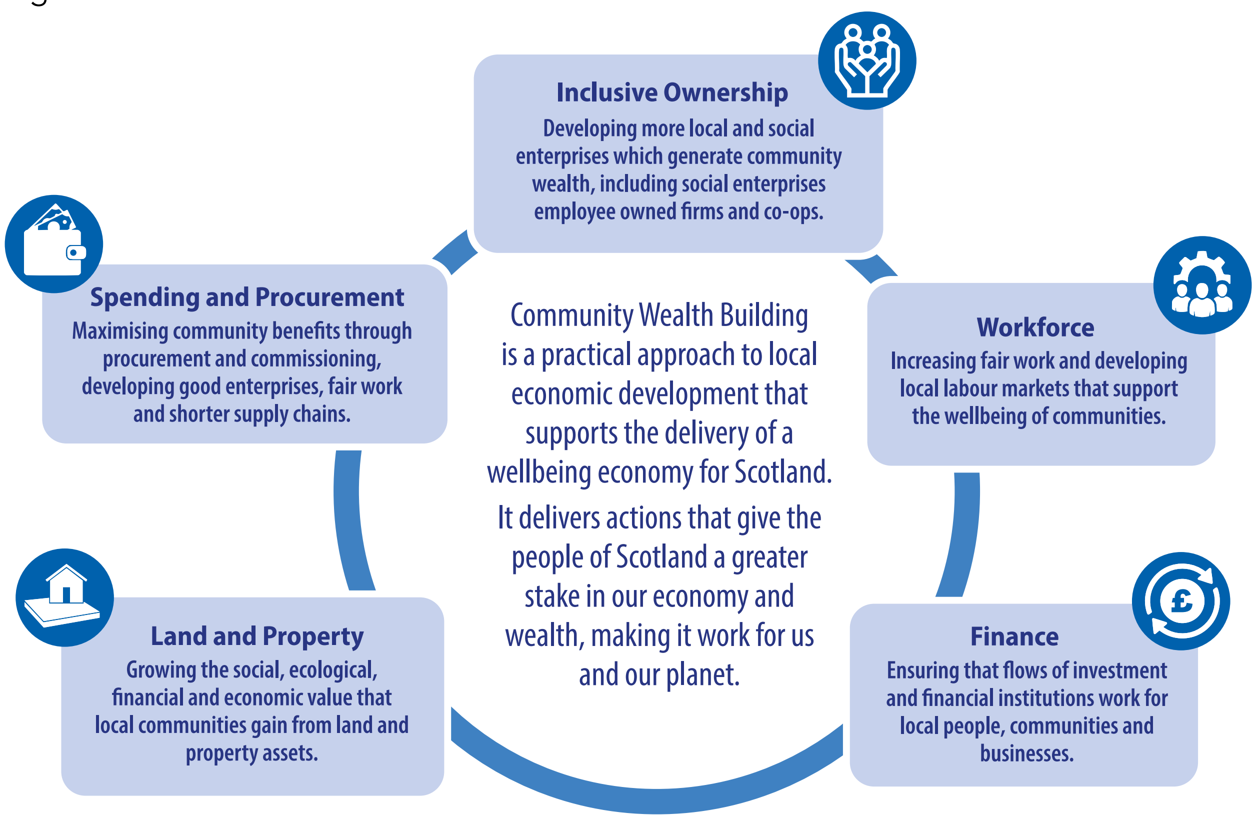
What is Community Wealth Building?

Community Wealth Building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people. It recognises that the traditional model of wealth creation has not created a redistribution of wealth, rather the gap between rich and poor has widened.

It is a maturing of economic development, where traditional public sector policy has focused on the redistribution of wealth after it is created, and community wealth building focuses on mechanisms to ensure that wealth is shared as it's created.

It operates by using the power and influence of large anchor institutions – these are large organisations rooted in place, such as councils, NHS health boards, colleges and universities, other public sector bodies and large employers. They are asked to consider their pillars of influence and use their power as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve.

There are five core principles or pillars of community wealth building as shown in the diagram below:



Climate change can be seen as an overarching consideration because of its impact on the areas covered by the other pillars.

Dundee Partnership Vision for Community Wealth Building

Community Wealth building grew out of the Democracy Collaborative in America and included the Cleveland Model which was developed in response to substantial post-industrial decline from the 1980s onwards which resulted in very challenging economic and social conditions for its residents. The Cleveland model focused on a plan to develop new local cooperatively owned business, the Evergreen Co-operatives which intended to localise and retain the spend of anchor institutions. The co-operatives were highly successful and now export farm produce across America while retaining the benefits locally.

In the UK the model was promoted by the Centre for Local Economic Strategies, recognised experts in Community Wealth Building. Elements of the model have also been successfully developed in the UK, most notably by Preston Council leading Community Wealth Building to sometimes be referred to as the Preston Model. Developed in 2011, as a response to a collapsed regeneration project, Preston Council worked with six other public sector anchor institutions to develop a Community Wealth Building approach focused on procurement and encouraging spend local approaches. This resulted in a significant increase in spend locally but also had knock on benefits including an increase in payment of the Living Wage, reduction in unemployment and moving Preston out of the 20% most deprived areas in the UK. They have extended this to develop further pillars of the approach supporting the development of a co-operative network to deliver services where there has been a recognised gap in local markets. Preston Council is also developing an energy supply company, a community bank and have allocated £100million of their pension funds to be invested locally.

How we built community wealth in Preston: achievements and lessons | CLES

Community Wealth Building in Scotland

The Scottish Government is committed to exploring the potential of Community Wealth Building to create a greener, fairer Scotland based on a Wellbeing Economy. This commitment is articulated in the Scottish Government's National Strategy for Economic Transformation which commits to taking a broader view of what it means to be a successful economy, society and country, looking beyond traditional attitudes and measures of prosperity such as Gross Domestic Product (GDP), and putting people and the environment at the heart of our economy. It identifies Community Wealth Building as using, *'public and private investment through procurement and other means to create new employment opportunities, help local businesses to expand, and place more assets in the hands of local people and communities"*.

The Scottish Programme for Government also set out a commitment to bring forward CWB legislation within this Parliamentary session. The legislation will attempt to address blockages identified within the areas leading the implementation of CWB and support further embedding of this approach, building on the good practice already underway. It is based on learning from 5 pilot areas (Clackmannanshire, Glasgow City Region, South of Scotland, Fife Council, the Western Isles, North Ayrshire Council who was an early adopter and other localities implementing CWB approaches and feedback from an extensive public consultation to gain the widest possible views on areas for change, including policy, culture and practice as well as legislative change.

The Scottish Government's National Planning Framework 4 (NPF4) states that development proposals that contribute to local or regional community wealth building strategies and are consistent with local economic priorities will be supported. NPF4 also recommends that Local Development Plans are aligned to Community Wealth Building priorities and seek to tackle economic disadvantage and inequality and provide benefits for local communities.

Community Wealth Building in Dundee

In Summer 2021 Dundee City Council engaged the Centre for Local Economic Strategies (CLES) to undertake an initial high-level assessment of the authority's and partner's activities across the 5 pillars of Community Wealth Building. The CLES report highlighted the strength of partnership arrangements within the city and produced a 22-point action plan, identifying areas of opportunity for the authority and partnership. Internally the council developed a CWB Working group of senior officers with lead responsibility for taking forward actions within each CWB pillar area and appointed a Community Wealth Building Coordinator in May 2023.

The City Plan shared the common vison for Dundee to

- be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health;
- have a strong, smart and sustainable city economy with jobs and opportunities for all;
- Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.

