

The Poverty Alliance submission to the Scottish Government's consultation on Community Wealth Building



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About us

The Poverty Alliance is Scotland's anti-poverty network. Together with our members, we influence policy and practice, support communities to challenge poverty, provide evidence through research and build public support for the solutions to tackle poverty. Our members include grassroots community groups, academics, large national NGOs, voluntary organisations, statutory organisations, trade unions, and faith groups.

1. Introduction

The latest statistics on poverty and inequality again highlight that our economy is not working for everyone. Too many people, including 250,000 children, continue to have their health, wellbeing and life chances restricted by poverty. The distribution of wealth in Scotland also remains vastly unequal, with Scotland's richest 10% of households having 217 times more wealth than the poorest 10% of households.¹ As a result, tackling poverty necessitates changes in Scotland's approach to economic development, with an emphasis on promoting the wellbeing economy and addressing inequality.

We are pleased to respond to this consultation on Community Wealth Building (CWB). The CWB approach to economic development has the potential to advance a more equal Scotland, embedding our shared values of justice and compassion to tackle inequality at the local level. Examples of CWB models from Scotland, including North Ayrshire, and globally, including Cleveland, highlight that this approach can enable communities to be more actively involved in local economic development with benefits for the distribution of wealth, good quality employment and the ownership of assets.

Through our Get Heard Scotland project, in partnership with the Scottish Government, we worked with people living on low incomes in the early months of 2023 to identify their priorities for Scotland's approach to CWB.² Our response draws on the key messages identified during that engagement process. Our findings show

¹ Scottish Government (2022) *Wealth in Scotland 2006-2020* available at <https://data.gov.scot/wealth/>. The wealthiest households – those in the wealthiest 10% decile - had on average £1.7 million in total wealth and those in the least wealthy 10% decile at £7,600.

² Get Heard Scotland (GHS) helps people affected by poverty get their voices heard on the policies and decisions that most impact their lives. The programme is coordinated by the Poverty Alliance and funded by the Scottish Government as part of its Child Poverty Delivery Plan. For more information see - [Get Heard Scotland - The Poverty Alliance](#)

that people living on low incomes are positive about the potential of CWB, and that positivity grows as they learn more about the approach. However, people on low incomes also have reservations about how CWB will work in practice and were clear in their recommendations that our approach to CWB must actively seek to tackle, rather than embed, inequalities in Scotland. More information on this Get Heard Scotland process, and the group's recommendations can be found in the paper attached to our consultation response.

1. Responses to Consultation Questions

1a. We are proposing a duty to advance Community Wealth Building, which form do you think this duty should take:

Option C

CWB will only be successful in redesigning the Scottish economy if it is embedded in the work of the wider public sector. We support the proposal by the Wellbeing Economy Alliance that the duty should apply to public bodies with significant spending power. Where applicable to their remit, the public bodies to which it has been deemed proportionate to be listed under the Scottish Specific Duties of the Public Sector Equality Duty and the Fairer Scotland Duty should also be covered by the CWB duty.

Locally focused action plans are also critical to ensuring that economic development meets the needs of a specific community. There is no one-size-fits-all approach to CWB. We agree with participants in our Get Heard Scotland process that the model adopted within a certain locality should be intended to promote the type of economy that specific community wants and needs. There has been ample discussion about various models of CWB, such as the "Preston model" or "North Ayrshire model". While these models provide important lessons and practical examples, it is not possible to apply models in their entirety to a different locality due to the differing circumstances, resources and requirements across different communities. This necessitates locally focused action plans.

1b. One way Scottish Government could support the implementation of the proposed Community Wealth Building duty is to provide statutory or non-statutory guidance. Would this be helpful to partners in meeting the proposed duty?

Yes

As CWB is still a relatively new concept in Scotland that has not been adopted within every locality, it cannot be presumed that the public bodies covered by the duty will have a full understanding of how to progress this approach. We believe that the proposed legislation will only be successful if it is accompanied by robust, statutory guidance. The provision of statutory guidance would give the CWB duty parity with the guidance provided within the Fairer Scotland Duty.

We echo the position of the Wellbeing Economy Alliance that the duty and the accompanying guidance should make clear that CWB and action to support the wellbeing economy should not be viewed as an “add-on” within conventional economic development approaches. By contrast, the principles and objectives of CWB should be mainstreamed across all economic and wider policymaking.

