

**South Ayrshire Council**

**Report by Director of Communities and Transformation  
to Service and Partnerships Performance Panel  
of 14 May 2024**

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**Subject: Community Wealth Building Programme**

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**1. Purpose**

- 1.1 The purpose of this report is to provide an update on the Community Wealth Building (CWB) programme workplan and a summary of progress to date, which includes a review of the current work plan.

**2. Recommendation**

**2.1 It is recommended that the Panel:**

**2.1.1 reviews progress and achievements in relation to CWB; and**

**2.1.2 endorses the approaches and activities set out within the revised work plan.**

**3. Background**

- 3.1 The Community Wealth Building (CWB) programme has targeted an approach to local economic regeneration focused on five key areas: Procurement, Financial Power, Land and Assets, Plural Ownership and Fair Work. Essentially CWB is about creating a resilient and inclusive economy for the benefit of the local area through the maximisation of local assets.

- 3.2 The approach being taken in South Ayrshire is to link CWB to placemaking with a particular focus on our town centres as key economic drivers, places of social activity and symbols of civic identity and pride.

- 3.3 The overarching Ayrshire Growth Deal (AGD) programme identified CWB as core to creating a strong, resilient, and inclusive local and regional economy. A CWB Commission has been established with the three Ayrshire Councils and other local Anchor Institutions. South Ayrshire Council signed a CWB charter in October 2020.

- 3.4 The Ayrshire Growth Deal CWB business case identified KPIs to be achieved across the Ayrshire region. The KPIs have informed the CWB team's Action Plan.

- 3.5 On 24 April Cabinet approved a restructure to the Economy and Regeneration Service. Within this restructure CWB Officers have transferred to the Thriving Economy Team to integrate and complement delivery of the Ambition Programme and Business Gateway Services.

- 3.6 The Ayrshire Growth Deal CWB programme included a CWB Fund totalling £1m for the 3 Ayrshires, with an SAC allocation of £0.333m to be used to support the work of the CWB Officers and the principles of CWB. As of 31 March 2024, £182,295 has been spent, with a further £75,575 allocated via approved applications, with circa £75,000 in applications in progress. It is anticipated that the full CWB Fund allocation will be fully spent by the conclusion of the Ayrshire Community Wealth Building programme.
- 3.7 The funding under the Ayrshire Growth Deal is due to be concluded by September 2024. Funding through the UK Shared Prosperity Fund (UK SPF) as agreed in an April 2024 reprofiling will allow the programme to continue through March 2025. An additional £143,000 has been allocated through the UK SPF for the continuation of the Community Wealth Building Fund, which will be administered by the CWB Officers and Thriving Economy team.
- 3.8 The Action Plan for 2024 - 2025 is included in [Appendix 1](#). Key highlights of CWB team activities over 2023 - 2024 are noted in [Appendix 2](#).

#### **4. Proposals**

- 4.1 It is proposed that the CWB team provide twice yearly updates to Service Leads and Members on progress made against planned activity.

#### **5. Legal and Procurement Implications**

- 5.1 There are no legal implications arising from this report. However, new CWB Legislation is anticipated in 2024 – 2025 which may require a review of any potential implications.
- 5.2 Procurement implications are noted in section three of the report and progress of procurement activity is noted in [Appendix 1](#).

#### **6. Financial Implications**

- 6.1 There are no financial implications arising from this report.

#### **7. Human Resources Implications**

- 7.1 The CWB officers contracts end in March 2025, (extended from October 2024 by UK Shared Prosperity funds as approved April 2024 Cabinet)

#### **8. Risk**

##### **8.1 *Risk Implications of Adopting the Recommendations***

- 8.1.1 There are no risks associated with adopting the recommendations.

##### **8.2 *Risk Implications of Rejecting the Recommendations***

- 8.2.1 Rejecting the recommendations will have a negative impact on the outcomes of the community wealth building programme.

## **9. Equalities**

- 9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions, and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## **10. Sustainable Development Implications**

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## **11. Options Appraisal**

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## **12. Link to Council Plan**

- 12.1 The matters referred to in this report contribute to Priorities 2 and 3 of the Council Plan: Live, Work, Learn/ Work and economy (Outcome 2); and Civic and Community Pride/ Community Engagement (Outcome 2).