Delivering Inclusive Growth, including Community Wealth Building has been identified as one of three strategic priorities.

The Community Wealth Building Strategy aligns with a number of Dundee City Council's Polices and Strategies:

- **Dundee Fairness and Local Child Poverty Action Plans** focus on addressing low wages, supporting people into work and maximising families' incomes.
- **Tay Cities Regional Economic Strategy 2019-2039** – identified the importance of considering community wealth building within Tay Cities projects.
- **Dundee Climate Action Plan** identifies the changes which will be required to enable a transition to Net Zero by 2045. Climate is a cross-cutting theme within Community Wealth as it impacts across the full range of pillar activities from supporting energy efficiency within council and partner's buildings, to preparing people for green employment opportunities to rethinking the way we procure services our goods and services.
- **Discover Work Strategy 2022 – 2027** – Identifies the importance of designing employability provision which can support people on their journey to work and recognises the importance of the council to lead by example in the recruitment of employability candidates.
- **Corporate Procurement Strategy 2024 - 2027** - sets out procurement priorities including commitment to Community Wealth Building principles to ensure we achieve social, economic and environmental goals while using a Fair Work First approach to ensure suppliers behave in an ethical manner.

How it all works and links together

The diagram below shows an updated version of the strategic priorities, key responsible groups and main strategic documents that the City Plan 2022-32 builds on and connects to, and how these all fit together. Given the cross-cutting nature of Community Wealth building it is also a good illustration of the linkages within the partnership.

Why do we need Community Wealth Building - the Challenges and Opportunities

The City faces a range of challenges but rebalancing the economy could support these.

37%

of Dundee's population living in 20% Most Deprived data zones

28%

of children in Dundee City were living in poverty after housing costs, this is higher than the overall Scottish proportion which stood at 25%

27.6%

of secondary school pupils in Dundee City were registered for free school meals. This was higher than the overall Scottish percentage which stood at 18.2%, second highest behind Glasgow

(Scottish Government Pupil Census 2024)

33.1%

of those in employment in Dundee City were employed in 'lower paid' occupations compared to 25.7% at a Scottish Level

(2024 ONS Annual Population Survey)

31%

of all households in Dundee City were fuel poor, higher than Scottish Average of 24%

(Scottish Government, Scottish House Condition Survey 2017-2019)

75.8%

of those aged 16-64 years in Dundee City were Economically Active. This is 1.2% lower that the Scottish proportion which stood at 77.0%

(ONS Jan-Dec 2024)

90%

of 16-19 year olds entered positive destinations. Dundee is 30th out of 32 Councils.

143

Inclusive Ownership Model businesses operating in Dundee. This included 124 social enterprises (87%), 12 employee-owned businesses (8%) and 7 co-operatives (5%)

Opportunities and Strengths

46%

of procurement spend was spent in Dundee City, 53% regionally in Tayside and Fife and 80% in Scotland in 2023/24

9,181

companies in Dundee City with 1,957 new companies formed in the last 2 years

900

life science researchers work with Dundee University alone from 50 countries

1,057

work experience placements delivered to Dundee Secondary School students with 262 employers

1,300

full time equivalent green jobs required to manage Dundee's clean energy transition by 2045

41%

of Dundee Council area is greenspace, the highest percentage of publicly accessible greenspace of any city in Scotland

The Power of Partnership

While the council has an important role within Community Wealth Building, its real potential comes in collective action across anchor partners.

Areas like Preston were able to transform their economic outlook with the collective action of partners. The process of partnership development within Community Wealth Building has already begun.

In May 2023, a Community Wealth Building partnership launch event in Dundee brought 80 senior representatives from across the public sector together to learn about CWB and how their organisations can contribute to it. Partners were also given the opportunity in small groups to comment on and develop a draft CWB partnership charter. These charters are used by Anchor Networks to articulate the principles and priorities that partners agree to underpin efforts within their organisations and collectively to progress with Community Wealth Building activities.

While some areas will choose to create a dedicated Anchor Partnership or Network, this will not be necessary in Dundee. Strong partnership arrangements are already in place that will enable existing groups to co-ordinate and drive CWB activity.

Essential functions of a CWB partnership are to agree collective strategic actions around the key areas of CWB and report on progress. These will be achieved in Dundee through the production and agreement of a partnership anchor charter and individual organisations' action plans and reporting. The partnership will agree the overall strategic direction for the approach with individual anchor partners being responsible for maintaining and reporting on their own CWB action plans. Dundee City Council's action plan is summarised in Appendix 1 and NHS Tayside have developed a range of actions within their NHS Tayside Anchor Strategy.

It is proposed that the Dundee Partnership Anchor Charter is approved by the Dundee Partnership Management Group (DPMG) which includes leaders of relevant anchor partners including NHS Tayside. The Inclusive Economic Growth Strategic Leadership Group will monitor and report on progress.

NHS Tayside Anchor Strategy

NHS Tayside have already articulated their support for Community Wealth Building through the production of their NHS Tayside Anchor Strategy in October 2023 Anchor Strategy 2023.pdf. The terminology is slightly different with NHS boards but their priorities broadly align to the Workforce, Procurement and Land and Property pillars with a particular focus on Climate. NHS Tayside Anchor Objectives are as follows:

- **Workforce -** NHS Tayside will provide fair and meaningful work opportunities for those most at risk of economic disadvantage through recruitment, working conditions and employee progression processes.
- **Procurement -** NHS Tayside will maximise economic, social and environmental benefit for the community through procurement processes, enhancing social value and increasing suppliers from local SMEs, social enterprises and supported businesses.
- **Land and Assets -** NHS Tayside commits to the sustainable and productive use of its land and assets to support communities and enterprises and build community wealth.

NHS Tayside also recognise that Anchors have a responsibility to do all they can to reduce their environmental impact on the local population and wider global population. NHS Tayside has committed to the establishment of a Climate Change and Sustainability Board which will drive forward the delivery of the Scottish Government Climate Change and Sustainability Strategy 2022-2026 and ensure NHS Tayside meets the targets contained within.

One of Dundee's strengths is its long-established history of partnership working and it is anticipated that Community Wealth Building will also benefit from these working relationships. Senior staff from Dundee City Council and NHS Tayside have already held a joint workshop to identify opportunities for joint working and activity. Elements of this will be highlighted in the pillar sections.

Spending and Procurement

We will use our procurement spend to support the growth of a sustainable and diverse local economy which recognises the importance of investing in local and generative business models which provide a disproportionate impact on our economy.

We will invest in supplier development activity to strengthen the local supply base and make them more competitive to win work locally while competing for national opportunities. We will also ensure that the maximum economic, social and environmental benefits are secured from our contracting activity for the people and business of Dundee.