This guidance should support, and build capacity, among public bodies so that they can effectively implement the legislation. Participants in our Get Heard Scotland process noted that practical case studies and real-life examples of good practice are essential to bring CWB to life and to facilitate buy-in. The guidance should therefore seek to include case studies and other learning to encourage the development of high-quality actions which progress the principles of CWB. However, the guidance must also reflect the need for flexibility and adaptability to suit the needs of each local area.

This guidance should be developed with input from public bodies, grassroots community groups, third sector interfaces, and communities themselves. We believe this guidance should cover participatory CWB processes; how the CWB duty aligns with the local child poverty action reports, and; information on embedding action to tackle inequality in place-based approaches.

Participatory Community Wealth Building processes

As noted in question 1a above, the guidance should include additional detail as to how public bodies can meet their statutory requirement to include communities, the third sector, and employers in the development of CWB strategies and action plans. The guidance should outline best practice participatory processes, including how public bodies covered by the duty can engage with communities, and community organisations, in developing CWB plans and policies. This should also outline the resources and support communities require to become active participants in CWB processes. People participating in our Get Heard Scotland process have highlighted that communities must be engaged at the earliest stages of CWB. However, they also noted that this participation must be meaningful, rather than tokenistic.

Participants were clear that successful CWB requires public bodies and anchor organisations to know the communities that they are engaging with, to be proactive in being involved in the community, and be approachable. People participating in this citizen’s panel were optimistic about the potential of CWB, but they were clear that the legislation to embed CWB must tackle, rather than entrench, inequality. A critical way to ensure that this happens in practice is by requiring public bodies and those responsible for implementing CWB to engage with people with experience of living on low incomes.

People participating in our Get Heard Scotland citizen panel also highlighted that CWB should be an opportunity to engage with groups who are typically under-represented in decision-making. This guidance should include specific measures to ensure that marginalised groups, including women and Black and minority ethnic people, are supported to engage with CWB in their communities. These steps should

include consultation practices that take account of the needs of different groups, such as active outreach to different groups in the community, flexible meeting times, childcare support, accessibility and different participation formats.³

Local child poverty action reports

This guidance should also define the role and scope of CWB within the wider national context, including action to promote the wellbeing economy and tackle child poverty. The Child Poverty (Scotland) Act 2017 places a duty on local authorities to develop and publish annual child poverty action reports. The guidance should outline how the CWB duty and local child poverty action reports should be approached simultaneously, as part of wider economic development policymaking. Highlighting how these duties are inter-related will support the development of CWB processes that address child poverty in Scotland.

Embedding action to tackle inequality in place-based approaches

CWB utilises place-based approaches to economic development as a means of promoting community wealth. However, place-based approaches do not inherently tackle inequality in our communities. In fact, these approaches can further exacerbate inequality for women, disabled people and Black and minority ethnic people as regional and place-based models often exclude protected groups. This is especially true as mechanisms like the public sector equality duty (PSED), discussed in more detail in question 2a, are not currently sufficient to ensure that local decision-making is sensitive to equality. The Scottish Government has acknowledged this in *Best Start, Bright Futures*,⁴ stating that place-based approaches have not adequately understood, incorporated, or delivered on equalities priorities. Acknowledging concerns around the relationship between place-based approaches and disability, gender and racial equality, the Scottish Government thus committed to developing an intersectional approach to inequalities through local pathfinder approaches, working in partnership with representatives of priority family types and equality stakeholders. The learning from this work should be embedded in the guidance for the CWB duty, outlining to partners how they can ensure that place-based approaches are gender, race and disability sensitive. As these groups are more likely to be experiencing poverty, ensuring our CWB approaches are inclusive is a critical aspect of building a model of CWB that actively tackles poverty.

2a. Are there other non-legislative measures that you believe are required to accelerate the implementation of the Community Wealth Building approach in Scotland?

Yes

The introduction of a duty alone will be insufficient to improve policy and practice.

³ Engender *Local Government and Communities Committee Planning (Scotland) Bill Parliamentary Briefing* available at <https://www.engender.org.uk/content/publications/Engender-Parliamentary-Briefing---Planning-Scotland-Bill-March-2018.pdf>

⁴ Scottish Government (2022) *Best Start Bright Futures Tackling Child Poverty Delivery Plan 2022-2026*

Public bodies in Scotland are already subject to a number of duties, including the Public Sector Equality Duty (PSED) and the Fairer Scotland Duty. Many of the requirements of these duties align with the high-level objectives of the Scottish Government's approach to CWB. However, the extent to which these duties have facilitated meaningful action from public bodies is somewhat limited.

