



Glasgow City Council

Economy, Housing, Transport, and
Regeneration City Policy Committee

Report by Director of Regional Economic Growth

Contact: Val McNeice – val.mcneice@glasgow.gov.uk

Item 5

19th August 2025

Community Wealth Building: an update

Purpose of Report:

To provide Committee Members with an update on Glasgow City Council's 'Community Wealth Building' approaches: people-centered economic development that aims to build a more inclusive and resilient economy by redirecting the available wealth back into Glasgow.

Recommendations:

It is recommended that members:

- Note the content of the report, including the intention for Glasgow City Council to work collaboratively with the Glasgow City Region Anchor Network to form a regional Community Wealth Building Partnership.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

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1. Introduction

- 1.1. This report presents Committee Members with an update on Glasgow City Council's 'Community Wealth Building' approaches: people-centered economic development that aims to build a more inclusive and resilient economy by redirecting the available wealth back into Glasgow.

2. Background and context

- 2.1. Glasgow City Council is an 'anchor organisation' (or 'anchor institution'): a geographically rooted employer whose long-term sustainability is closely linked to the wellbeing of the place in which it operates. Anchors are public, private or third sector and tend to have significant assets and resources which influence the social, economic and environmental conditions of their local area.
- 2.2. Increasingly, anchor organisations are giving careful consideration to how their activities (e.g. workforce, spending, and asset ownership) impact on people and place – with steps being taken to ensure positive and supportive outcomes.
- 2.3. Simultaneously, Community Wealth Building (CWB), as an alternative economic model that values people and place, has gained popularity and traction in Scotland. Anchor organisations are central to delivering CWB approaches through their business-as-usual activities including employment and procurement.
- 2.4. Glasgow City Council were early adopters as the Council, on 9th December 2021, approved a motion which formalized support for the CWB approaches:
 - "Council recognises that conventional economic growth and extractive models of wealth generation can often leave communities worse off despite the appearance of economic success when viewed through the lens of traditional indicators like GDP.
 - "...Council further welcomes the inclusion of Community Wealth Building (CWB) as part of the social and economic recovery plans for the city and our involvement in CWB development at the City Region level."
- 2.5. While Glasgow City Council continues to take forward CWB work at city level – including becoming accredited as a Living Wage Employer, and through progressive procurement practices – regional and national developments have come alongside, bringing in Glasgow City Council as a key collaborator. Where possible and sensible to do so, CWB approaches are being taken at regional level, as set out within the Regional Economic Strategy and associated Action Plan.

3. The Glasgow City Region Anchor Network

- 3.1. Recognising the potential for collective thinking and action, the Glasgow City Region Anchor Network was established in April 2023. The overall aim was to provide senior leadership and momentum for building community wealth in the regional economy. Glasgow City Council has played a key part in the Network with the then Chief Executive taking on the role of Chair at the outset.
- 3.2. The Network meets once every six months for an Anchor Summit, having come together on five occasions in total. Members are Chief Executives or Directors of a range of public, private, and third sector anchor organisations from across GCR. (See Appendix 1.)
- 3.3. Both NHS Boards in the Region (Greater Glasgow and Clyde, and Lanarkshire) are members of the Network. NHS Boards each have their own Anchor Strategy in place, as required of them, utilising existing frameworks to assess their baseline position and work towards strategic goals.
- 3.4. The rolling chair format means a Chief Executive of one of the member local authorities in the Region has taken on the role at each Summit. Along with the broader membership of regional anchors, input from two of the eight member local authorities is requested at each Anchor Summit.
- 3.5. The Network is organised around the five pillars of Community Wealth Building (CWB): workforce, spending, land and property, shared ownership, and finance.
- 3.6. The GCR Anchor Network is now well-established and a statement of purpose is being developed, to include agreed outcomes for the Network, facilitating members to coalesce around activity with explicit objectives in mind.
- 3.7. Membership, although regional, is Glasgow-centric and there is an appetite to bring in more private sector enterprises to increase influence and impact of the Network's activity.
- 3.8. The Network has previously focused on two of the five CWB pillars: 'workforce' and 'spending'. In terms of workforce, members were supportive of the development and launch of the Making Glasgow City Region a Living Wage Place campaign and have provided input on the proposed regional Good Employment Charter. On 'spending', avenues for collective procurement activity have been explored and the Network have engaged with the regional Community Benefit Hub. A priority is to build on existing membership to ensure that all of the member local authorities join the Hub, along with other established partners, such as the University of Strathclyde.