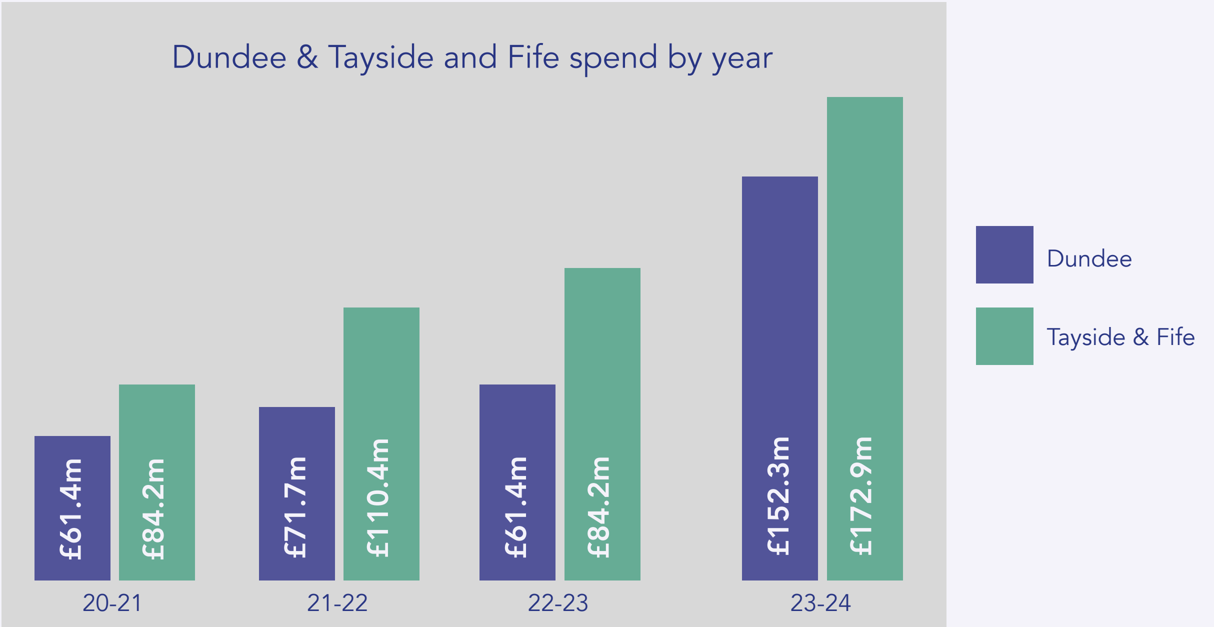
We will harness the opportunity to make these improvements in partnership with our anchor partners to realise the full potential of spending across the public sector.

Case Study 1 Local Spend

Increasing local spend remains one of the most effective ways to deliver Community Wealth Building within the city by ensuring that as much contract spend as possible is retained within the region. Within our capital programme we use spend monitoring to encourage contractors to develop local supply chains, and where tendering frameworks allow mandate these requirements. This includes assessments down the supply chain to consider where elements like materials and plant are sourced. This has helped to ensure that over £36 million (or 74%) of appropriate spend has been spent within the local region in 2023-24.

Since beginning our Community Wealth Building journey, we have considerably improved our ability to track and influence direct procurement spend. In financial year 2023/24, 47% of procurement spend was spent in Dundee City, that is up 7% on last year's figures, 53% regionally in Tayside and Fife and 80% in Scotland. Dundee City Council is ranked 3rd nationally for local spend behind Shetland and Highland Councils and comfortably above the national average of 30.7%.

Case Study 1 Local Spend (continued)



This improvement in local spending figures has been a result of a concerted effort to improve local contractors' access and ability to compete for local opportunities with more activity planned. But the real potential of Community Wealth Building is to support wider public sector organisations who have not had an economic development requirement until Community Wealth building to focus on spending locally. In NHS Tayside's Anchor Strategy they identify in their Anchor Strategy that during the fiscal year 2021/22, 33% of goods and services were sourced in Tayside and 16.77% in Dundee. Testament to partners commitment to lever the full potential of Community Wealth Buildings within procurement that a CWB Procurement Working group has already been established and is actively working on mechanisms to track and improve local spend, while maximising community benefits and fair work and supporting climate action in procurement.

Case Study 2
Supplier Development Activity – Meet the Buyer Tayside

Critical to retaining and increasing procurement spend within the region is the development of a confident supplier base who are aware of the tendering opportunities available and how to access them. Dundee City Council in partnership with the Supplier Development Programme and partner councils delivers an annual Meet the Buyer Tayside event bringing together public sector buyers and their major contractors from across Tayside to meet and engage with local business. The Meet the Buyer Tayside was held on 4 March 2025 and was the most successful session to date with over 350 companies and 35 companies exhibiting. This event gave suppliers in Tayside access to buyers and decision makers from across the public and private sector, helping suppliers raise their profile as a business, and prepare for upcoming contract opportunities.

76% of suppliers felt more capable of bidding for contracts after attending the Meet the Buyer Tayside 2024 and 86% of respondents rated the event as excellent or good. A particular effort had been made this year to target local contractors – resulting in 52% of SMEs coming from the Tayside area - 27% from Dundee, 14% from Angus and 12% from Perth and Kinross.

Comments from participants included *"The presentations on tendering gave me a better understanding of the process involved. Found all the exhibitors to be very helpful."* and *"We enjoyed the talks, face to face meetings and networking."*

Meet the Buyer Tayside, 20th February 2024, Invercarse Hotel

Workforce

We will use our position as major employers to promote the principles of Fair Work and continue to tackle Dundee's low wage employment through promotion of the Real Living Wage as a practical tool to increase families' incomes.

This pillar aligns closely to the Scottish Government's Fair Work framework. Through the Fair Work Action Plan (**www.gov.scot/publications/fair-workaction-plan**) the Scottish Government aims to support employers to adopt fair work practices and deliver fair work ensuring a diverse and inclusive workforce and serves to tackle in-work poverty and low wages by raising the incomes of the lowest paid and improving terms and conditions for all.

The Discover Work Partnership is Dundee's Local Employability Partnership. It is a multi-agency approach with shared objectives, the alignment of efforts and the commitment of resources relating to employability. The Discover Work Service represents all resources of employability support delivered in Dundee including those funded and delivered by members of the Discover Work Partnership.

Community Wealth Building encourages anchor partners to see how they can contribute to this agenda through their role as employers. We will continue to support the development of young people and those experiencing disadvantages, including those with protected characteristics including disabilities, through work placements, pre-recruitment training and employment support and apprentice programmes. Recognising the key role that anchor partners can play in both in preparing people for employment and in providing employment opportunities for those who are disadvantaged in the labour market. This includes contributing to the implementation of the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers.

However, we recognised that these commitments are made at an unprecedented time for public sector organisations. The Local Government in Scotland Overview 2023 report noted that councils have never faced such a challenging situation. Service demands have increased after the Covid-19 pandemic and funding is forecast to be reduced in real terms. Workforce pressures including recruitment in a competitive labour market, employee retention and high sickness absence levels are putting councils and other public sector partners under continued pressure. These challenges mean that to implement the requirements of our No One Left Behind approach - our Young Person's Guarantee - we need to capitalise on the opportunities which are available and ensure that we are targeting them to those who most need it.

Case Study 1
Fair Work and the Living Wage

Dundee has emerged as a leader in the Living Wage movement, proudly becoming Scotland's first Living Wage City. This milestone reflects the city's dedication to tackling inequality and promoting fair pay. Dundee's journey showcases the impact of collective action in improving worker wellbeing and creating inclusive economic growth.

The Living Wage (LW) is a voluntary pay rate designed to reflect the actual cost of living, exceeding the statutory minimum wage. It ensures workers earn enough to cover essential expenses such as food, housing, and childcare. Unlike the minimum wage, the LW is independently set and regularly updated to account for real-life costs. Its importance lies in addressing economic pressures, improving quality of life, and fostering stronger communities.

The city's commitment to the Living Wage arises from its awareness of significant socio-economic challenges. While employment rates have improved, in-work poverty remains a pressing issue.

The Dundee Living Wage Action Group, a partnership between Dundee City Council and local organisations, has played a pivotal role in promoting fair pay. They focus on increasing the number of accredited Living Wage employers in the city. This has been achieved through supporting businesses in the accreditation process and raising awareness of the Living Wage through targeted events and campaigns. The partnership celebrated 5 years of operation in March 2024 and Dundee currently has 126 accredited employers covering more than 40,000 individuals. Dundee's approach has not only improved local conditions but also inspired other cities across Scotland to establish similar initiatives.