In 2012, the Scottish Government introduced Scottish Specific Duties for listed public bodies which were intended to assist public bodies in responding to PSED and to place equalities at the heart of decision making. However, successive assessments by Close the Gap⁵, the Coalition for Racial Equality,⁶ and the Equality and Human Rights Commission have highlighted that these duties have not had the transformative impact that was intended. In 2018, a review of the effectiveness of the Scottish Specific Duties by the Equality and Human Rights Commission⁷ concluded: *“there was limited evidence of change for people with protected characteristics... It is possible for authorities to meet the requirements of the duties, without investing substantially in producing or demonstrating change”*. In addition, assessments highlight that public body performance against the Scottish Specific Duties has declined over time.⁸

Similarly, in 2021, the Equality and Human Rights Commission undertook an evaluation of the Fairer Scotland duty.⁹ Within this assessment, some Scottish public bodies reported that the duty had begun to influence and change the outcomes of decisions. However, several public bodies felt that the duty had not yet made any significant changes to decision making and had not been used to set or tackle specific priorities. Respondents suggested that the duty, the associated guidance, and organisational approaches need to be more ambitious to reduce poverty in Scotland.

Consequently, the outcomes associated with the Scottish Specific Duties of the Public Sector Equality Duty and the Fairer Scotland Duty point to the limitations of duties in isolation to facilitate change. Instead, these findings point to the importance of wider action to promote cultural change, including capacity building, support, and resources.

Capacity building for communities and anchor organisations

Capacity building is critical to ensuring that CWB works in practice. Participants in our Get Heard Scotland process were clear that capacity building on economic

⁵ Close the Gap (2015) *Making Progress? An assessment of public sector employers' compliance with the public sector equality duty* available at <https://www.closethegap.org.uk/content/resources/Making-Progress---An-assessment-of-employers-compliance-with-PSED-November-2015.pdf>

⁶ CRER (2021) *Equality in Glasgow 2021: Progress of Glasgow's Public Bodies in Meeting the Scottish Specific Public Sector Equality Duties* available at https://864a82af-f028-4baf-a094-46facc9205ca.filesusr.com/ugd/b0353f_a1478d0e1b3f4155a884114edacd021d.pdf

⁷ See <https://www.equalityhumanrights.com/en/public-sector-equality-duty-scotland>

⁸ Scottish Government (2022) *Scottish Government PSED Review Equality Stakeholders' Submission on Common Concerns* available at <https://www.closethegap.org.uk/content/resources/PSED-review-equality-stakeholders-common-concerns-April-2022.pdf>

⁹ EHRC (2021) *Evaluating the socio-economic duty in Scotland and Wales*

development is essential to enabling people and communities to take part in CWB, but it is also important that decision makers have an improved understanding of their local community. Anchor organisations should be giving preference to the type of economy that communities want, and this requires these organisations to understand those they are representing. Capacity building and relationship building need to be a two-way street. One participant in our citizen panel stated that the *“process needs to work for people, not making people work for a process”*.

People were clear that it cannot just be about one person in a public body, anchor organisation, or community organisation learning about CWB because of the possibility that the individual will move on, leading to the loss of expertise and knowledge. While participants in our Get Heard Scotland session supported the establishment of CWB teams within public bodies to provide support and advice to communities, it is also clear that a genuine shift in our approach to economic development requires buy-in from senior leadership and wider teams within local authorities. It is therefore critical that training and capacity building on CWB is available to a range of staff within local authorities and public bodies, enabling more staff to understand their roles and responsibilities in their capacity as anchor organisations.

Access to support and resources

CWB legislation must be accompanied by sufficient resources, including access to advice and financial support. Unless local action plans are accompanied by sufficient financial resources, the impact of these plans will be limited. The Scottish Government should consider the funding allocated to local authorities and whether this is sufficient to match the ambition of Scotland’s CWB legislation. CWB cannot successfully implemented by local and regional bodies alone without an economic policy at the national level that supports CWB efforts and promotes the principles of this approach. Fundamentally, CWB requires the Scottish government to create a better framework for devolving power and resources to the local authority and community level.