## **13. Results of Consultation**

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor Bob Pollock, Portfolio Holder for Economy Development, and the contents of this report reflect any feedback provided.
- 13.3 Consultation has taken place with Local Members and the contents of this report reflect any feedback provided.

**Background Papers**      **Community Wealth Building Action Plan Report 2023**

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**Date: 1 May 2024**

**Appendix 1 – Revised Action Plan 20.03.24**

<b>Task Name</b>	<b>Completion Date</b>		<b>Comment</b>	
<b>SOCIALISATION</b>				
SAC CWB Officers to work to localities and CWB Pillars	31/03/2025	CMcP	Officers allocated on the following basis:  Troon & Ayr (and surrounding villages) with a focus on Procurement Prestwick & Ayr (and surrounding villages) with a focus on Procurement Girvan & Maybole (and surrounding villages) with a focus on Land & Assets	
Focus CWB on place-making themes	31/03/2025	CMcP	The following themes are emerging from place making community engagement: tourism, culture, heritage, events, health and wellbeing, town centres & visitor economy	
Awareness Raising/Socialisation of Community Wealth Building Pillars	31/03/2025	CWB Officers	The Team will continue to promote CWB through working with colleagues in Thriving Economy, Thriving Places and across Services and to relevant stakeholders. The teams will deliver events in coordination with the Thriving Economy Team.	
Progress Remaining CWB Catalyst Fund and develop and deliver approved SPF CWB Fund in coordination with the Thriving Economy Team	31/03/2025	CWB Officers	Provide targeted catalyst funding support focusing on place-making, business growth, skills and jobs, capacity building linked to CWB pillars from remaining funding allocation and allocate the SPF CWB Fund with Thriving Economy team.	
Create a CWB page on the SAC Ambition webpage	31/03/2025	CWB Officers	The SAC CWB page on the Ambition web page will raise awareness and the profile of CWB whilst fully integrating it alongside the current offering	

Task Name	Completion Date		Comment	
			from E&R. SAC case studies from across the five pillars of CWB will be displayed on the page to show CWB in action.	
<b>PROCUREMENT</b>				
Monitor and analyse SAC Procurement Wave Plan to inform sectoral focus of SAC CWB Officers and SAC Business Advisors.	31/03/2025	CWB Officers	SAC CWB Officers identified the following areas (ratified by SAC Procurement Lead) for sectoral focus: <ul style="list-style-type: none"> <li>• Trades</li> <li>• Food &amp; Drink</li> <li>• Health &amp; Social Care</li> </ul>	
Host a South Ayrshire Council and Supplier Development online event to raise awareness of the opportunity to strengthen local economies and support local supply chains through public contracts.	30/03/2025	CWB Officers	South Ayrshire Council in partnership with the Supplier Development Programme (SDP) will host a <i>SAC Talking Tenders</i> webinar/event to raise awareness of upcoming and future contract opportunities.	
Continue to socialise Community Benefits Requests	31.03.2025	CWB Officers	CWB Officers will continue to work with SAC Procurement, Thriving Communities and Digital Services colleagues to promote the Online Benefits Wish List on the SAC Procurement Web Page. <a href="https://my.south-ayrshire.gov.uk/article/46953/Community-benefits-wishlist">https://my.south-ayrshire.gov.uk/article/46953/Community-benefits-wishlist</a>	

<b>Task Name</b>	<b>Completion Date</b>		<b>Comment</b>	
Organise a social enterprise/co-operative focused procurement event/workshop.	31/03/2025	CWB Officers	CWB team in partnership with South Ayrshire Social Enterprise Network (SASEN) to organise an event for social enterprises to raise awareness of the potential to develop and cluster (if possible) as supply chains for public procurement opportunities.	
Provide CWB considerations during the development phase of the SAC procurement annual strategy refresh	30/09/2024	CWB Officers	Annual strategy refresh by Procurement happens February each year where the strategy is approved at Cabinet. CWB Officers to present CWB considerations to the Service Lead to input and contribute to the Strategy.	
Organise an SAC Lunch & Learn Event to promote SAC Framework opportunities.	31/03/2025	CWB Officers	CWB officers working with the Procurement team will arrange a 'lunch and learn' event to promote current framework opportunities. This will replicate the success of previous lunch and learn events held for the Minor Works framework and the Food & Drink framework.	
Arrange SDP Bespoke Training Event to complement the Lunch & Learn Framework Event	31/03/2025	CWB Officers	CWB officers to work with SDP to develop a bespoke training event to compliment the Lunch and Learn Framework event.	
Engage with other Anchor Institutions to identify and progress joint procurement opportunities. Socialisation of CWB/strengthen	31/03/2025	Procurement Workstream Lead	CWB officers to engage with and feed into the pan-Ayrshire procurement workstream.	