Case Study 1
Fair Work and the Living Wage (continued)

Dundee's leadership in the Living Wage movement has earned national recognition. As well as the city being awarded the title of Scotland's First Living Wage City the Dundee Living Wage Action Group received the Living Wage Scotland Award for Outstanding Leadership in 2022, celebrating its innovative campaigns and significant achievements.

These accolades have bolstered Dundee's reputation as a trailblazer in the Living Wage movement, showcasing the city's commitment to creating a fairer and more inclusive society.

Benefits of Living Wage

Payment of the Living Wage ensures workers have enough to meet their basic needs, reducing financial stress and improving quality of life. Oliver Bruce, a Team Member at Kanzen for life, a recently accredited employer explained
"Paying the Living Wage at Kanzen for Life shows that we genuinely value our team. For me, it's not just about fair pay – it's about respect, dignity, and creating a positive environment where people can thrive, both in work and life."

For employers, Living Wage accreditation boosts their reputation, attracts talent, and improves staff retention and productivity, making it a smart business decision.
"Paying the Living Wage is about fairness, respecting the dignity of hard work, and showing our team they're valued. When we treat people right, they stay, they grow, and they bring their best to everything we do." – Roy O'Kane, Charity Chief Officer, Kanzen for Life.

The impact on the local economy is substantial - higher wages increase workers' spending power, boosting demand for local goods and services and supporting businesses. By reducing income inequality and fostering financial security, the Living Wage helps build a fairer, more resilient community, while driving sustainable economic growth.

Case Study 2
Health Care Academy

Winifred has been living in Dundee since November 2023 with her young family. Despite having a varied work history from Nigeria, Winifred was not progressing to interview for the jobs she applied for. Alongside juggling the everyday pressures of family life, she was also studying for a Masters Degree. Being open to a wide range of job roles (early years education, health & social care), it was hard to understand why her applications were not progressing.

Winifred attended a job fair event at One Parent Families Scotland in Fintry where she met Lynne from Barnardo's. Lynne got to know Winifred and over the coming months they started to address some of the barriers Winifred was facing, meeting regularly and keeping in touch. Lynne was able to recommend opportunities for training and employment as well as social and community opportunities, which Winifred was open to and took up with enthusiasm. Winifred continued to apply for jobs in the care industry whilst studying an online childcare course to keep her options open.

She also identified the Healthcare Academy with NHS Tayside as an opportunity to gain experience with a great employer. Lynne contacted a social care company directly to scope out weekend work for Winifred in the meantime. Winifred was also matched with a volunteer mentor from Volunteering Matters. The mentor works in the industry that Winifred would like to enter after her studies are finished so can give practical advice on how to achieve her long-term goals.

Winifred was successful in securing both a place on the Healthcare Academy and the weekend work Barnardo's had supported her to apply for. Reflecting on her journey, Winifred said: *"It was a wonderful experience for me because I had the opportunity to attend educational lectures at D&A College, and I also gained experience in handling patients at my placement in various wards in Ninewells Hospital and the Kingsway Care Centre. I am sincerely grateful to Barnardo's, for coming through for me during my confused state of joblessness, supporting my family through our tough times and also various training which enabled me to be gainfully employed. The journey of my training with Barnardo's, landed me in the Healthcare Academy, which became a life transforming experience that qualified me to be employed as a Staff Bank NHS Healthcare Support Worker. I am saying a big thank you to the Team. For those out there struggling to get a job, you need to be open to socialising, communicating, and be ready to work smartly to get yourself trained through reliable organisations."*

Case Study 3
Tyler Johnston
Early Years Educator

Tyler Johnston gained employment as an Early Years Educator at Hillview Nursery in Dundee after completing a 2-year Modern Apprentice Opportunity with Dundee City Council. She is responsible for managing her own group and plans and implements a range of activities using the Curriculum for Excellence.

Tyler wanted to go down the apprenticeship route rather than going to college full time as feels she learns better on the job and doing the apprenticeship helped her gain a lot more experience than she would have learned in a classroom. She was given some study time and was able to use the experienced gained to complete her assignments. She liked the getting support and feedback from on-site assessments as she progressed through her apprenticeship.

Tyler particularly enjoys working with children with additional support needs and supporting them to learn as she understands what it's like to be them. Tyler has a unique perspective on this as she is autistic. While she identified some challenges during her apprenticeship, she worked together with staff from the college and council to find solutions – she realised help was available all she had to do was ask.

Tyler is keen to progress in her career and has been given the opportunity to undertake a BA Childhood Practice degree which she completes at work and at home. She is also supporting Hillview Nursery to complete an updated diversity policy to ensure that *"everyone who walks through our doors feels valued and included no matter what struggles they have got."*

Below is a link to a video of Tyler where she speaks of her experiences in her own words
https://www.youtube.com/watch?v=y_X9qiWqWj4

Land and Property

We will use our land and property assets in a way which brings benefits to the communities who live and use it.

Dundee City has some incredible natural resources. While it covers 6,300 hectares, 41% is greenspace, it has the highest percentage of publicly accessible greenspace of any city in Scotland. Satisfaction levels with natural and open space are high overall, with use and appreciation of these spaces increasing during the pandemic, including parks and green spaces and an improved understanding of how this improves health and wellbeing as well as a sense of community.

Land and property assets are a key feature of any economy. How these assets are owned and managed can go a long way to ensuring wealth is generated and retained to the benefit of local communities. Public sector bodies hold significant land and property assets and can play an important role in ensuring that their land and property assets are well utilised for the good of the community.

Community Wealth Building asks if a greater portion of these assets can be owned or managed in inclusive ways which ensure that they generate wealth and benefit for local citizens.

There are many practical ways to promote more inclusive management and ownership of land and assets in Scotland. The Community Empowerment (Scotland) Act 2015 has a defined legal process for Community Asset Transfer which gives rights to certain bodies seeking to acquire assets, and places certain duties on public bodies. However, the Community Asset Transfer process is not always the most suitable approach for either the community or the local authority.

Dundee City Council has a strong record of using a variety of tools to transfer ownership or control of our assets to community groups. Going forward Dundee City Council has committed to review its Community Land and Assets Transfer Strategy which will provide details of the variety of options open to groups to make use of the Council's assets.

This pillar also provides an opportunity for anchor partners to use technology to consider how land and property in their ownership, that may be surplus, could be used more productively. Some owners (including the Council) may be working on long term strategies for development of vacant land. As such, while it may appear that land is available, it may not be suitable for other uses.

Where derelict land and property does exist, it can often impact negatively on people in local communities, particularly deprived communities. As part of its planning responsibilities, the council reports on rates of vacant and derelict land in Dundee to the Scottish Government. Through developing a better understanding of the surplus land or property owned by anchor partners, opportunities to collaboratively pursue approaches for wider benefit, for example new housing development, community growing spaces or local energy generation may be identified.

Case Study 1
Rainbow House, The Yard

The Council as has worked with the Yard, an established provider of support for disabled children in the City to secure its Rainbow House facility. This is initially through a sole occupancy lease from 1 March 2024 which will be in place until the legal transfer of ownership is concluded. The legal transfer of the facility and surrounding land has provided The Yard the opportunity to develop their existing site and create a fully inclusive facility to expand the services they offer to disabled children and young people and their families. The Council helped The Yard look at buildings in the first instance to begin the service, supported them via the planned land transfer, and through acquiring Rainbow House. The Yard have been delivering services for disabled children, young people and their families in Dundee since 2015. Originally as a 2-day a week service from their current site in Drumlanrig Place, Mid Craigie (Rainbow House), expanding to a 5 day service during term time. This allowed the organisation to grow their service beyond their original weekend family play sessions and to also include a schools programme and more recently family support service. They now deliver services Sunday – Thursday, 50 weeks of the year and have supported 337 children with disabilities in the last year with the capacity to grow.