The consultation document highlights that a priority for CWB within the inclusive ownership pillar is to increase the number of social enterprises, employee-owned businesses, and cooperatives. Financial support is critical to facilitating this ambition. However, people participating in our Get Heard Scotland process raised questions about how people on low incomes will get access to sufficient financial resources and wider support to enable them to start businesses or change the ownership model within their current place of employment. One participant said: *“People don’t have access to credit to own things, there is a lack of long-term funding to support this”*. Similarly, the ambition of Scottish Government within the inclusive ownership pillar around community ownership of local assets necessitates access to sustainable financial resources.

The Scottish Government should also consider inequality within business ownership and access to capital within CWB guidance and resources. Groups who are at greatest risk of experiencing poverty, including women, disabled people and Black and minority ethnic women, face issues with access to capital, and struggle to access appropriate business support that meets their needs. For example, the

gender pay gap means that women have less financial capital with which to start up a business, and the under-capitalisation of women-led businesses is a long-standing issue.¹⁰ A recent report from British Business Bank also highlighted that Black and minority ethnic people face barriers including access to finance and social capital.¹¹ While the Scottish National Investment Bank's approach to funding was intended to address these issues, the extent to which this has happened in practice remains unclear. Improving access to appropriate business support and finance for Black and minority ethnic people, disabled people and women is thus a key aspect of promoting genuine inclusive ownership, rather than widening pre-existing inequality.

Concerns have been raised by participants in our Get Heard Scotland process that the funding structures for community organisations and the wider third sector do not promote sustainability. These funding processes will make it difficult for community organisations and the third sector to become equal partners in CWB. Similar concerns have been raised by the Scottish Council for Voluntary Organisations (SCVO) in their response to this consultation, with emphasis on the funding offered to Third Sector Interfaces as facilitators in this process. We echo the fair funding for the third sector recommendations made by SCVO, including longer-term funding of three years or more; flexible unrestricted funding; timely payments; more accessible application processes; sustainable funding which incorporates inflation-based uplifts, and; transparent approaches to monitoring and reporting.¹² Changes to the funding process for our community organisations and wider third sector is critical to the long-term sustainability of collaborative CWB processes.

Overall, supporting communities with financial resources and advice is critical to the success of the CWB approach. Without access to these resources, people living on low incomes were concerned that CWB will widen, rather than tackle, inequalities in Scotland. Indeed, it is vital that the legislation and accompanying guidance recognise that different communities will have access to varying levels of financial resources.

2b. Are there specific actions required to advance delivery of the items contained within the Shared Policy Programme outlined on page 11 of the consultation paper?

Item one - working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and micro-businesses, and improved access to training and labour markets for disadvantaged communities and individuals.

We direct you to our response to question 4. We call on the Scottish Government to take action to: attach Fair Work First criteria to a wider range of funding streams; explore mechanisms to encourage greater uptake of both Living Wage and Living

¹⁰ Scottish Government (2017) *Scottish Framework and Action Plan for Women in Enterprise* available at <https://www.gov.scot/Publications/2017/08/5504>

¹¹ Financial Times (2020) 'Black entrepreneurs are being held back in the UK' available at <https://www.ft.com/content/f0878feb-a8ff-4bf0-8d3e-ead7e6266d6c>

¹² Scottish Council for Voluntary Organisations (2023) *Fair Funding for the Voluntary Sector* available at <https://scvo.scot/p/56732/2023/01/16/%e2%80%8bfair-funding-for-the-voluntary-sector>

Hours accreditation within anchor organisations; embed the Living Wage Places approach into CWB legislation, and; build equalities competence among anchor organisations to ensure that workforce actions tackle the structural labour market barriers experienced by women, disabled people and Black and minority ethnic people.

Item two - encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers.

This objective requires resources to enable local authorities to invest in their local food system. In addition, this item can be promoted through the roll-out of Sustainable Food Places (SFP). SFP is a network of food partnerships, bringing together key stakeholders from across the local food system, to address social, environmental, and economic issues. To become a member of SFP, food partnerships must have the proactive involvement of their local authority. There are currently 15 SFP in Scotland and this represents an example of CWB principles working in practice.