4. Creating a Community Wealth Building Partnership

- 4.1. The Community Wealth Building (Scotland) Bill is intended to create a strategic foundation for community wealth building in Scotland. The Programme Manager for Health and Inclusive Economy has been an active member of the Bill Steering Group, participating in discussions that have shaped the Bill.

- 4.2. The Bill/Act provides an opportunity for the Anchor Network to form a Community Wealth Building Partnership, as set out in the Bill. Such partnerships will be responsible for the development and ownership of a CWB strategy and the actions therein. Partnerships may be local or regional, but each LA must be a member of a partnership. Broad collaboration with public, private, and third sector partners is strongly encouraged.
- 4.3. It is recommended that Committee Members acknowledge the development of the Anchor Network into a Community Wealth Building Partnership, as set out in the Bill, with Glasgow City Council continuing as a key partner.

5. The 'finance' pillar

- 5.1. The Network will consider 'finance' as the next CWB pillar of focus, working with the [Good Economy](#) team led by Prof Mark Hepworth, Economist and Co-Founder. Providing independent impact advisory services, the Good Economy has pioneered Place Based Impact Investment (PBII) methodology and has a track record of work to connect capital with place. An exploratory first step will involve a discussion between Glasgow City Council, Strathclyde Pension Fund and the National Wealth Fund.

6. Next steps

- 6.1 Prior to this session with the Good Economy team in October, engagement with Elected Members will be facilitated to ensure their input is reflected in the Council's approach to Community Wealth Building and, in particular, the 'finance' pillar that will form the basis for the session.

7. Recommendations

- 7.1. Committee Members are invited to:
 - Note the content of the report, including the intention for Glasgow City Council to work collaboratively with the Glasgow City Region Anchor Network to form a regional Community Wealth Building Partnership.

Appendix 1: Current membership of the GCR Anchor Network

- The eight member local authorities of the Glasgow City Region
- Barclays
- Blue Triangle Housing Association
- Department of Work and Pensions
- Development Trusts Association Scotland
- Federation of Small Businesses
- Glasgow City Region Programme Management Office
- Morrison Construction
- New College Lanarkshire
- NHS Greater Glasgow and Clyde
- NHS Lanarkshire
- Quarriers
- Scottish Power Energy Networks
- Scottish Association for Mental Health (SAMH)
- Skills Development Scotland
- Turning Point Scotland
- The University of Glasgow
- University of the West of Scotland

Policy and Resource Implications

Resource Implications: None

Financial:

Legal:

Personnel:

Procurement:

Council Strategic Plan: This work supports the 'reducing poverty and inequality', and 'increasing opportunity and prosperity' missions.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.

What are the potential equality impacts as a result of this report?

Positive impact

Please highlight if the policy/proposal will help address socio-economic disadvantage.

Yes, work across the pillars of community wealth building will continue to boost income for the lowest paid workers, promote fair and healthy work opportunities, and deliver social value to communities via community benefit approaches.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

No

What are the potential climate impacts as a result of this proposal?

No direct impacts

*Will the proposal
contribute to
Glasgow's net zero
carbon target?*

Not directly

**Privacy and Data
Protection Impacts:**

Are there any potential
data protection impacts
as a result of this report
Y/N No

If Yes, please confirm that
a Data Protection Impact
Assessment (DPIA) has
been carried out