



10 January 2024

NOTICE OF MEETING

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY AND ONLINE VIA MS TEAMS** on **FRIDAY, 12 JANUARY 2024** at **10:00 AM**, which you are requested to attend.

BUSINESS

1. **WELCOME AND APOLOGIES (CHAIR)**
2. **APPROVAL OF LAST MINUTES (CHAIR)** (Pages 3 - 8)
 - (a) Review of Actions (Rona Gold) (Pages 9 - 10)
3. **MATTERS ARISING FROM AREA COMMUNITY PLANNING GROUPS (STUART MCLEAN)** (Pages 11 - 20)
4. **COUNCIL AREA PLANS (STUART GREEN)** (Pages 21 - 36)
5. **CROSS CUTTING THEMES**
 - (a) Climate Change (Andy MacPherson) (Pages 37 - 40)
 - (b) Financial Inclusion (Fergus Walker) (Pages 41 - 44)
 - (c) Digital Communities (Ross Hamilton / Paul Ashworth) (Pages 45 - 46)
6. **ABOIP (RONA GOLD / JOHN MCLUCKIE)**
7. **COMMUNITY WEALTH BUILDING (TAKKI SULAIMAN / CHARLIE MURPHY)** (Pages 47 - 86)
8. **PARTNER WINTER UPDATES (CHAIR)**
9. **AOCB (CHAIR)**
 - (a) Update on Argyll and Bute Climate Action Network (Takki Sulaiman)
 - (b) National Community Planning Review and next steps (Rona Gold)

10. DONM AND CLOSE (CHAIR)

11. NETWORKING

For those attending in person, there will be time available after the meeting for networking.

Argyll and Bute Community Planning Partnership - Management Committee

**MINUTES of MEETING of ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP -
MANAGEMENT COMMITTEE held in the ON A HYBRID BASIS IN COUNCIL CHAMBERS,
KILMORY AND BY MICROSOFT TEAMS
on THURSDAY, 7 SEPTEMBER 2023**

Present:	
Joe McKay, Scottish Fire and Rescue Service (Chair)	Morag Goodfellow, Highland and Island Enterprise (HIE)
Rona Gold, ABC	Takki Sulaiman, Argyll and Bute TSI
Cllr Robin Currie, Leader of Council	Samantha Campbell, NHS Highland
Melissa Dundas, ABC	Ryan MacIntyre, Member of the Scottish Youth Parliament (MSYP)
Shona Barton, ABC	Reeni Kennedy-Boyle, BC ACPG
John Armour, MAKI ACPG	Alex Wilde, Improvement Service
Stan Philips, NatureScot	John McLuckie, ABC
Lucy Dunbar, ABC	Graham Bell, NHS Highland Board
Anthony Standing, SDS	Charlotte Craig, HSPC
Andrew Connal	Patricia Dowd
Charlie Murphy, CLES	
Apologies	
Pippa Milne, Argyll and Bute Council (ABC)	Fergus Murray, Argyll and Bute Council
Kirsty Flanagan, ABC	Iain MacInnes, ABC
Fiona Davies, HSCP	Laura Evans, Police Scotland
Fergus Walker, Argyll and Bute Council (ABC)	Lynn Ratcliff, Police Scotland

1. WELCOME AND APOLOGIES (CHAIR)

Joe welcomed everyone to the meeting and apologies were noted as above.

2. APPROVAL OF LAST MINUTES AND REVIEW OF ACTIONS (RONA GOLD/JOHN MCLUCKIE)

The [minutes](#) of the June meeting were accepted. John reviewed the outstanding actions as follows:

- The action for Rona and Iain MacInnes to meet to discuss the wider communication of the link for residents to explore if / when full fibre is available, and information on the voucher scheme, is in progress.
- The action for Stan, Cllr Currie and Ross McLaughlin to meet to discuss climate change support that can be provided by the Council is outstanding with the meeting expected to take place within the next few weeks.
- The action for Fergus Walker to share the details of the project with the Poverty Alliance once available, via the Community Planning team, will be taken forward

shortly following the recent appointment of a Project Manager.

- Partners planning community engagement over the next 3 months are requested to contact the CPP team at cppadmin@argyll-bute.gov.uk to discuss possible involvement or the inclusion of questions to help inform the next steps in the ABOIP process. This action remains ongoing throughout the ABOIP process.
- CPP team to include a representative from the Scottish Community Planning Network to a future CPP MC at end 2023 / early 2024. The CPP Team have contacted the Improvement Service to set up a meeting before the end of year to discuss including a representative at the CPP MC meeting in March 2024.

3. AREA COMMUNITY PLANNING GROUP UPDATE (SHONA BARTON)

Shona gave an overview of her report and the CPP MC was asked to note the report highlights, the changes to the Chair and Vice Chair positions for both the OLI and the MAKI ACPGs, and the agreement from the Bute and Cowal ACPG for a meeting to discuss the Dunoon-Gourock car ferry to be facilitated.

ACTION - Another development session is to be arranged for new ACPG Chairs and Vice-Chairs by CP Team.

ACTION - CP team to arrange a meeting between the Chair of the CPP Management Committee, the Chair of the Bute and Cowal Area Community Planning Group and the Chair of the Dunoon-Gourock Ferry Action Group.

4. CROSS CUTTING THEMES

(a) Climate Change (Stan Philips)

Stan gave a presentation in addition to his paper on “Addressing the Climate Emergency in Argyll and Bute project by the Climate Change Working Group (CCWG)”. Recruitment is underway for the Argyll and Bute Climate Action Project Manager who will undertake the development of the Argyll and Bute Climate Change Mitigation, Adaptation and Engagement Strategy and Action Plan. Interviews have been held and a preferred candidate has been selected. An offer will be made by the end of this week.

The Project Manager post will be hosted by Argyll and the Isles Coast and Countryside Trust (ACT), who will provide day-to-day line management. A Steering Group will be established to provide support and guidance to the Project Manager and oversight of the Project. The Steering Group will report to the Climate Change Working Group, which reports to this Committee.

ACTION – Partners, or representatives of their organisations, are invited to join the Steering Group, and are asked for any nominations to the CCSG to be forwarded to cppadmin@argyll-bute.gov.uk

Stan will be standing down as Chair of the Climate Change Working Group. A new Chair is sought from amongst the organisations

represented at the CPP MC.

Stephen Kelly of SFRS has been nominated to be Vice Chair of the Climate Change Working Group and it was noted that the Community Planning team would provide an interim Chair from within the team.

ACTION – Partners are asked to consider who will Chair the Climate Change Working Group, and forward any nominations to ccpadmin@argyll-bute.gov.uk

ACTION - Partners are invited to forward ideas on other CCWG activities to stan.phillips@nature.scot

(b) **Financial Inclusion (Fergus Walker)**

A written update from Fergus Walker was noted by the Committee.

(c) **Community Wealth Building (Takki Sulaiman)**

Takki presented an update on the mapping exercise being undertaken by CLES, funded by TSI on behalf of the CPP. CLES have conducted key informant interviews and held community based workshops in each of the administrative areas. A session will be held with the Management Committee as part of this meeting this afternoon. This will provide a deep dive into Community Wealth Building and Committee members will have the opportunity to discuss what the strengths and opportunities around Community Wealth Building are in Argyll and Bute. Cllr Currie requested further information on Community Wealth Building, Lucy offered to circulate some further reading that may be of interest to the Committee.

ACTION - CP Team (LD) to share further information about Community Wealth Building

(d) **Digital Communities (Melissa Dundas/Alex Edmonstone/Rhona Grant)**

Melissa presented her report.

Joe asked for a twice yearly formal paper to be provided to the CPP MC.

Cllr Currie noted that all future housing developments should have fibre broadband connections. Cllr Currie also noted that landline only consumers will shortly be left with no connection.