Dundee City Council has provided support throughout the process, recognising the important service The Yard deliver to families with children with additional support needs (ASN).

When the asset transfer is complete The Yard will embark on a major capital renovation project to create a truly accessible community resource not only for Yard families, but the wider community. This will allow them to become a Care Inspectorate registered service in Dundee and expand the breadth and reach of services they offer, increasing their sustainability and allowing them to respond to the high levels of need that exist.

Case Study 1
Rainbow House, The Yard (continued)

The Yard explored a number of options before making a decision to proceed with the current renovation and have raised £1.1 million of funding so far to complete the renovation works on the building and continue to fundraise for the fit out and outside playground upgrades.

As a result of the transfer, the City will create an inclusive family support centre, which will allow the Yard to develop their play, youth and respite services to families both in the local community of Linlathen, Mid Craigie and Douglas, and across the whole of Dundee, Tayside and beyond. Their families are incredibly excited to have their own space, which has already allowed them to expand their service this summer. Without the transfer of the building and land, they would not have been able to utilise the funds that were secured for the original build and we would likely have lost these pledges of support that we secured prior to the pandemic. Having a clear plan and direction, has provided them focus, and allowed them to secure further donations to make their vision a reality.

Case Study 2
The Change Centre, Street Soccer

For several years, Leisure and Culture Dundee worked in partnership with Street Soccer, delivering various services within the city.

As there was an existing relationship between the parties, rather than applying strictly statutory rules from the Community Empowerment Act, Dundee City Council and Street Soccer voluntarily entered into an agreement to enable best use of the buildings which had been earmarked for demolition. The organisation had a clear track record of delivering sustainable community benefits and the outcome is clearly beneficial to both parties.

Established in April 2021, Change Centre Dundee is a multi-purpose community hub focused on sustainable impact. They provide personal development opportunities for their players (service users) and connect them with support in key focused areas such as: social isolation, homelessness, addiction and recovery, criminal justice, unemployment, and mental health. Street Soccer also offer a variety of FREE activities for targeted groups, to promote inclusion, diversity and equality, such as:

- Youth Programmes
- Adult Programmes (16 +)
- Women Only Programmes
- Community Justice Services Partnership: Bespoke Community Service Placement Provider
- Walking Group
- Recovery Sessions
- Community Events
- Meeting/Group Spaces for Community Groups

Case Study 2
The Change Centre, Street Soccer (continued)

Since opening the doors they have had over 50,000 visits, including the First Minister, the STV Children's Appeal and an Olympic Gold Medallist.

Change Centre Dundee's Business Model focuses on specific revenues streams to generate funding to help increase sustainability. They do so, by reinvesting their income back into their programmes and enhancements to the centre. As a result, they have created a widely celebrated community asset, not only in their local ward, but city wide.

"Our 'Power in Partnership' model embraces a person-centred approach, amplifying support and celebrating the incredible services that enrich our city. Through collaboration, we encourage organisations to share resources and experiences, fostering a greater collective impact while providing a welcoming, vibrant space for our players, partners and community to access. As we continue to grow, we are committed to expanding our networks and forging new partnerships that align with our social mission of driving Positive Change."

- Kyle Fraser
Change Centre Dundee | Social Enterprise Manager

As part of a wider review of operational assets, Dundee City Council engaged with Street Soccer and Leisure and Culture Dundee to form a more committed partnership based on community asset transfer whereby the subjects were exclusively leased to Street Soccer for 20 years on a below market value rate. The photographs show some of the investment Street Soccer have been able to make in the facility, providing year-round sporting and support facilities for a range of local users.

Finance

Community Wealth Building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally.

It asks anchor institutions, to consider how they manage own finances to ensure that this is being done ethically and also looks at mainstream public and private financial investment and the potential of harnessing public sector pension funds locally. It also concerns mechanisms for ensuring maximum funding is brought into the city through additional funding and investment opportunities.

Finally, community wealth building also considers mechanisms to provide personal finance support particularly for low-income families including the provision of debt advice and access to affordable credit through structures such as credit unions. Dundee has a long history of providing debt advice and income maximisation services.

Case Study 1
Participatory Budgeting – Dundee Climate Action Fund

The Dundee Climate Fund (DCF) stands as a powerful example of participatory budgeting (PB), where citizens directly influence local spending, leading to more resilient communities and significant on-the-ground impact, while also contributing to Community Wealth Building. The DCF, the first Scottish Local Authority-led green Participatory Budget, has operated over three rounds and demonstrates the importance of continued investment in such initiatives.

Dundee City Council allocated a total of £711,000 to the Dundee Climate Fund, demonstrating a substantial financial commitment to community-led climate action. This funding aimed to empower local groups to enact meaningful change, ensuring that financial resources reach the grassroots level where they can have the most impact. In the first round, 22 local projects benefited from a share of around £385,000. This was followed by a further 10 projects funded in the second round and the third round of voting concluded in March 2025.

Case Study 1
Participatory Budgeting – Dundee Climate Action Fund (continued)

The DCF operates on the principles of participatory budgeting, ensuring that citizens decide how a portion of the public budget is spent. This democratic process empowers communities to address their specific needs and priorities related to climate change. By funding projects focused on energy, transport, waste, resilience and community engagement, the DCF tackles a range of issues that directly impact community resilience.

As would be expected, participatory budgeting projects must show a commitment to public engagement and demonstrate their plans for how they will measure change. This ensures that projects are not just short-term fixes but are aimed at creating long-term shifts in behaviours and attitudes.

The Dundee Climate Fund provides a model for how participatory budgeting can effectively support Community Wealth Building by financially empowering local groups to deliver impactful climate change projects. The projects are not only environmentally beneficial, but they also strengthen social resilience and create positive economic outcomes.

Transition Dundee's Gleaning Project

The emphasis was on supporting community-led projects to ensure that the initiatives addressed the unique challenges and opportunities within Dundee. This localised approach is crucial for creating lasting and impactful change. An example of a project supported by the fund is Transition Dundee's Gleaning Project which aimed to work with local grower to harvest and distribute surplus or unusable food products through the Dundee Community Food network to projects who need it through the work of volunteers. This not only reduce food waste and enhances food security, it provides volunteer opportunities which benefit mental and physical well-being. Transition Dundee increased the weight of food surplus collection and redistribution from 54 tonnes to approximately 83.8 tonnes through the use of an electric van, 4 tonnes of food were saved from waste through gleaning. In total local CO_2e emissions were lowered by reducing food waste through the Gleaning Project and collecting and distributing more food through the Community Fridge which resulted in a reduction of 258 metric tonnes of CO2 equivalent.

Case Study 2
Embedded Advice Services

Advice staff have been embedded in some Dundee GP surgeries since 2015, allowing patients of these practices to obtain help with benefits and debt issues in a stigma free, familiar environment. The work also diverts socio-economic issues away from GPs and Healthcare staff, meaning they can concentrate more on clinical matters. Since 2023 co-location in schools has also been as successful, allowing school staff to provide introductions to co-located advisers who can improve the family household income as well as have a positive impact on issues such as attendance and attainment for these pupils.

The best way to understand the impact of this service is through examples.