Task Name	Completion Date		Comment	
local economies/support local supply chains.				
<b>FINANCIAL POWER</b>				
Promote South Ayrshire gift card to lock in local spend.	31/03/2025	LACER Officer	Target of 300 businesses registered to accept the SA SLL Gift Card. Electronic Gift Card to be launched May 2024. Social Media campaign being prepared to promote digital card to both local businesses and local consumers. This should result in an increase in the number of businesses registering to accept the gift card.	
Integrate with Thriving Economy team to promote local economic growth	31/03/2025	CWB Officers	Develop local wealth retention initiatives in coordination with Thriving Economy team	
Troon /Open	14/07/24	CWB Officers	Encourage business engagement and support for Troon Town Centre business community to positively respond to the potential of the 152 <sup>nd</sup> Open in Troon 14-21 July 2024 and capability building beyond the event.	
Create Opportunities for Positive Town Centres PR	31/03/2025	LACER Officer	Utilisation of the South Ayrshire gift card as a means of developing positive local PR.	
<b>LAND AND ASSETS</b>				
Collaborate with SAC's Land and Assets service lead to deliver sustainable socially	31/03/2025	CWB Officers	CWB Officer Membership of the SAC Community Asset Transfer Group supporting Business appraisal and CWB compliance. Deliver an information event to promote opportunities and highlight case studies	

Task Name	Completion Date		Comment	
productive use of land and buildings/assets.				
Enable and support asset transfer by building knowledge and awareness of underutilised assets.	31/03/2025	CWB Officers	CWB Officer to monitor Scottish Enterprise GIS Mapping Tool and events supporting the delivery of this.	
Identify underutilised assets for CWB team to promote and develop via the CWB programme.	01/03/2022-01/04/2024	CWB Officers	<p>Adopt a data and strategic direction from place-making/regeneration colleagues to identify new opportunities and continue to support the following:</p> <ul style="list-style-type: none"> <li>• Girvan Town House/Go Girvan Tourism</li> <li>• Adventure Carrick Education/Girvan Band Stand</li> <li>• Maybole School Vennel</li> <li>• Carrick Centre/Goudie Transition</li> <li>• Dundonald Castle</li> <li>• Dalquharran Castle</li> <li>• Biosphere Bikes - support purchase and refurbishment of underutilised building</li> <li>• Annbank Community Centre</li> <li>• Coylton Lawn Tennis Club</li> </ul>	
Host 1 to Many Plural Ownership events	31/03/2025	CWB Officers	Organise events with interested community groups to identify their development needs to support the co-production of viable local services and initiatives. Events to meet Business Case KPI	



<b>Task Name</b>	<b>Completion Date</b>		<b>Comment</b>	
Review, analysis and Monitor SAC commercial property portfolio to ensure we support growth of local businesses and entrepreneurial activity.	31/03/2025	CWB Officers	Analyse Ayr Town Centre Framework to enable targeted support to grow local businesses and support entrepreneurial activity.	
<b>PLURAL OWNERSHIP</b>				
Identify and engage with key community groups based throughout South Ayrshire to understand potential collaborative opportunities. Promote imaginative use of assets/inclusive economic models	31/03/2025	CWB Officers	A CWB Officer supported New Market Street Traders and provided CDS support to develop Articles of Association as new Consortium Cooperative (est. Summer 2023) with a focus on the regeneration of the street in which they trade within Ayr. This will continue to be a focus for activities and potential to use as a case study to promote elsewhere, e.g. Troon.	
Promote alternative and plural ownership models		CWB Officers	Upskill and promote with Thriving Economy team so they can proactively engage with the local business base.	
<b>FAIR WORK</b>				
Identify and promote Fair Work employers within South Ayrshire. Create fair and meaningful	31/03/2025	CWB Officers/AGD Fair Work Team	Each referral made by SAC CWB Officers to the AGD Fair Work Team enables them to speak to local businesses about the benefits of creating fair and meaningful employment opportunities.	