Ryan McIntyre added that there had been a 70% drop off in young people contacting their MSYPs about lack of mobile phone coverage and that this would seem to indicate that coverage must be improving.

Anthony Standing suggested mobilising Digital Champions from across the CPP

There was a discussion about the level of uptake of fibre broadband across Argyll and Bute, with actions coming out of the discussion. Cllr

Currie noted that Laura Evans and Matthew Shaw looked at Digital Inclusion and the uptake of fibre broadband as part of the Call Blockers project.

ACTION - Rona to discuss the provision of written reports and the timing thereof with Melissa and Iain

ACTION - Rona to link Melissa and Iain with CLD Partnership, of which Rhona Grant is now the Chair

ACTION - Takki to circulate baseline of digital provision across Argyll and Bute

ACTION - Melissa Dundas to speak to Iain MacInnes regarding the following points raised by the CPP MC

- **The impact of the switch-off of copper infrastructure on Argyll and Bute communities**
- **The messaging and communication with communities on Jura in terms of the lack of take-up of the digital infrastructure project on the island**

5. UPDATE ON THE ABOIP DEVELOPMENT (RONA GOLD)

Rona provided an update on the development of the new 10-year Argyll and Bute Outcomes Improvement Plan. Short presentations were delivered by Rona, Lucy and John on the three priority themes of Community Wellbeing, Housing and Transport Infrastructure respectively, with questions and comments then invited from committee members.

Housing

Takki queried the scope to examine which policy areas may need to change. Takki suggested that we consider what the policy drivers are and what scope there is for the CPP to consider those within our own organisations and/or apply influence for change.

Morag welcomed the identification of groups experiencing inequalities around housing and noted that the data shows only the tip of the iceberg. She noted that the ABOIP should focus on what the CPP can bring together as a partnership. Morag suggested that partners could, for example, look at what assets they may have that could be relevant to addressing the housing need in Argyll and Bute.

Graham commented that a lack of housing was impacting on employers being able to attract job applicants in Argyll and Bute. He suggested that we could look at assets that older people in the community have, and if better use could be made of them.

Anthony agreed that talent attraction was impacted by a lack of available housing.

Morag suggested that ABC Settlement Officer, Milly Leggett, may have data about housing being a barrier to recruitment. The CPP team confirmed they had accessed this.

Transport

Morag noted the Argyll and Bute Transport Connectivity and Economy Research Report (2016) [Microsoft Word - Argyll and Bute Transport Connectivity and Economy Research - Report \(A2481830\).doc \(hie.co.uk\)](#)

Although the report was published in 2016, the situation remains largely unchanged. It is currently being considered whether to renew this report and HIE would be interested in working with the CPP to do this in conjunction with the proposed Transport Related Social Exclusion research.

Cllr Currie noted that Argyll and Bute regional transport is provided by SPT as well as HITRANS.

Takki commented that there exists an array of local activity, such as car sharing and community transport and the possibility to extend car rental to encourage sharing rather than ownership. Takki noted that one solution does not fit all and that community led solutions are the way forward.

Rona noted that, in reference to possible solutions, we can look at case study examples, such as those funded by the Supporting Communities Fund. Rona added that we need to be mindful that solutions need to address and not exacerbate inequalities.

Stan commented that transport is facing a major transition over the next two decades that will radically change how we do things and this is likely to exacerbate inequalities. For example, the price of electric cars may mean that many people continue to drive old petrol and diesel vehicles, despite the manufacturing of these being discontinued in 2030 due to government legislation. The future landscape will be very different. It will be important to think about future service delivery and build responses to climate change in now rather than try to retrofit.

Discussion took place on consideration of how to better connect people into services in ways that the need to travel is reduced or removed.

Community Wellbeing

Morag noted that there is evolving thinking resulting from place based reviews. Rona agreed to connect with Morag to discuss an appropriate link for the “place” workstream as this may be in place based plans – such as those of the area community planning groups.

Takki noted that TSI and Living Well staff are receiving ‘train the trainer’ training in co-production.

Charlotte (HSCP) commented that she looked forward to seeing how HSCP and CPP can work together.

ACTION - Rona to discuss appropriate link for “place” workstream with Morag.

6. ABOIP STEERING GROUP (RONA GOLD)

Rona highlighted the purpose of the ABOIP Steering Group which will meet monthly until the end of 2023 and includes members of the CP Team, Morag Goodfellow and Ryan Macintyre MSYP

**7. ARGYLL AND BUTE EMPLOYABILITY PARTNERSHIP DELIVERY PLAN
(ISHABEL BREMNER)**

Ishabel spoke to the plan and the Management Committee noted the contents of the paper, and endorsed the annual update of the delivery plan and the revision to provide annual rather than bi-annual updates.

**8. UPDATE ON PRESENTATION OF THE DIRECTOR OF PUBLIC HEALTH REPORT
ON PREVENTION TO THE IJB HIGHLIGHTS (SAMANTHA CAMPBELL)**

The Management Committee considered and noted a public health report on the ongoing wellbeing and prevention activities overseen and delivered by the HSCP Public Health Team in Argyll and Bute. Sam Campbell, Health Improvement Principal, presented a number of key messages from the 2022 annual report of the Director of Public Health on Prevention. The full report can be found at:- [NHS DPH Annual Report 2022 \(adobe.com\)](#)

9. AOCB

John highlighted the briefing paper for local government and partners on [Working together to build climate-resilient, healthy and equitable places](#)

10. DATE OF NEXT MEETING

The next meeting will be held on Wednesday 20 December at 10.00am via Teams

CPP MANAGEMENT COMMITTEE MEETING ACTION GRID – from 7 September 2023

Complete	In Progress	Outstanding	<i>Please highlight actions as per traffic light system to show progress</i>
----------	-------------	-------------	--

Date Set	Action	Who	Required by Date
23/3/23	Rona and Iain to meet to discuss the wider communication of the link for residents to explore if / when full fibre is available and information on the voucher scheme .	Rona / Iain	May 2023
22/6/23	Stan, Cllr Currie and Ross McLaughlin to meet to discuss climate change support that can be provided by the Council.	Stan, Cllr Currie and Ross M	End August 2023
22/6/23	Fergus Walker to share the details of the project with the Poverty Alliance once available, via the Community Planning team.	Fergus Walker	August 2023
22/6/23	CPP team to include a representative from the Scottish Community Planning Network to a future CPP MC at end 2023 / early 2024.	CP Team	March 2024
7/9/23	Additional development session to be arranged for new ACPG Chairs and Vice-Chairs.	CP Team	March 2024
7/9/23	CP team to arrange a meeting between the Chair of the CPP Management Committee, the Chair of the Bute and Cowal Area Community Planning Group and the Chair of the Dunoon-Gourock Ferry Action Group.	CP Team	October 2023
7/9/23	Partners, or representatives of their organisations, are invited to join the Climate Change Steering Group, and are asked for any nominations to the CCSG to be forwarded to cppadmin@argyll-bute.gov.uk	All	October 2023
7/9/23	Partners are asked to consider who will Chair the Climate Change Working Group, and forward any nominations to ccpadmin@argyll-bute.gov.uk	All	October 2023
7/9/23	Partners are invited to forward ideas on other Climate Change Working Group activities to stan.phillips@nature.scot	All	October 2023
7/9/23	Further information on Community Wealth Building to be shared with Partners.	Lucy Dunbar	December 2023
7/9/23	Rona to discuss the provision and timing of Digital Communities reports to the CPP MC.	Rona / Melissa Dundas / Iain MacInnes	December 2023
7/9/23	Rona to link Melissa and Iain with CLD Partnership (Rhona Grant is Chair).	Rona Gold	December 2023
7/9/23	Takki to circulate baseline of digital provision across Argyll and Bute.	Takki Sulaiman	December 2023

Date Set	Action	Who	Required by Date
7/9/23	Melissa to speak to Iain MacInnes regarding the following points raised by the CPP MC: <ul style="list-style-type: none"> - The impact of the switch-off of copper infrastructure on Argyll and Bute communities. - The messaging and communication with communities on Jura in terms of the lack of take-up of the digital infrastructure project on the island. 	Melissa Dundas / Iain MacInnes	December 2023
7/9/23	Rona to discuss appropriate link for “place” workstream with Morag.	Rona / Morag	November 2023
7/9/23	CP Team to contact relevant partners to discuss how the Community Wellbeing priority might interact with the Third Tier of the Living Well Strategy (Community Assets and Coproduction).	CP Team	December 2023

Management Committee

Date: 20 December 2023

Agenda Item:



Area Community Planning Groups – October/November 2023 Meetings

1. Purpose

This paper presents key matters arising during the Area Community Planning Group meetings that were held in October and November 2023.