School Referral Case Study

Referral from School concerning a widowed father working full time who had never claimed benefit before. He didn't think he was entitled to benefits as he worked full time. Based on his current wages and income he was able to get Universal Credit of £61.88 per week (this amount will increase as his award was based on his wages having overtime) and Scottish Child Payment of £25 per week. This equates to £376.48 per month. Due to this he advised his Benefits Adviser that he will not need to work overtime and will be able to spend more time with his son.

Since meeting the client in August, the school's Attainment Officer has confirmed an upturn in the child's attendance at school.

GP Practice Case Study

Client aged 68 attended her GP surgery. Both her and partner were receiving New State Pension, he receives Adult Disability Payment Standard Mobility & Standard Care and she has an underlying entitlement to Carers Allowance. As she was struggling with personal care, she signed the Council Advice Services Mandate, and her adviser obtained supporting medical evidence for her Attendance Allowance claim form from her medical records with her explicit consent. Benefit at the higher rate was awarded. Subsequently a benefits check identified Pension Credit and Council Tax reduction entitlement. Adviser chased the result of the claims which awarded £264.95 per week in benefits as well as access to passported support such as the winter fuel payment.

Inclusive Ownership

We will work with the sector and support organisations to support the growth of generative business models including Social Enterprises, Cooperatives, employee-owned and supported businesses.

We know that locally-owned and purposeful businesses are more likely to employ, buy and invest locally. For this reason, actions in the 'inclusive ownership' pillar seek to promote models of shared enterprise ownership that supports as much of the wealth created by users, workers and local communities as possible to be retained and circulated rather than flowing out of their economy as profits to distant shareholders. This ambition is shared by the Scottish Government, that has set a target of reaching 500 employee-owned businesses in Scotland by 2030.

As well as actions aimed specifically at supporting the formation and development of these types of enterprises, inclusive ownership also depends on actions in the other pillars. Taking a progressive approach to spending, finance, and land and property creates a level playing field in which shared and locally-owned enterprises can compete.

We have taken steps to increase our understanding of the sector and the support currently available to develop it by undertaking a mapping exercise of the organisations and support landscape – detailed in the case study below. We continue to work with the sector to support their sustainable development recognising the importance of a thriving generative business sector on the development of community wealth.

Case Study 1
STAR - Employee Owned Business

STAR-Dundee was created in 2002 to meet growing demand for the spacecraft technology being developed at the University of Dundee. Founded by Professor Steve Parkes and several research students, who worked on its original products in their spare time, the SME currently employs 25 people, with offices in Dundee and Sant Cugat, Barcelona.

After 15 successful years in business, it was time to consider STAR-Dundee's long-term future. With support from a succession planning initiative run by Scottish Enterprise, Professor Parkes looked at various options.

Case Study 1
STAR - Employee Owned Business (continued)

It soon became apparent that employee ownership was the way forward as a means of retaining and strengthening the existing culture and ensuring that the company always retained a Dundee base. It also meant that the employees who had poured their skill into the enterprise would be suitably rewarded. In 2017, STAR-Dundee was transformed from a start-up run and majority-owned by its founder, to a company in which 55% of the shares are held by an Employee Ownership Trust (EOT) on behalf of its staff. The remainder are held by Steve Parkes, the University of Dundee and the other founders.

Employee ownership is also beneficial in terms of retaining and recruiting workers. This is particularly important in a business that features many highly technical roles: 40% of STAR Dundee's employees hold PhDs, and 90% have the training necessary for technical Research and Development. STAR-Dundee's main priorities when considering its succession options were to secure and strengthen the business, both in terms of its culture and success, and also to ensure the business remained rooted in Dundee. All of these objectives have been achieved through employee ownership, as well as making sure the staff have a meaningful stake in their company and its future success.

Case Study 2
First Aid Training Cooperative (FATC)

First Aid Training Cooperative provides high quality, accessible first aid training across the UK and worldwide. The co-operative helps employers, community organisations, individual practitioners and first aid trainers through an extensive range of public and private first aid courses and trainer hub. First Aid Training Co-operative provides the skills and confidence for First Aiders to deliver effective first aid in emergency situations, as well as develop new first aid trainers and support existing first aid training businesses.

The co-operative supports its members with the administration and regulation that comes with being a self-employed first aid trainer. A centrally administered service allows trainers to do what they do best without the stress of background paperwork and business administration. The organisation actively promotes the co-operative ethos of being in business for the right reasons.

Case Study 2
First Aid Training Cooperative (continued)

The co-operative's profits are put back into the development of the company, and what is left is shared amongst members and associates. FATC are a growing business and are always on the lookout for new, enthusiastic and inspiring trainers to join their team.

The organisation received support to become a co-operative from Cooperate Development Scotland, the part of Scottish Enterprise dedicated to supporting the growth of cooperative and employee-owned business models. Their business model has allowed them to have a light dynamic business mode with few fixed overheads which is able to respond quickly to changing market conditions, for example during Covid-19 they were able to move training online quickly. FATC now have a team of five staff in the office and 27 trainers delivering around 750 training days per year across the UK.

Tracking Progress

Community Wealth Building is intended to be an action focused approach. To support its development, we have produced a refreshed Action Plan which reflects Dundee City Council requirements and intentions across the pillar areas. This will be complemented by partnership reporting when the Community Wealth Building Charter, or equivalent is agreed. We will report progress regularly. Also, as Community Wealth Building is intended to be a living process we will review our action plan as required to take account of new opportunities identified which support the delivery of a wellbeing economy.

This is provided in Appendix 1. We will provide regular progress updates.

Appendix 1

Actions and Indicators 2025-2030

Spending and Procurement - Actions

Action	Lead Service
Increase the amount of Dundee City Council direct procurement spend spent locally.	Corporate Services
Maximise local subcontractor and supplier spend from major Capital programmes.	Corporate Services
Work with anchor partners to establish local spend monitoring within Dundee City and Regionally and seek an increase among anchor partners.	Corporate Services
Encourage an increase in spend with supported business across Anchor partners and their contractors.	Corporate Services
Deliver a supplier development programme which supports local contractors to compete for public sector contracts, including Meet the Buyer Events and aligned training and engagement events	Corporate Services
Explore options for a 'local first' approach where possible including with below threshold low value tenders.	Corporate Services
Seek opportunities to improve understanding and engage with generative business models including social enterprises, employee-owned business and cooperatives.	Corporate Services
Delivery of comprehensive community benefits programmes for capital programmes which includes Supplier Development, Employment and Skills and Community and Environment outcomes and share good practice with partners.	Corporate Services
Delivery of Community Wish approach for Dundee City Council which allows the delivery of localised requests for support in local communities and explore expansion to partners contracts.	Corporate Services
Ensure that Fair Work practice requirements are included in all relevant contracts and develop monitoring system to confirm compliance.	Corporate Services
Support procurement staff and departments to develop knowledge of sustainable procurement including climate literacy.	Corporate Services

Spending and Procurement - Actions (continued)

Action	Lead Service
Develop a programme to embed Sustainable Procurement assessment/ Life Cycle mapping into key commodity areas and undertakes in depths assessments for sourcing strategies to identify environmental and social opportunities circular economy, carbon reduction and potential savings.	Corporate Services
Continue to explore opportunities to reduce carbon emissions through procurement initiatives, including development of relevant sustainability KPIs.	Corporate Services

Spending and Procurement - Measure of our Success

Indicator			Targets		
	Service	Baseline*	Year 1**	Year 3***	Year 5****
Proportion of procurement spend with local enterprises (Dundee City).	Corporate Services	46.9%	41%	50%	50%
Proportion of procurement Spend in Tayside and Fife.	Corporate Services	53%	55%	57%	59%
Proportion of procurement Spend in Scotland.	Corporate Services	79.8%	80%	80%	80%
Payment of local creditors % paid in less than 14 days.	Corporate Services	90%	90%	92%	93%

* The Baseline figures are taken from latest available data.