Across Scotland, communities are supporting positive activities relating to access to food. For example, the Ferguslie Community Market is a locally led weekly provision hosted by Darkwood Crew. This is resourced by surplus food from outlets across Renfrewshire, and aims to help tackle food insecurity in a dignified and sustainable way. While the market has averaged 50 visitors per week since it launched during the Covid-19 pandemic, the community has reported increased demand during the cost of living crisis. Within the implementation of item two, the Scottish Government and local authorities should seek to support pre-existing community provision by providing sustainable resources to local communities.

Item three - where possible, to base public sector capital and revenue funding decisions on targeted social, economic and environmental outcomes.

We direct you to our response to question 3. In particular, we believe that action should be prioritised to attach Fair Work First criteria to a wider range of funding streams, including all government loans, grants and support. In addition, it is necessary to reassess the weighting of procurement criteria to give greater weighting to criteria relating to fair work, equalities, and the wellbeing economy. Aligning funding decisions with objectives relating to socio-economic and environmental outcomes also requires wider action to ensure that our procurement processes promote collaborative working, rather than competition.

3. Are there ways in which the law could be changed to advance the spending pillar of Community Wealth Building?

The Scottish Government's commitment to the roll-out of Fair Work First criteria across the Scottish public sector is very welcome. There is, however, the opportunity to increase the impact of Fair Work First by attaching it to a wider range of funding streams, including all government loans, grants and support. It should also be

applied to all financial support for new start businesses to improve the supply of well-paid, secure employment. Business Gateway and Social Enterprise support services should also be required to provide guidance and support on Fair Work as standard as part of their service delivery contracts.¹³

Within our Get Heard Scotland process on CWB, people living on low incomes were clear that CWB can't be another arena where there is competition between different parts of communities for resources and funding. Instead, the legislation must foster a collaborative approach between the public, private, and third sectors. This should be reflected within Scotland's procurement processes and legislation. In addition, it is necessary to reassess the weighting of criteria within procurement processes. Criteria relating to fair work, equalities, and the wellbeing economy should be given greater weighting to support CWB.

4. Employment law is reserved to the UK Parliament. Are there other devolved areas where the law could be changed to advance the workforce pillar of Community Wealth Building?

As noted in question 3 above, the Scottish Government should expand Fair Work First conditionality to promote the objectives of the workforce pillar around the real Living Wage, Living Hours and wider fair work practices.

One of the actions listed under the workforce pillar is anchor organisations and employers committing to fair work practices, including the payment of the real Living Wage. Public bodies should provide leadership on the delivery of fair work and should thus ensure this is a core aspect of their action plans relating to the workforce pillar. Data from Living Wage Scotland shows that 24 of Scotland's 32 local authorities (75%) and just 40% of Scotland's health boards are Living Wage accredited. In addition, none of Scotland's local authorities or health boards are Living Hours accredited employers. It is clear, therefore, that public bodies could be doing more to show leadership on fair work. The Scottish Government should explore mechanisms to encourage greater uptake of both Living Wage and Living Hours accreditation within anchor organisations. Given the importance of security of contracts and hours to the realisation of fair work in Scotland, there should be more explicit reference to Living Hours within the workforce pillar.

In addition, the Scottish Government should explore how action to adopt the Living Wage Places approach could be embedded into CWB legislation. In 2019, over 50 local employers, including Dundee City Council, developed an action plan to make Dundee the UK's first Living Wage City. This involved ensuring all staff and subcontracted staff receive the real Living Wage and setting a goal of doubling the number of workers covered by Living Wage accreditation in Dundee over three years. With support from Living Wage Scotland, the Living Wage Places model has subsequently been recognised in Edinburgh, Aberdeen and the Scottish Borders.

¹³ Poverty Alliance (2022) *Becoming a Fair Work Nation: Poverty Alliance consultation response* available at <https://www.povertyalliance.org/wp-content/uploads/2022/01/Fair-Work-consultation-Poverty-Alliance.pdf>

The Living Wage Places model supports CWB as it promotes collective responsibility for fair work and should be considered within the workforce pillar.