2. Recommendations

The Management Committee is asked to:

- a) note the highlights detailed at section 4 of the report.
- b) note that Colin Buchanan (Luig Community Council) was appointed to the position of Vice-Chair of the Oban, Lorn and the Isles Area Community Planning Group.
- c) note that the Bute and Cowal and Helensburgh and Lomond Area Community Planning Groups will seek to appoint Chairs during the meetings scheduled for February 2024.

3. Background

There are four Area Community Planning Groups, one in each of the Council's administrative areas (Bute and Cowal; Mid Argyll, Kintyre and the Islands; Helensburgh and Lomond; and Oban, Lorn and the Isles).

Meetings were held on a variety of platforms, including purely virtual and on a hybrid basis using Microsoft Teams. Prior to the meetings discussion took place with the Area Chairs and Vice Chairs and a standard agenda template was agreed. All 4 meetings were well attended by a variety of partners.

4. Highlights

All Groups considered:

- Police Scotland

Police Scotland presented an update which included information on the ongoing work of the Service and provided information on fraud prevention and awareness, specifically Sextortion; bereavement support and road safety initiatives.

- Scottish Fire and Rescue Service

The Groups gave consideration to a report from the Scottish Fire and Rescue Service (SFRS) concerning FQ2 review of local performance across each locality. The report included information on the local firefighter training plan; incidents during this time period; unwanted fire alarm signals; road and water safety campaigns; community engagement activities; East and West Dunbartonshire and Argyll and Bute Local Senior Officer Activities and home fire safety.

- Live Argyll

Live Argyll provided information relating to adult literacy and numeracy provision and management changes including a new Services and Support Manager; Commercial Operations Manager and an Active Schools and Sports Manager.

- Argyll and Bute TSI Update

Argyll and Bute TSI provided information on the work in response to the cost of living crisis; local strategic partnerships; the recruitment of new NHS Highland Board members and the work on the application to receive funding for the Climate Action Network. The update also provided information on new products to help deliver social change more efficiently; year 3 funding for the Community Mental Health and Wellbeing Fund; Staffing changes; events held during the last quarter and social media presence.

- Progress on Argyll and Bute Climate Hub

Angela Anderson advised that the consortium of Argyll and the Isles Coast and Countryside Trust (ACT), Third Sector Interface (TSI) and Time for Change (TfC) had submitted an application for the Climate Hub to the Scotgov Advisory Board on Friday 27th October. Angela added that they expect to hear of the outcome of the bid during the latter half of November and that they had also applied for funding for four part-time posts, one for each of the four administrative areas and that ACT will supply day to day support, TSI will provide ICT and secretariat assistance and TfC will assist as needed.

- Climate Change Working Group Update

Angela Anderson highlighted that across Argyll and Bute, Climate Change has been on everyone's mind since the heavy rain fall during Octobers and highlighted an article written by Councillor Currie and the Chief Executive of the Council on what needs to be done and how much help is required to mitigate action climate change. Angela advised that the new CPP Climate Change Project Manager, Andy MacPherson, would be in position by 30th November and that he lives in area and has an excellent professional background in environmental and sustainable development projects in various authorities and public bodies. Angela added that Andy's focus will be on mitigation and adaptation at a strategic level for the CPP.

- UHI Argyll

UHI Argyll highlighted that staff and students have settled into the new academic year and that all further education and higher national students are now required to attend classes from their local centres as opposed to logging in from home. The update also provided information on the 2023 graduation which was held in September; courses that are available and a planned open day in November with provisional open days also scheduled for January, March and June 2024.

- Citizens Advice Bureau

Argyll and Bute Citizen's Advice Bureau provided statistical information on the number of clients who had contacted the Bureau between January and September 2023; the recruitment campaign for volunteer advisors; the annual programme of energy efficiency advice sessions and services that the Bureau provide.

- Argyll and Bute Health and Social Care Partnership - Public Health Team – Local Adult Health Area Profile

Consideration was given to a public health update from Rory Munro, Argyll and Bute Health and Social Care Partnership on the ongoing wellbeing and prevention activities overseen and delivered by the HSCP Public Health Team in Argyll and Bute. The update provided information on the alcohol and drug partnership with it being highlighted that the Scottish Government consultation on Minimum Unit Pricing is now live. Information was also provided on the alcohol and drug partnership grant funding to support the delivery of alcohol and drug prevention work in local communities; the coproduction training which was undertaken by two members of the public health team; the support given on the provision of good conversations training; the adult health profiles produced by the Health Intelligence Team and child health profiles which are due to be published in November.

The Groups also gave consideration to a report and presentation on the adult health and wellbeing profile for each locality.

- Community Development (Mid Argyll, Kintyre and the Islands, Helensburgh and Lomond and Bute and Cowal)

The Council's Community Development Officer for the Mid Argyll, Kintyre and the Islands locality advised that online training sessions were being offered on 30 November 2023 and 6 December 2023 to assist local communities in drafting Community Action Plans and Local Place Plans.

David Hagerty the Community Development Officer for the Helensburgh and Lomond locality advised of the recruitment of a new Engagement and Communities Lead, Suzanne Mason whose role will involve managing the Community Development team, working with other services in the Council and managing the Supporting Communities Fund; the delivery of Community Funding Training to community groups; the Helensburgh and Lomond Disability Access Forum and the Princess Louise Hall Committee who had completed a number of community consultation events in October regarding future hall use.

The Council's Community Development Officer for Bute and Cowal locality advised Partners of a housing emergency survey which could be found on Basecamp in relation to the emergency declared by the Council in June. Ailie added that there would be a new temporary Community Development Officer for Bute and Cowal joining the team next month who will be job sharing with her.

Bute & Cowal (Meeting Papers - [LINK](#))

Consideration was given to an update by the Programme Manager, Argyll and Bute Health and Social Care Partnership on the GP relocation project. Naomi Swann highlighted that the project would see the Church Street Surgery and Cowal & Bute Medical Practices (Argyll Street site) move to a new, fit for purpose, shared and disability compliant building within the Cowal Community Hospital site. Naomi advised that a community engagement event would be held in the Burgh Hall in Dunoon on the 14th November.

John Parker from Sandbank Community Development Trust highlighted that a recent consultation exercise regarding the Community Action Plan had received a 20% response rate with interesting outcomes resulting from this. Mr Parker advised that the Trust would present their findings at a meeting in November and that the next stage would be to invite local businesses to provide feedback. Mr Parker added that there was an appetite for the Community Council to be re-established and that should this materialise would prove helpful to the Trust.

Ann Campbell, on behalf of Dunoon Community Development Trust, highlighted that their 3rd Annual General Meeting was scheduled for Monday 6th November at 7pm in the Queen's Hall. Ann also advised that the Trust are soon to start work on the Active Travel Network looking at small scale interventions that can help improve everyday walking, cycling and wheeling.