Task Name	Completion Date		Comment	
employment opportunities				
Support central Fair Work team	31/03/2025	CWB Officers	Continue to support the central AGD Fair Work team to promote and deliver events and activities	
<b>CLIMATE ACTION</b>				
Consider climate action in all CWB activity	31/03/2025	Cross-cutting theme across all CWB activity and grant support.	Relationship established with SAC Coordinator for Sustainable Development. Climate action and sustainability is a consideration in all CWB Catalyst Funded projects. Enhancing Natural Capital is a key theme in the Regional Economic Strategy.	

## Appendix 2

### Community Wealth Building – Key Highlights 2023-24

#### Community Wealth Building Catalyst Fund

The CWB have provided targeted catalyst funding support focusing on place-making, business growth, skills and jobs, capacity building linked to CWB pillars:  
Position @ 31.03.24

- £182,295 Allocated funding
- £75,575 Applications approved
- £77,979 Applications in progress

#### Biosphere Enterprises – From Concept to Market (Circular Economy Project– Black Face Sheep Wool to Knitwear)

CWB Officer worked with the Galloway and South Ayrshire Biosphere to explore the concept possibility of re-cycling the wool of the indigenous 'Black Face Sheep' breed found throughout the region, and turning a once waste commodity (due to its coarseness) into something useful, e.g., knitwear. Advice and collaboration from the CWB officer around governance and business structure, a special purpose vehicle was created, with a view to earning revenue, and beginning to make the Biosphere more economically sustainable.

CWB Officer continued to support with everything from business planning, governance to brand marketing, and crowd funding. The new quality knitwear items have come to market using local knitwear company Begg's as a key partner of the wider supply chain.

#### Adventure Centre for Education (ACE) – Regeneration of Girvan Bandstand (Heritage Project & Community Cafe)

CWB Officer initially worked with and supported ACE on their Business Planning. After discussion around an aspiration to regenerate the iconic Girvan bandstand for the town, and wider tourism offering, a collaboration was formed to work towards this end using empowerment legislation for purchase. The CWB officer has collaborated with ACE on the purchase of the existing derelict building and site, working along with SAC Land & Assets, has created an 'architectural template', bringing together a group of skill sets (Design, QS, Heritage Architects, etc) to create an architect brief and appropriate design to fit the aspirations. The CWB Officer has supported with this template and with governance and funding signposting, working toward realising the group's intention to host a Community Cafe/Flexible Event space, whilst being respectful of the heritage credentials of this well-known Girvan landmark.

#### Ayr Sea Scouts – Lease to SAC Asset Purchase (Long term Ownership of Public Asset for Community enhancement)

CWB Officer worked with and supported Ayr Sea Scouts on their Business planning, and re-location aspirations. After gaining an understanding of the requirement, CWB Officer engaged Client with SAC Land & Assets, identifying the 'Foresters Hall' as it became available and successfully pursued on a lease basis by Ayr Sea Scouts on an initial 2-year lease. Within 3 months the Foresters Hall was home to a further 8 groups, all of whom were generating

unrestricted income, and accelerating the opportunity for an eventual purchase of the premises. After signposting by CWB officer to additional funding opportunities, the eventual purchase is 60% in place, with completion of asset purchase targeted before the end of 2024.

### **Stinchar Valley Digital Tourism (Digital Collaboration with SCOTO, ARIA and Stinchar Valley Villages)**

CWB Officer Developed a Community Led Tourism Group with a focus on building digital capability to support the local Visitor Economy in and around Girvan. This included contributions to the Scottish Community Tourism (SCOTO) run workshop 'Press Pause' to spend time with communities to assess their assets, branding etc then plan for the next stages. SCOTO worked with Go Girvan and Colmonell and with Stinchar Valley – Ballantrae, Pinmore & Pinwherry and the enhancement of Colmonell.