** **Year 1** - 2025/2026 *** **Year 3** - 2027/2028 **** **Year 5** - 2029/2030

Workforce - Actions

Action	Lead Service
Continue to demonstrate commitment to Fair Work First.	Corporate Services
To review effectiveness of current recruitment process for supporting employability candidates into council posts and improve sustainability rates.	Corporate Services
The council should look to identify further opportunities to work together with partners to tackle shared workforce challenges in the future and explore and joint approaches to employability, skills and recruitment.	Corporate Services
Increase the impact of the Dundee Living Wage City campaign.	Corporate Services and Chief Executive's Services

Workforce - Actions (continued)

Action	Lead Service
Maximise opportunities for modern apprentices and work experience placements (school, college, university, professional and employability) within DCC and other anchor organisations.	City Development
Develop and deliver pre-employment training programmes with Discover Work partners for priority customer groups which support the recruitment requirements of anchor organisations.	City Development
To support employment and training opportunities that form part of Community Benefits drawn from procured activity e.g. contracts awarded for the supply of products or services.	City Development
To support relevant actions in *A Step Change in Positive Destinations for Young Dundonians* to target employability opportunities for STARS i.e. young people at the greatest risk of not participating or entering a positive destination.	City Development

Workforce - Measure of our Success

Indicator	Service	Targets			
		Baseline*	Year 1**	Year 3***	Year 5****
Number of Living Wage accredited employers based or headquartered in Dundee*****	Chief Executive's Services	126	160	195	195
Number of people employed by accredited living wage employers in Dundee.	Chief Executive's Services	43627	42468	43500	44500
Proportion of people earning less than living wage	City Development	12%	10.3%	10.3%	10.3%
Total number of opportunities provided to young people.******	City Development	181	297	297	297
Percentage of 16- to 19-year-olds participating in Education, Training or Employment.	Children and Families	90.5%	93%	94%	95%
Percentage of Care experienced leavers entering a positive destination.	Children and Families	100%	95%	96%	97%

* The Baseline figures are taken from latest available data.

** **Year 1** - 2025/2026 *** **Year 3** - 2027/2028 **** **Year 5** - 2029/2030

***** Targets currently under review. New targets to be published summer 2025 as part of new three-year Living Wage City action plan.

****** Targets currently under review due to staffing changes.

Land and Property - Actions

Action	Lead Service
Review Community Land and Asset Transfer approach and develop an associated monitoring system which will better reflect how council land and property is accessed by communities.	Neighbourhood Services & City Development
Explore the Development of a shared area on the council's website, for Anchor Partners Registers of land and assets.	City Development
Explore production of GIS map of partners' land for development across anchor partners (subject to identification of resources).	City Development
Deliver the Local Food Growing Strategy and encourage communities to establish growing projects in their areas.	Neighbourhood Services
Develop and Regularly review Opportunities for including Community Wealth Building within the Planning System.	City Development
Understanding current use and where appropriate proposing reuse of Vacant and Derelict Land to reduce its impact on local communities.	City Development

Land and Property - Measure of our Success

Indicator		Targets			
	Service	Baseline*	Year 1**	Year 3***	Year 5****
Number of below market value lease and below market value sales undertaken for Community use.	City Development	60	60	60	60
Estimated annual rental savings for Community Groups from below market value leases of council properties for community use.	City Development	£300,000	£300,000	£300,000	£300,000

* The Baseline figures are taken from latest available data.

** **Year 1** - 2025/2026 *** **Year 3** - 2027/2028 **** **Year 5** - 2029/2030

Finance - Actions

Action	Lead Service
Seek opportunities to invest in ethical, environmentally sustainable or local economic development opportunities through Tayside Pension Fund.	Corporate Finance
Explore with the credit unions their capacity to expand to support additional anchor partners and work with anchor partners to make use of credit unions.	Corporate Finance
Explore the development of a new web based debt portal to be accessed by citizens and staff, delivered in partnership with Brookbank Centre and Dundee Citizens Advice Bureau.	Corporate Finance
Deliver co-location of welfare and money advice services.	Corporate Finance
Identify further areas where participatory budgeting or engaging citizens in budget spending can be used.	Neighbourhood Services
Actively encourage development 'the Dundee Gift Card Campaign' within anchor partners.	City Development

Finance - Measure of our Success

Indicator			Targets		
	Service	Baseline*	Year 1**	Year 3***	Year 5****
Percentage of spend allocated by Participatory Budgeting.	Neighbourhood Services	1.18%	1%	1%	1%
Amount of Grant Funding brought into the City by community groups with support from DCC Communities.	Neighbourhood Services	£300,000	£500,000	£600,000	£750,000

* The Baseline figures are taken from latest available data.

** **Year 1** - 2025/2026 *** **Year 3** - 2027/2028 **** **Year 5** - 2029/2030

Inclusive Ownership - Actions

Action	Lead Service
To undertake a consultation exercise with representatives from generative business which includes survey and workshops to identify partners strengths, challenges and identifies and agrees collective solutions to strengthen the sustainability of the sector going forward within the City.	City Development/ Corporate Services
To continue to work with Corporate Development Scotland to raise awareness of support available for companies and advisors concerning cooperative and employee-owned business models including workshops for advisers and learning journeys for companies considering these models.	City Development/ Corporate Services
Support collaboration and networking within the sector through supporting the development of a regular network meetings.	City Development/ Corporate Services
Development of a generative business list of local contractors including social enterprises, cooperatives, employee-owned business and the trading arms of local charities to ensure more frequent communications with generative business to make use of new opportunities.	City Development/ Corporate Services
Develop a web presence which pulls together information for generative business nationally and locally.	City Development/ Corporate Services

Appendix 2
Dundee Anchor Charter

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, histories, 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 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.

Spending and Procurement

Pillar Purpose

We commit to using our spend to support a diverse local business base.

Pillar Objective

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.

Anchor Pledge

- 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.

Workforce

Pillar Purpose

We commit to being a Fair Work First employer to ensure the wellbeing of our workforce.

Pillar Objective

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.

Anchor Pledge

- 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.

Land and Property

Pillar Purpose

We commit to the productive use of our land and assets to support local communities and enterprises.

Pillar Objective

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.

Anchor Pledge

- 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.

Finance

Pillar Purpose
We commit to harnessing and growing local wealth.

Pillar Objective
Increase ethical and local investment and increase access to money advice and credit for low-income groups.

Anchor Pledge
- 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.

Inclusive Ownership

Pillar Purpose
We commit to supporting plural ownership of the economy.

Pillar Objective
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.

Anchor Pledge
- 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.

Dundee City Council

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CHANGING FOR THE FUTURE

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Design by DCC Comms SM/4/25

Integrated Impact Assessment

Committee Report Number: Community Wealth Building and Action Plan 2025 -2030 (June 2025)

Document Title: Community Wealth Building Strategy and Action Plan 2025 to 2030

Document Type: Strategy

Description:

The updated and refreshed Action plan presents updated actions and indicators across the Pillar Areas.

The report is intended to be for Dundee City Council with reference to activities which can be taken forward by CWB Partnerships.

Intended Outcome:

To build upon the foundations already established for community wealth building and community planning in Dundee City Council's local authority area, and to facilitate the reporting of actions undertaken and ongoing objectives.