Consideration was given to a written update from Alex Wilde, Project Lead at Shaping Places for Wellbeing Dunoon. The update provided information on how they share their learning, with it being highlighted that they now have a designated webpage for Dunoon on the Shaping Places for Wellbeing website; a knowledge hub page and a blog series. The update also provided information on the active travel plan for Dunoon; place and wellbeing assessments and training opportunities to better understand available data about inequalities for Dunoon.

The Committee Manager highlighted that road safety concerns in Sandbank had been raised at the Bute and Cowal Area Committee in September under the Roads and Infrastructure item where it was agreed to bring the matter to the Community Planning Group for discussion. Stuart McLean advised that the matter had previously been raised at the Area Committee in December 2023 by a local resident, Liz Neilson, who highlighted that the Community were concerned with traffic speeding through Sandbank and the general lack of road safety measures along the entirety of the road. Councillor Sinclair highlighted that within the last 12 months, there had been four serious accidents within the stretch of the 30mph road in Sandbank with one incident resulting in loss of life.

Sergeant Eddie McGunnigal advised that the four recorded accidents were not attributed to speed and advised that the speed survey carried out by Argyll and Bute Council didn't show a high percentage of speeding. Sergeant McGunnigal further advised that Police Scotland continue to undertake speed checks and have provided communities with new speed limit wheelie bin stickers to encourage drivers to stick to the limit and that they were currently working on a community speed watch team in the area. Sergeant McGunnigal added that the Police are happy to support any speed calming initiatives. Tony McGloin advised that the Fire Service did attend the mentioned incidents and that they are very active highlighting road safety with Road Safety Scotland material. Mr McGloin highlighted that the Service will soon have virtual reality headsets to train young drivers. Discussion took place in relation to children walking alongside the road, with partners raising concerns for their safety. Partners agreed to request that the Roads and Infrastructure Services consider what appropriate road safety measures could be introduced within the locality and that these be presented to a future meeting for discussion.

The Community Focus Item was delivered by Angela McNeill from Heartstart. The presentation included information on the aims of Heartstart; who they are; why emergency life support is taught; what you should do if you are in the position where someone needs CPR and general information on Heartstart Cowal.

Helensburgh & Lomond (Meeting Papers - [LINK](#))

The Group gave consideration to a written update by PC Drew Omand, Ministry of Defence Police. The update highlighted that the Police Scotland Young Volunteers are still looking for opportunities to support the local community at events and asked

if any partners knew of any to get in touch. The update also provided information on His Majesty's Naval Base (HMNB), Clyde highlighting that it is a 'No Drone Zone' and that any sightings should be reported; the roadworks continue on the A814 at HMNB Clyde until the end of December 2023 with the road under traffic control and the provision of the annual internet safety campaign delivered in collaboration with Police Scotland targeting p5-p7 children from 11 primary schools.

Sarah Davies, Helensburgh Community Council, informed the Group of the sad passing of Norman Muir, who was the Convener over the last eight years, highlighting her thanks to Norman on behalf of Helensburgh for everything he did to make it a better place for residents and visitors. Sarah advised that the Community Council had been chosen as one of the preferred bidders for the Waterfront and that they are continuing to be involved in planning applications and regular beach cleans and scrub bed tidying's.

Consideration was given to a written update by Gill Simpson from Helensburgh Community Hub. The update provided information on the expansion of the Dolly Parton Imagination Library programme; a successful open day held in September which aimed at getting feedback from the community regarding the first two years of the Hub's operation as well as ideas and suggestions for future activities and the Reading Minds Book Festival which is to be held on the 22-24 March 2024 in collaboration with Jean's Bothy and Helensburgh and Lomond Carers Centre.

Consideration was given to an update by Angela Anderson, Plastic Free Helensburgh. The update highlighted that in the last quarter, in partnership with Helensburgh Community Council, they had cleared 150kg of litter from the beaches and that with the grant received from the Supporting Communities Fund they had ordered four litter picking stations. Angela advised that Plastic Free Helensburgh had attended the Scottish Waters Stakeholders Annual Conference and have organised two events following this and highlighted the Scottish Waters "Bin the Wipes" campaign.

Angela Robertson from We Are With You highlighted that they provide support to adults over the age of 16 who are experiencing issues with alcohol, drugs or mental health as well as supporting the person's family and friends. Angela added that this support can be on a one-to-one basis or on a group basis within their own homes, in the offices or in a community setting. Angela advised that the referral pathway is simple and only requires the person's name, phone number and permission from the person to share this with the associated organisations. The Chair on behalf of the Group commended Angela and her team for all the hard work they do.

Mid Argyll, Kintyre and the Islands (Meeting Papers - [LINK](#))

The Group considered a report provided by Scottish Canals on the planned winter works for 2023/24 at the Crinan Canal. The Head of Customer Experience and

Delivery, Mr Piper, advised that they were at year 3 of a 5 year investment programme at the Crinan Canal. He outlined the work programme which included extensive refurbishment of large bits of steel and infrastructure and advised that the works were necessary to keep the canal fit for purpose. Mr Piper further advised of the continued engagement with local businesses and communities and outlined the efforts made to ensure the canal will be open by mid-April rather than the previously anticipated timescale of end of May 2024.

The Group gave consideration to a presentation by members of the Kintyre Link Club. The presentation outlined the background and aims of the mental health club run by members for members, which are to reduce isolation and increase opportunities for local people suffering from poor mental health. It also provided information on the funding required and the support provided by other partner organisations within the area.

The Chair, Councillor Armour, took the opportunity to advise that the council declared a Housing Emergency within Argyll and Bute in June due to a rise in homelessness post pandemic and an increasing lack of housing choice in the area. He advised that in order to build the strategy to tackle Argyll & Bute's housing emergency, a Summit event had been scheduled to bring together delivery partners, community stakeholders, funders, business leaders, public sector bodies and housing organisations to debate, prioritise and programme solutions to increase housing supply. He advised that together, partners would be asked to forge commitments aimed at tackling housing shortage by maximising resources, pursuing innovation, coordinating planning and targeting delivery capacity.

Consideration was given to a performance report from Fyne Homes which provided information on housing services, including welfare and benefits support, housing allocations, lettings, voids and tenant welfare; capital improvements; cyclical maintenance; a number of on-site developments and financial highlights. Further information on the governance of the association; investing in communities and the view from subsidiary company Fyne Futures was also provided.

Isle of Gigha Heritage Trust (IGHT) Business Development Manager spoke to the background of the trust together with its main objectives and achievements to date. Information relating to the work being carried out in respect of affordable housing; an update on the progress of the new housing development and an insight to the long-term aspirations for housing on Gigha was also provided.

Tarbert and Skipness Community Trust advised on housing issues in the area; the recent White Shore Path and Cycle Stand beach clean; the re-location of Tarbert Life to the "Purple Door" on the quayside; the new Community Plan, with it being noted that the full version could be made available by request; the dispersal of community

benefit funding and the re-development of Skipness Hall and the Tarbert Heritage and Regeneration Scheme.

Poppy Lynn Englefied and Chloe Reed provided a verbal update on the Kintyre Youth Action Group's recent and ongoing activities. They advised of the ongoing work to set up a youth LGBT Forum in the community; their work with the Women's Aid charity to help find ways to reach young victims of domestic violence; the installation of a clean box at Campbeltown Skate Park and a number of fundraising initiatives.

Oban, Lorn and the Isles (Meeting Papers - [LINK](#))

Consideration was given to a report which provided information which related to the appointment of a Vice-Chair for the Community Planning Group. The report outlined the expected time commitment and provided information on the roles, with the Group subsequently appointing Colin Buchanan, Luing Community Council, to the role.

A verbal update from Jim Tolmie of the Oban District Access Panel advised that the Panels petition to the Scottish Parliament Petitions Committee, to make it a statutory requirement for Braille to be put on all food packaging, would likely be considered during November 2023 where he hopes it will find support.