Supported by ARIA funding, the results are positive with the formation of an official group to promote as Ballantrae & The Stinchar Valley. A follow-on CWB project has been developed to introduce a digital capability pilot taking some of the learning from the SCOTO work, and with a view to enhancing the tourism offering throughout the wider area.

### **HSCP Collaboration (Support a micro-enterprise initiative with a focus on improving a range of care services throughout South Ayrshire)**

Initial work by a CWB Officer supported an HSCP inspired 'Micro Enterprise' initiative with a view to facilitate small/ single employee businesses to be part of the SAC Care supply chain through rural areas of SAC. The net effect of the initiative was to 'Free up' hospital beds, by allowing those with reduced care needs to stay at home.

CWB Officer has organised Business 'How-To' Webinar & 'Digital Capability' Webinar positioned to support the cohort at the appropriate point in the process.

This support was to help ease those without 'self-employment' experience into the appropriate employment status, highlighting Income tax implications, along with some digital/social media awareness, to allow search for additional work, and reducing dependency on HSCP/Social direction.

### **Scottish Enterprise/Co-operative Development Scotland Collaboration (Upskilling CWB and business advisors on Alternative and Plural ownership models)**

CWB Officer supported by Scottish Enterprise and Co-operative Development Scotland, hosted training sessions on Employee Ownership, Co-operatives & Community Co-operatives, Platform Co-ops, BenComs and Family Business for CWB Team, Business Team & appropriate Thriving Communities Officers;

Employee Ownership Trust & Family Business Training – 18/05/22

Co-operatives, Community Co-ops, Platform Co-ops & Bencoms – 22/06/22

CWB Officer supported Scottish Enterprise to scope a Pan-Ayrshire Employee Ownership Awareness Event, with keynote Speaker Turnbury Rugs – August 2022

### **New Market Street Traders (NMST)**

New Market Street has c. 47 independent businesses and is at the heart of Ayr Town centre.

NMST aim is to regenerate the street to become a UK recognised destination.

CWB Officer arranged an information session with NMST and CDS to explore the potential for Cooperative Development December 2022.

CDS offered free consultancy to NMST to form as a Consortium Cooperative which took a few months and various meetings and events to establish.

Formed 2023 with bank account.

CWB Officer is supporting NMST to scope potential funding and development opportunities.

### **Glow Bambino**

CWB officer supported this enterprise to take on an empty shop unit in the vicinity of Ayr town centre. CWB officer provided business planning, funding, and occupancy advice to support the enterprise through taking on a retail premises. CWB catalyst funding was also used to support the fit out of the retail premises. Previously Glow Bambino had been hiring out space on an ad hoc basis, employing one person and was only able to run two or three classes a week. Now that Glow Bambino has its own retail space it is running at full capacity with classes on every day of the week resulting in them taking on more employees who are all being paid above the real living wage. Glow Bambino has also linked in and collaborated with other local enterprises to allow them to hire out the space when it is not in use at competitive rates leading to a weekly occupancy of 90%.

### **Broadway Prestwick**

CWB officer supported this enterprise with a CWB catalyst funding application. Funding was secured for professional digital cinema equipment to enable the Broadway Prestwick to continue community film screenings in Prestwick and throughout South Ayrshire. Prior to the CWB funding the group was having to hire in the equipment for each screening which was having a negative impact on running costs, ticket prices and screening availability. Being able to own their equipment means the Broadway can put on regular screenings at reasonable prices whilst developing and building a solid income stream and audience base for their future plans. The Broadway has since been successful in a funding application to the Scottish Land Fund to purchase the old Broadway Cinema in Prestwick as well as funding for a full-time employed project development officer who has been recruited locally.

### **Rebel Baker**

CWB officer supported this enterprise providing business planning, funding, and business start-up advice. CWB officer signposted to Economy & Regeneration business advisor for startup funding which was applied for and granted. CWB officer supported a CWB catalyst funding application for an online sales platform to enable the enterprise to sell out with South Ayrshire and build up a strong base for retail wholesale. The enterprise has started trading in April 2024 and has already secured 15 local retailers/stockists in South Ayrshire. The enterprise is on track to generate £340k of revenue and create two full time and 3 part time jobs which are being recruited locally within South Ayrshire.