The consultation document provides an example under the workforce pillar for anchor organisations to “develop and commit to local or regional fair employment charters, these could include a focus on seeking to recruit locally and from groups that are often excluded from the labour market.” We support this as a means of embedding positive action on fair work. However, it is important that there is accountability within these charters, ensuring that actions are furthered in practice. In addition, the statutory guidance mentioned above should include examples of good quality charters, ensuring that this action is sufficiently bold and ambitious. Part of this guidance should be developing equalities competence, ensuring that employment actions actively consider, and seek to tackle, the barriers experienced by women, particularly single mothers, disabled people and Black and minority ethnic people. Without an emphasis on building an inclusive labour market, considering the tangible actions employers can take to tackle inequality, the charters will be insufficient to tackle poverty for groups who currently experience poorer labour market outcomes.

Within the changes the Scottish Government are currently considering to the Public Sector Equality Duty, there should be renewed emphasis on accountability and ensuring public bodies embed equalities into their employment practice. For example, analysis has shown that effective gender pay gap reporting regimes must include mandatory, measurable action plans and clear mechanisms for accountability and transparency.¹⁴ The refreshed Scottish Specific Duties should therefore require listed public bodies to use data relating to the gender pay gap and occupational segregation to develop an action plan to close their gender pay gap, and that they should report on this plan every two years. This change should be accompanied by wider action to strengthen the equalities outcomes developed as part of the duties.¹⁵

5. Are there ways in which the law could be changed which are not already covered in the proposals for the Land Reform Bill to advance the land and property pillar of Community Wealth Building?

6. Are there ways in which the law could be changed to advance the inclusive ownership pillar of Community Wealth Building?

Scotland has existing legislation that should support strong CWB processes in the realm of ownership. However, some of the existing legislation, such as the Community Empowerment Act and community right to buy, are not operating effectively in practice. The Poverty Alliance heard from participants in our Get Heard Scotland process that these pieces of legislation have not had the transformative impact that was intended.

¹⁴ Close the Gap (2022) *Submission to the Scottish Government Consultation on the Review of the operation of the Public Sector Equality Duty in Scotland* available at <https://www.closesthegap.org.uk/content/resources/Close-the-Gap-submission-to-the-SG-consultation-on-the-review-of-the-operation-of-the-PSED-in-Scotland.pdf>

¹⁵ CRER (2022) *Review of the Operation of Public Sector Equality Duty (PSED) in Scotland* available at [Will Scotland's equality duties review go far enough? — CRER](#)

For CWB to work, we need to reassess the impact of existing legislation and make sure it works for communities. In particular, people felt there was a need to simplify community buy out processes in order to maximise the ownership pillar of CWB. One participant who was part of a buy-out process, stated: *“There were many barriers that were put in front of us... it got to the stage where we thought ‘Oh God, we have another meeting about this, do we have to talk about it again?’ It just bogged everyone down and it shouldn’t have been like that.”* Participants felt that these processes were not yet giving sufficient preference to communities, and that the power imbalance between communities and landowners often remained insurmountable. Closing the implementation gap around community empowerment and community right to buy should be a priority for CWB legislation and the Land Reform Bill.

7. Are there ways in which the law could be changed to advance the finance pillar of Community Wealth Building?

Changes to the funding process for community organisations and the wider third sector is critical to the long-term sustainability of collaborative CWB processes. A lack of sustainable funding is a key barrier to the third sector becoming equal partners in CWB processes. Participants in our Get Heard Scotland process highlighted the importance of sustainable funding for community organisations with one participant stating that *“it all comes back to funding”*. We again support the fair funding for the third sector recommendations made by SCVO including: longer-term funding of three years or more; flexible unrestricted funding; timely payments; more accessible application processes; sustainable funding which incorporates inflation-based uplifts, and; transparent approaches to monitoring and reporting.¹⁶

During our Get Heard Scotland sessions, participants highlighted that current conceptualizations of community benefit were too broad within planning processes. One participant stated: *“there is a lot of tokenism, box-ticking rather than bringing meaningful and genuine wealth to a community, sending 500 selection boxes to a community group at Christmas when you’ve just sustained a quarter of a million pound contract, I’m not sure that benefit is commensurate.”* Within the finance pillar, it would be positive to consider what constitutes genuine community benefit, particularly in the context of renewables, and how this process could support wider objectives relating to CWB.

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¹⁶ Scottish Council for Voluntary Organisations (2023) *Fair Funding for the Voluntary Sector* available at <https://scvo.scot/p/56732/2023/01/16/%e2%80%8bfair-funding-for-the-voluntary-sector>