Laura Corbe of Oban Community Council spoke to a presentation regarding the Oban Place Plan and Community Action Plan project. Miss Corbe advised that the Community Council are undertaking a consultation exercise regarding what the public would like to see locally in respect of housing, new or retained local employment, new tourism/community facilities, open space, climate change adaption, local initiatives promoting active travel and community food growing, conservation environment and improvements to the town centre. Miss Corbe further advised that funding had been sought to raise the £35,000 required to put the plan in place.

Luing Community Council shared a report on Flooding Risks on the Island, in particular following the recent floods in October, where 3 houses within the Conservation Area were affected. Mary Braithwaite advised that the Community Council are in the process of setting up advice and assistance on flooding within the Island, but lack the technical knowledge when navigating ownership of the different parts of the island. Councillor Kain offered to facilitate contact between Roads and Infrastructure and the Community Council to discuss and offer technical advice.

4.1 Further Actions

It is requested that the Management Committee note the report and the successful meetings held in October and November 2023.

5.0 Implications

Strategic Implications	Meetings of the Area Community Planning Group held in May covered various Outcomes.
Consultations	No prior circulation of this report.
Resources	No direct resource implications however consideration of the issues raised and following courses of action may have a knock on effect on finance and/or staff resource
Prevention	Contributes to the prevention agenda
Equalities	Contributes toward reducing inequalities

For More Information:

Stuart McLean, Committee Manager, stuart.mclean@argyll-bute.gov.uk

This page is intentionally left blank

Area Plans



ARGYLL AND BUTE COMMUNITY
PLANNING COMMITTEE

20 DECEMBER 2023

Stuart Green
Chief Executives Unit
Argyll and Bute Council



Area Plans – What, Why and How?

What?

- ▶ Creating area-based plans for all our communities, reflecting investment opportunities and local service prioritisation.

Why?

- ▶ Increase rate of external investment by improving how we align with growing number of external funding streams (e.g. government).

How?

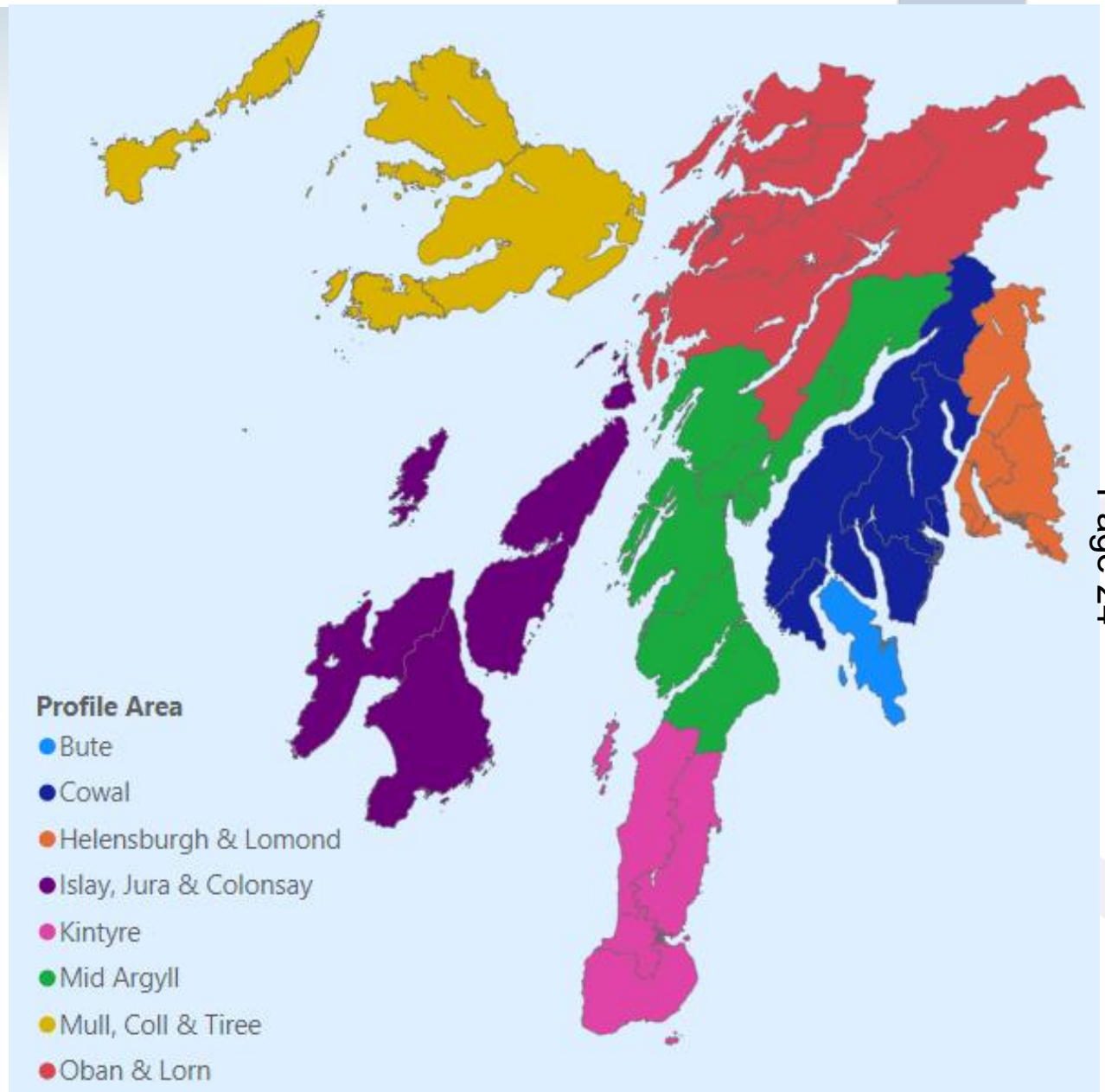
- ▶ Through consensus, forward plan investment opportunities that improve outcomes.

Area Plans – Mandate

- ▶ Council Agreed Priorities – November 2022
- ▶ Corporate Plan 2023 - 2027;
- ▶ Agreed by Policy and Resources Committee – October 2023
 - ▶ Number of locality plans.
 - ▶ Purpose & Principles
 - ▶ Approach
 - ▶ Resourcing and timescales
 - ▶ In addition; agreed to reflect any relevant outcomes from the Community Planning Partnership Community Wealth Building Review relevant to the Council in the approach to producing area plans.

No of
Locality
Plans

8 Areas



Area Plans – Purpose & Principles

Purpose

- ▶ Capture community vision and aspirations for each area.
- ▶ Reflect investment opportunities
- ▶ Identify local projects.

Principles

1. The plans will be orientated towards maximising external funding.
2. The plans do not guarantee the provision of funding towards any of the projects contained therein.
3. The plans will seek to promote proposals that are aligned with the Council's strategic plans and priorities.
4. All projects delivered by the Council will be prioritised and developed using our adopted project methodologies and processes.

What is in scope?