### **Events**

#### **Regional Event – 27<sup>th</sup> September 2023**

The SAC CWB Team organised a Regional Event held at Troon Town Hall and Walker Hall showcasing CWB, including key case studies/success stories and assets. The event was delivered in partnership with anchor institutions, private and third sector organisations and agencies. Key CWB themes around local produce, cooperatives, opportunities within Procurement, wellbeing, tourism/culture/heritage, place-shaping and the role of town centres and tourism for inclusive growth were highlighted. In

support to this event the Team created, in partnership with the CWB Programme Manager, a SAC CWB video ([https://www.youtube.com/watch?v= Hi2es\\_syr8](https://www.youtube.com/watch?v= Hi2es_syr8)) which showcased South Ayrshire and our case studies.

**220** stakeholders registered to attend. Key speakers at the event included:

- Dr Kirsteen Croll, Friends of Dundonald Castle
- Vanessa Good, The Good Travel Company

The event highlighted the SAC CWB support that has strengthened business models and opened opportunities for new models of local regeneration.

### **Procurement Event – 10<sup>th</sup> October 2023**

Food and Drink Framework: In order to identify high quality local suppliers and producers of food and drink to support SAC Golf & Leisure café facilities within Ayr and Troon an event was hosted by SAC CWB, Procurement and Golf and Leisure Services.

Following a marketing and comms campaign, local suppliers/producers attended an event in October 2023 to find out more information about applying to the framework.

Officers from SAC Golf and Leisure, Procurement and CWB teams were available on the day to provide guidance on the process.

17 local businesses attended the lunch time event. The event resulted in 10 suppliers applying to the framework with 10 suppliers successfully appointed to the framework.

### **Scotland Excel Event- 29<sup>th</sup> November 2023**

A CWB represented SAC at a Scotland Excel Supported Business event. This event was an opportunity for supported businesses across Scotland to meet with buyers and network. The event was useful and provided the CWB officer with key contacts throughout Ayrshire in relation to supported businesses as well as procurement contacts in neighbouring councils. A follow up meeting has been arranged with these procurement contacts and SAC procurement team to start a discussion on how supported business spend can be increased within South Ayrshire.

### **Land and Assets Event – 21<sup>st</sup> June 2023**

CWB officers in collaboration with SASEN (South Ayrshire Social Enterprise Network) organised and held an event focused on community ownership of assets titled 'own it'. This event was attended by over 60 representatives from the third sector with speakers including CEiS (Community Enterprise in Scotland), COSS (Community Ownership Support Service) and also a case study from Seafield Tennis Club. This event focused on the CWB theme of land and assets and has resulted in various referrals to the CWB team for further support/signposting.

## **Funding Fair – 26<sup>th</sup> October 2023**

CWB officers supported SAC's external funding officer with a funding fair which took place in Ayr Town Hall. The event ran at full capacity with 100 3<sup>rd</sup> sector representatives attending. CWB officers delivered four workshops over the course of the day to promote CWB and the newly developed Community Benefits online tool. CWB officers also manned a stall at the event and took referrals for the CWB programme.

## **Plural Ownership – 7<sup>th</sup> February 2024**

CWB officers supported SASEN (South Ayrshire Social Enterprise Network) with their 'Social Places' event alongside Social Enterprise Scotland. This event saw SASEN presented with a Social Enterprise Place award for South Ayrshire. The portfolio holder for CWB also spoke at the event providing an update on how the CWB team can support the third sector and examples of where it was doing so already. CWB officers gained referrals from the event with opportunities for procurement, business planning and collaboration support.

## **Tools developed**

### **Community Benefits Online Tool ('Wishlist')**

The online tool was developed by the CWB officers in collaboration with the SAC procurement team. As of 30/03/2024 there have been 41 community benefit requests submitted and of these 15 have been granted or matched with a supplier.

### **Procurement Mapping Tool**

SAC Procurement workstream lead developed a procurement mapping tool which presents information on where public spend happens for Ayrshire's anchor institutions. This tool provides intelligence and data which provide insights which can inform business and economic development strategy.

### **CWB Promotional Video**

- [https://www.youtube.com/watch?v=Hi2es\\_syr8](https://www.youtube.com/watch?v=Hi2es_syr8)
- Key messages: people, place, planet – where there are assets wealth can be created.