Period Covered: 01/04/2025 to 31/03/2030

Monitoring:

Through Community Planning Partnership activity and the Community Wealth Building Steering Group (DCC) and each of sub-groups for the CWB Pillar activity.

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Dundee House

<u>Equality, Diversity and Human Rights</u>

Impacts & Implications

Age: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

Disability: Positive

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Gender Reassignment: Positive

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Marriage & Civil Partnership: Positive

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Pregenancy & Maternity: Positive

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Race / Ethnicity: Positive

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Religion or Belief: Positive

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Sex: Positive

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Sexual Orientation: Positive

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Are any Human Rights not covered by the Equalities questions above impacted by this report?

Yes

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Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive

East End:	Positive
The Ferry:	Positive
West End:	Positive

Positive Implications: Community Wealth Building actions in each of the Pillars will help to advance equality.

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Carers: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Lone Parent Families: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Single Female Households with Children: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Greater number of children and/or young children: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Pensioners - single / couple: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Unskilled workers or unemployed: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Serious & enduring mental health problems: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Homeless: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Drug and/or alcohol problems: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Offenders & Ex-offenders: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Socio Economic Disadvantage Impacts & Implications

Employment Status: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Education & Skills: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Income: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Caring Responsibilities (including Childcare): Positive

Socio Economic Disadvantage Impacts & Implications

Community Wealth Building actions in each of the Pillars will help to advance equality.

Affordability and accessibility of services: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Fuel Poverty: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Cost of Living / Poverty Premium: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Connectivity / Internet Access: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Income / Benefit Advice / Income MaximisationPositive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Employment Opportunities: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Education: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Health: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality. Public Health: https://publichealthscotland.scot/publications/community-wealth-building-in-scotland-a-health-impact-assessment/

Life Expectancy: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Mental Health: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Overweight / Obesity: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Child Health: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Neighbourhood Satisfaction: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Transport: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

<u>Environment</u>

Climate Change Impacts

Mitigating Greenhouse Gases: Positive

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Adapting to the effects of climate change: Positive

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Resource Use Impacts

Energy efficiency & consumption: Positive

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Prevention, reduction, re-use, recovery or recycling of waste: Positive ommunity Wealth Building actions in each of the Pillars will help to advance equality and maximise opportunity for environmental benefit. The sustainable procurement duty in theâ€¯Procurement Reform (Scotland) Act 2014â€¯requires that before a contracting authority buys anything, it must consider: how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality, how its procurement processes can facilitate the involvement ofâ€¯SMEs, third sector bodies and supported business, how public procurement can be used to promote innovation. It requires a contracting authority to be aware of how its procurement activity can contribute to national and local priorities and to act in a way to secure this.

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Sustainable Procurement: Positive

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Transport Impacts

Accessible transport provision: Positive

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Sustainable modes of transport: Positive

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Natural Environment Impacts

Air, land & water quality: Positive

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Biodiversity: Positive

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Open & green spaces: Positive

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Built Environment Impacts

Built Heritage: Positive

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Acting sustainably â€“ the procurement process is used as an opportunity to maximise social and environmental, as well as economic, benefits; and to ensure that environmental and other harms are minimised. This could include ethical or environmentally conscious business actions, and sourcing approaches to key materials, ensuring that energy efficiency and usage considerations are included within design elements, that circular economy approaches and life cycle mapping assessments are considered as part of sourcing strategy development.

Housing: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality and maximise opportunity for environmental benefit. The sustainable procurement duty in theâ€¯Procurement Reform (Scotland) Act 2014â€¯requires that before a contracting authority buys anything, it must consider: how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality, how its business processed, as well as procurement processes can facilitate the involvement ofâ€¯SMEs, third sector bodies and supported business, how public procurement can be used to promote innovation. It requires a contracting authority to be aware of how its procurement activity can contribute to national and local priorities and to act in a way to secure this.

The priorities for the public sector are to consider its business activity and impact on the environment:

Emissions - focus efforts on the material decarbonisation opportunities it's business operations and also it's outsourcing activity (scope 3 emissions). This could include specifying requirements including â€“ use of specific materials or process which reduce carbon impact; evaluation criteria which measures bidding organisationâ€™s commitment and innovation in reducing emissions and demand management considerations etc.

Adaption - be resilient to the future climate and to plan for business continuity in relation to delivery of their functions and the services they deliver to the wider community. This could include consideration to the specification of requirements, evaluation criteria or understanding the bidding organisationâ€™s business continuity approaches which take account of the potential impacts of climate change.

Acting sustainably â€“ the procurement process is used as an opportunity to maximise social and environmental, as well as economic, benefits; and to ensure that environmental and other harms are minimised. This could include ethical or environmentally conscious business actions, and sourcing approaches to key materials, ensuring that energy efficiency and usage considerations are included within design elements, that circular economy approaches and life cycle mapping assessments are considered as part of sourcing strategy development.

Is the proposal subject to a Strategic Environmental Assessment (SEA)?	No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

<u>Corporate Risk</u>

Corporate Risk Impacts

Political Reputational Risk: Not Known

There may be potential unintended consequences to community wealth building in the respect that we may not always be in a position to meet community asks such as asset transfer asks or community wish asks.

Economic/Financial Sustainability / Security & Equipment: Not Known

There may be potential unintended consequences to community wealth building in the respect that we may not always be in a position to meet community asks such as asset transfer asks or community wish asks.

Social Impact / Safety of Staff & Clients: Not Known

There may be potential unintended consequences to community wealth building in the respect that we may not always be in a position to meet community asks such as asset transfer asks or community wish asks.

Technological / Business or Service Interruption: Not Known

There may be potential unintended consequences to community wealth building in the respect that we may not always be in a position to meet community asks such as asset transfer asks or community wish asks.

Environmental: Positive

The priorities for the public sector are to:

Emissions - focus efforts on the material decarbonisation opportunities in its business activity but also its outsourced activity (scope 3 emissions). This could include specifying requirements including â€“ use of specific materials or process which reduce carbon impact; evaluation criteria which measures bidding organisationâ€™s commitment and innovation in reducing emissions and demand management considerations etc.

Adaption - be resilient to the future climate and to plan for business continuity in relation to delivery of their functions and the services they deliver to the wider community. This could include consideration to the specification of requirements, evaluation criteria or understanding the bidding organisationâ€™s business continuity approaches which take account of the potential impacts of climate change.

Acting sustainably â€“ the procurement process is used as an opportunity to maximise social and environmental, as well as economic, benefits; and to ensure that environmental and other harms are minimised. This could mean including specific requirements within tender documentation which are intended to improve environmental impact of contracted activity. This could include ethical or environmentally conscious sourcing approaches to key materials, ensuring that energy efficiency and usage considerations are included within design elements, that circular economy approaches and life cycle mapping assessments are considered as part of sourcing strategy development.

Legal / Statutory Obligations: Positive

The sustainable procurement duty in theâ€¯Procurement Reform (Scotland) Act 2014â€¯requires that before a contracting authority buys anything, it must think about:
how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality,
how its procurement processes can facilitate the involvement ofâ€¯SMEs, third sector bodies and supported business,
how public procurement can be used to promote innovation.

Organisational / Staffing & Competence: Positive

Despite the above mentioned potential unintended consequences to the community wealth building, the CWB Strategy and Action Plan provides an effective framework for ongoing delivery of national outcomes.

Corporate Risk Implications & Mitigation:

The risk implications associated with the subject matter of this report are "business as normal" risks and any increase to the level of risk to the Council is minimal. This is due either to the risk being inherently low or as a result of the risk being transferred in full or in part to another party on a fair and equitable basis. The subject matter is routine and has happened many times before without significant impact.