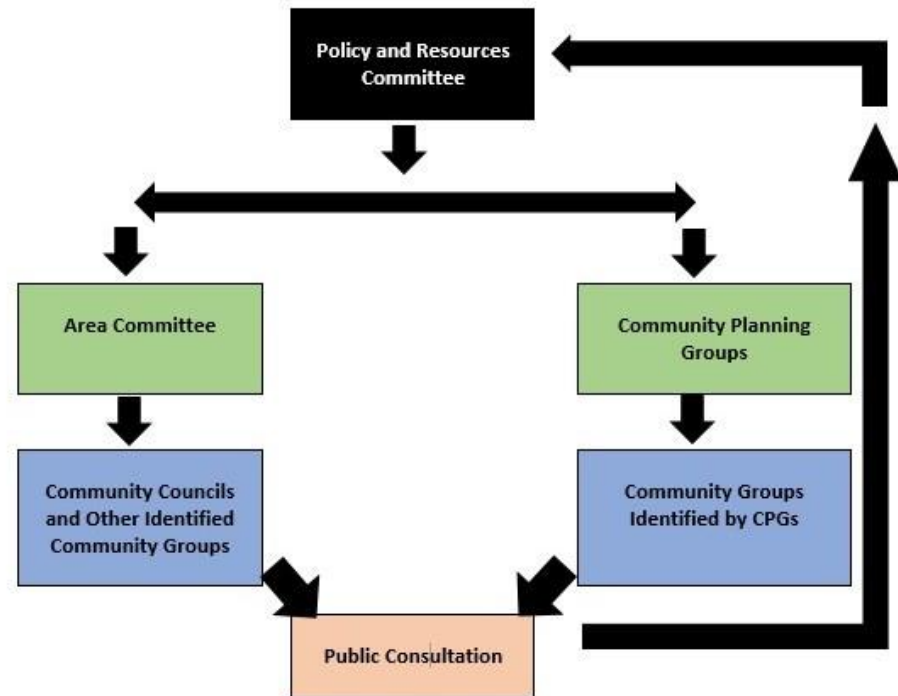
- ▶ Projects – planned and proposed by CPP Partners and communities.
- ▶ Community wealth building opportunities.
- ▶ Housing; needs, demands and opportunities.
- ▶ High level summary on socio economic data.

Collating this information provides a baseline narrative and narrative.

Area plans - Approach

Stages	Activity
1	Collation of information and data e.g. Scottish Government island consultation data, data from ABOIP place standard consultations, existing community led plans etc.
2	Engage community councils and development trusts initially to test our findings and identify gaps and update maps and plans.
3	Consultation on draft vision and maps and plans.
4	Publish analysis on feedback from engagement on draft vision and maps and plans.
5	Submit vision and maps and plans to Members for consideration.

Governance and Flow of Information



Key
Governance
Informal & Advisory
Administrative Area
Local
Full Public Consultation

Area plans - Resourcing

- ▶ The Council has considerable experience in developing plans.
- ▶ Limited officer capacity to take forward extensive engagement and professional development of plans within a reasonable timescale.
- ▶ An allocation of £200,000 from the Council's Priorities Investment Fund to fund this activity has been approved.
- ▶ Options to best secure required skills and resources completed.
- ▶ Recruitment for new project team members will commence in January 2024.

Timescales



When	Phase 1 – Localities 1 - 2	Phase 2 – Localities 3 - 5	Phase 3 – Localities 6 - 8
Oct – Dec 2023	Project Start Up		
Jan to March 2024	Recruitment, promotion, communication.		
April 2024	Collation of data		
May – June	Engagement with Community Councils and Development Trusts	Collation of data	
July – Sep	Consultation on draft vision and plans	Engagement with Community Councils and Development Trusts	Collation of data
Oct – Dec	Publish analysis on feedback from engagement on draft vision and plans.	Consultation on draft vision and plans	Engagement with Community Councils and Development Trusts
Jan – March 2025	Approve plans	Publish analysis on feedback from engagement on draft vision and plans.	Consultation on draft vision and plans
April – June 2025		Approve plans	Publish analysis on feedback from engagement on draft vision and plans.
July – Sept 2025			Approve plans

Community engagement

- ▶ Important to get right.
- ▶ Sense of consultation fatigue (anecdotal).
 - ▶ Scottish Government Islands Consultation
 - ▶ Community Led Action Plans/ Charrettes
 - ▶ ABOIP
- ▶ More to come.
 - ▶ Community Planning Group Area Plans
 - ▶ Local Development Plans – Local Place Plans
- ▶ Need to coordinate engagement with our communities.

How will people participate?

- ▶ Interaction through digital maps using accessible, intuitive and user friendly software that can be accessed on your phone or any other device.
- ▶ Non digital (physical) versions will be available in all instances.
- ▶ Use of infographics to convey detailed or complex information.
- ▶ Good old fashioned written reports to agree the detail.



Digital Maps

Infographics

Written
Reports

How we will use the information?

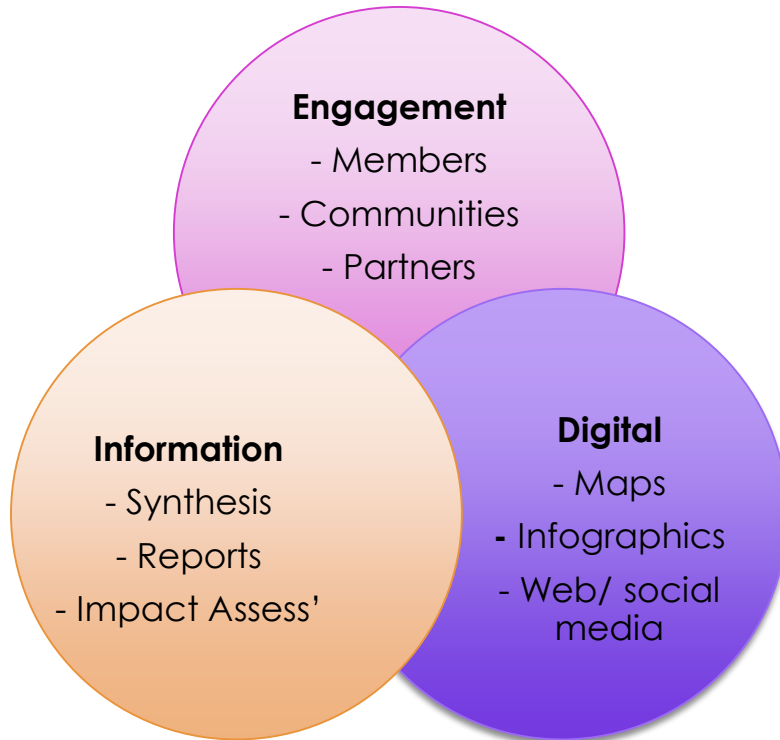
- ▶ Should be viewed as a partnership document.
 - ▶ Opportunity to capture all investments and aspirations for all to support development of visions for each area.
 - ▶ May support strategic partners in developing future investment decisions and/or demonstrate community support.
- ▶ Plans will inform future investment decisions by all.
- ▶ Effectively a 'snap shot' in time and does not prevent future opportunities.
- ▶ The plans do not guarantee the provision of funding towards any of the projects included **but**;
- ▶ Should provide clarity on opportunities, prioritisation, and improve matching and opportunities with external funding (which is significant).

Efficient use of resources.



- ▶ Clear synergies to develop in tandem with;
 - ▶ Community Planning Group Area Plans.
 - ▶ Community Wealth Building.
- ▶ Careful consideration given to;
 - ▶ Efficient and optimal use of resources.
 - ▶ Co-ordinated consultation.

Recruiting for the right skills.



- ▶ Extensive engagement with managers across Council on outputs, format and skills required.
- ▶ Review of existing and relevant Job Descriptions Person Specifications to identify best fit.
- ▶ Recruitment for new project team members will commence in January 2024.

Next steps ...

- ▶ Equality and Social Impact Assessment
- ▶ Communication Strategy
- ▶ Design methods of engagement
- ▶ Finalise governance
- ▶ Recruit project team
- ▶ Promotion and launch.

Management Committee

Date: 20 December 2023



Addressing the Climate Emergency in Argyll and Bute

1.0 Purpose

The purpose of this report is to provide the CPP Management Committee with an update of the Climate Change Working Group.

2.0 Recommendations

The CPP Management Committee are asked to:

- Note the approach and status of the project outlined in the report.

3.0 Background

Over the past year and a half, the Climate Change Short Life Working Group has been revived as a CPP sub-group, known as the Climate Change Working Group. It took a fresh look at its remit and potential outputs, which have ultimately centred on producing a Climate Change Strategy and Action Plan for Argyll and Bute.

The Action Plan is proposed to be produced by employing a Climate Change Project Manager to lead on the process.

This update sets out our current position.

4.0 Detail

4.1 Funding update

The Climate Change Working Group pulled together a funding package to support the post of the Climate Change Project Manager.

The cost of the Project Manager post is estimated to be in the region of £120,000 over two years, which would include the salary of an appropriately qualified climate leader, associated employer costs, T&S costs, etc.

Subsequent to previous calls for funding contributions, we have the following firm contributions from partners:

£30,000	NHS Highland - Argyll & Bute Health and Social Care Partnership
£50,000	Argyll and Bute Council
£15,000	NatureScot
£20,000	Argyll and Bute Third Sector Interface (TSI)

Total = £115,000

Thank you to all those supporting the project.

4.2 Progress

The finalisation of the Memorandum of Agreement between the CPP and the hosting body (Argyll Countryside Trust) is now complete, which was required to establish the governance arrangements.

The Project Manager post has been advertised and interviews were held. Andy Macpherson was appointed as the CPP Climate Change Project Manager and started on the 30th October.

4.3 Governance

Andy's work will be guided and supported by the project Steering Group, a sub-set of the CPP Climate Change Working Group.

The CPP Climate Change Working Group will moderate its activity while this project is ongoing, and meet once a quarter rather than the monthly meetings we have been holding. It would make sense, then, if future updates to this Committee (the *de facto* Project Board) are made by the Climate Change Project Manager.

Stan Phillips has completed his term as the Chair of the CPP Climate Change Working Group. Current arrangements are for Rona Gold to take on the role on an interim basis, with Stephen Kelly (Station Commander, Argyll and Bute, East Dunbartonshire and West Dunbartonshire, Scottish Fire and Rescue Service) acting as Deputy Chair. We would still be interested in hearing from anyone willing to take on a term as Chair of this group.

5.0 Summary

1. We have an approved governance arrangement for the Climate Change Project Manager post.

2. We have recruited Andy Macpherson as Project Manager to start this Action Plan work.
3. We will continue to update the Management Committee on the progress of the Project.

6.0 Implications

Strategic Implications	
Consultations, Previous considerations	
Resources	
Prevention	
Equalities	

Stan Phillips, Chair, CPP Climate Change Working Group

For more information, please contact:
Stan Phillips, Operations Manager, NatureScot
stan.phillips@nature.scot

Nicola Reaney, Administrative Officer, Community Planning
Nicola.Reaney@argyll-bute.gov.uk

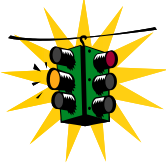
References

Appendices

This page is intentionally left blank



CPP Financial Inclusion Highlight Report

Name of Document:	Highlight Report - <i>Financial Inclusion Highlight Report</i>	Overall Project Status  GREEN
Author:	<i>Fergus Walker</i>	
Description of Content:	To December 2023	
Distribution:	<i>Community Planning Partnership</i>	

Headlines

SCOTTISH WELFARE FUND, CRISIS GRANTS AND COMMUNITY CARE GRANTS

- In the period 1 April 2022 to 30 November 2023 we spent £428,416 against our programme funding allocation for 2023/2024 of £458,284. WE have a projected overspend of circa £200,000 this year.
- A report is with SMT and there will be a need to consider moving to priority level of High Most Compelling in Community Care Grants from January to March.

DISCRETIONARY HOUSING PAYMENTS (DHP)

- As at 30 November 2023 we have spent and committed to spend £803,862 of our initial, tranche 1 DHP allocation of £869,638. At this stage we do not expect to pay out more than our tranche 1 allocation in the year.

ARGYLL AND BUTE FLEXIBLE FOOD and FUEL FUND (ABFFFF)

- As at 31 October 2023 the project, has supported 2,279 households who are suffering from food and fuel insecurities in Argyll and Bute, with a combined client gain of £3.228 million which is an average gain of £1,416 per household. The project has attracted funding of £204,000 from the UK Shared Prosperity Fund for each of the next two financial years and we have identified the funds to make up the shortfall to allow the project to continue for at least the next two years.

SCHOOL CLOTHING BANKS

- The project is now live in the Kintyre area, Dunoon and Cowal, Bute and Oban Lorn and the Islands. Work continues to introduce the project in Mid Argyll and the Islands.
- Website is now live with links to order forms for the above areas. The link to the page is below.
- [School uniform scheme \(argyll-bute.gov.uk\)](http://argyll-bute.gov.uk)
- Funding is available to carry out further development works and I've been engaging in really positive discussions with the Community Development team about doing that.
- Further funds are available from the UK Shared Prosperity Fund to enhance and embed the project in all areas from 1 April 2023 to 31 March 2025 to create a real impact on the Council's climate change plans.



CPP Financial Inclusion Highlight Report

SCOTLAND LOVES LOCAL CARDS SUPPORT FOR COST OF LIVING ON ISLANDS

- The Scottish Government has given the Council £141,000 to support people on the islands.
- The money was used to;
 - Issue circa 1,300 SLL cards to islanders in receipt of CTR with a value of £85.
 - Top up payments to pupils in receipt of FSM by £1.60 per day to allow them to purchase snacks during the day.
 - Issue grant payments of £4,000 to each of 4 island based foodbank organisations.

DATA MATCHING

- We had been making good progress being made on data matching using Council Tax arrears data, Council Tax Reduction data and Scottish Welfare Fund data as a proxy for unmet cost of living needs.
- We have been working with SAVVI to look at the legal gateways and legal basis for sharing and matching our data to that of the DWP and the Scottish Social Security Agency to identify need and provide Welfare Rights type support services where it is required.

PARTNERSHIP WORKING WITH POVERTY ALLIANCE

- Exciting new partnership works to start this year with the Poverty Alliance on tackling rural poverty.
- This project will uncover and develop evidence and practice that can be explored using a test and learn approach on new solutions to lead locality and national change, looking at the poverty premium and in particular the rural poverty premium.
- Becky Hothersall has been appointed as the Participation Officer for Argyll and Bute and an initial introductory meeting with Becky took place on 8 December.
- There will be a project outline shared shortly with 5 main aims included.
- However in summary we are looking to setup a Citizens Panel of people living in Argyll and Bute on our mainland and islands that have lived experience of poverty. We want to learn from them what it is like, where the pressures are and what could be developed to help.
- Ambition is to bring people together and find new ways of identifying rural poverty, bringing together the public sector, the third sector and hopefully private businesses in or area to see if there exists opportunities to support communities.
- Learning will be shared with a similar project in Aberdeenshire and with the Scottish Government. We want to try and introduce change that lasts and strengthen participation structures.

PARTNERSHIP WORKING WITH ABCAB

- Looking to work with ABCAB on the back of the Improvement Services report on a Collaborative approach to Council Tax Collection.
- Aim to protect vulnerable people from the Debt Recovery process, stopping potential mental health and wellbeing issues and looking to recover Council Tax in a way that is affordable for the individual and without the threat of additional legal costs and being chased by debt collection agencies.
- Early improvements include plans to have a QR code on annual bills this year that signpost people to support agencies if they can't pay.
- Ongoing works to include cross referrals of those having problems and moratorium on recovery actions for those engaging with CAB to find a solution.



CPP Financial Inclusion Highlight Report

- For those with multiple years of debt totalling more than £20,000 and with no assets we will look at opportunities to break the cycle of debt with proposals for a project to come forward to DMT for consideration.

Current Issues/Risks (in your area and across partners)

CURRENT ISSUES / RISKS					
ID	Description	Prob	Imp	Action / Progress /Timeline	Trend
1	SWF overspend	5	3	Reported to SMT, considering reducing the level of funds awarded for CCGs	

Current Initiatives/developments (in your area and across partners)

ID	Description	Action / Progress /Timeline
1	School Clothing Banks	Complete by March 2025.
2	AB FFFF	Complete by March 2025.
3	Tackling Rural Poverty	Project launch with Poverty Alliance in the new year. Project funded by the Robertson Trust for two years to March 2026
4	Partnership with ABCAB	Defining overall project, some quick wins in terms of signposting has been identified.

Horizon scanning (e.g. future legislative changes / opportunities or developments)

- Possible partnership working with the Poverty Alliance on the rural poverty premium

Key actions – 3 month horizon

- Continue to monitor progress with AB FFFF and other schemes.
- Monitor DHP and CCG spend against budget.
- Continue progressing our School Clothing Banks project.

FERGUS WALKER

13 December 2023

This page is intentionally left blank



liveArgyll – Update

Argyll and Bute HMI CLD Argyll and Bute Council Progress Visit dates confirmed 8 January 2024

HM (His Majesty) Inspectors have developed the following interim arrangements for implementation from academic year 2023-24, to support improvement and provide external assurance of the quality of CLD (Community Learning and Development) provision in Scotland.

Through PVs (Progress Visits), HM Inspectors will take account of the extent to which local authorities are fulfilling their statutory duties in relation to CLD. During PVs, HM Inspectors will evaluate the progress local authorities and their CLD partners are making to improve the quality of provision and services. All local authorities will be visited over the coming year. As with previous inspection models, the starting point will be the CLD plan and the local authority and CLD partners' self-evaluation.

The PV will last for three days, normally Monday to Wednesday. A timetable for the three days will be agreed with the lead officer from the local authority. (This process is now underway for CLD Argyll and Bute Council's Progress Visit).

Update from the CLD Strategic Partnership 2021 -2024

We are currently evaluating 2022 -2023 and once completed we will publish and distribute the 2022 -2023 CLD partnership Annual Report.

In addition to this, we are starting to look at the New CLD Partnership Plan for 2024 -2027 which is required to in place from September 2024 Work will start on this in the New year (January 2024) which will be the initial the consultation process.

This page is intentionally left blank

Management Committee

Date: 20 December 2023



Community Wealth Building report - initial recommendations

1.0 Purpose

The purpose of this report is to provide the CPP Management Committee with an opportunity to discuss the initial Community Wealth Building report recommendations.

2.0 Recommendations

The CPP Management Committee are asked to:

- Note and discuss the initial Community Wealth Building recommendations attached at *Appendix 1: A framework for action*;
- Note that work is ongoing on completing the full report and the associated two Business Cases;
- Agree that a working group of CPP partners continue to work with CLES to finalise the full report for presentation at the next CPP meeting;
- To consider any actions required to develop the Argyll and Bute CPP approach to Community Wealth Building.

3.0 Background and context

3.1 The five pillars of CWB

The five principles of Community Wealth Building have been developed by the Centre for Local Economic Strategies¹ over a number of decades through work with anchor institutions across the UK and the World. These are:-

- Plural ownership of the economy.
- Making financial power work for local places.
- Fair employment and just labour markets.
- Progressive procurement of goods and services.
- Socially productive use of land and property.

Anchor institutions are identified as statutory and third sector bodies which can influence 'economic engines': The term is used to refer to organisations which:

- Have an **important presence in a place**, usually through a combination of: being largescale employers, the largest purchasers of goods and services in the locality, controlling large areas of land and/or having relatively fixed

¹ <https://cles.org.uk/what-is-community-wealth-building/the-principles-of-community-wealth-building/>

assets.

- Are **tied to a particular place** by their mission, histories, physical assets and local relationships. Examples include local authorities, NHS trusts, universities, trade unions, large local businesses, the combined activities of the community and voluntary sector and housing associations.

The Scottish Government has published an overview of the responses received to their January 2023 consultation paper on Community Wealth Building legislation².

3.2 Argyll and Bute CPP commissioned research

The CPP at its March 2023 meeting agreed to commission research mapping existing CWB case studies in Argyll and Bute and beyond and to develop and identify local priorities for action. The report was funded by the Argyll and Bute Third Sector Interface on the understanding that the report would be commissioned on behalf of the CPP partners as a whole to support partnership working and collaboration on this model.

Following a competitive tender, the research contract was awarded to CLES in June 2023 and work on the five lots began in July 2023. The lots were as follows:-

- **Lot one** – an audit of existing best practice and a mapping exercise against each of the five pillars. For instance, how are we all using land and assets, how do we procure and commission services and are we collectively applying fair work principles as employers and commissioners of services? This will include stakeholder consultation and will also inform lot three.
- **Lot two** – identification of case studies that may be replicable across Argyll and Bute and identification of opportunities that are relevant to our locality and strategic aims as a CPP linked to our new LOIP objectives.
- **Lot three** – development of a CWB framework for action
- **Lots four and five** – the aim here is to develop two business cases and models for two areas of activity to propel our actions forward. Following consultation, the two business cases have been identified as ‘Building a more cooperative food and tourism economy’ and ‘Building community and shared ownership of the energy transition’.

4.0 Detail

4.1 Engagement activity

A series of citizen led workshops were held around Argyll and Bute in July and August with a further online workshop in September 2023. Simultaneously a desktop document search was conducted as well as a series of in depth one to one stakeholder interviews. This research has informed the draft report and the initial recommendations, of which the latter are appended for discussion, development and outline agreement by CPP partners.

² <https://consult.gov.scot/economic-development/community-wealth-building-consultation/>

Initial discussions have also been held between CPP partners about the importance of the CWB pillars and the specific Argyll and Bute recommendations to other strategies and action plans. For instance, there is an opportunity for the forthcoming Argyll and Bute Economic Development Strategy and Action Plan to incorporate this work on Community Wealth Building and to use the five pillars as underpinning principles.

4.2 Next steps

The recommendations identified by CLES following research and consultation presents a potential framework for action for CPP partners.

It is proposed that the working group model adopted to steer the research is continued and CPP members are asked to identify whether the working group membership should be widened or not at this stage. Representatives from the following organisations are currently involved:-

- Argyll and Bute Council
- Highland and Islands Enterprise
- Skills Development Scotland
- Argyll and Bute HSCP
- Argyll and Bute Third Sector Interface

It is recommended that the working group’s tasks focus on the following and report to the next CPP with a final CWB report and provide regular progress reports thereafter:-

- i. Finalisation of the full CWB report with CLES
- ii. Advise on taking forward the recommendations contained in the Framework for Action at Appendix 1.

5.0 Implications

Strategic Implications	Community Wealth Building has significant cross cutting implications for a wide range of strategies including the forthcoming Local Outcome Improvement Plan and the new Argyll and Bute Economic Strategy expected in 2024
Consultations, Previous considerations	The report has involved stakeholder engagement sessions, interviews and a number of citizen led workshops exploring the most important CWB themes for Argyll and Bute.
Resources	The TSI board has funded the CWB review report and business cases. Further resource implications would need to be explored by CPP partners and it is noted that the CWB pilot areas utilized Scottish Government pilot funding.
Prevention	Retaining wealth generated locally and promoting fair employment are excellent methods to ensure communities are sustainable and promote community resilience.
Equalities	CWB has at its core fair employment, just labour markets and making financial power work for local places. This is conducive to supporting the Fairer Scotland Duty as well as Equality Act responsibilities for those with protected characteristics.

For more information, please contact:

Takki Sulaiman, Chief Executive, Argyll and Bute Third

Sector Interface

takkisulaiman@argylltsi.org.uk

Nicola Reaney, Administrative Officer, Community Planning

Nicola.Reaney@argyll-bute.gov.uk

Links

CWB legislation consultation response updated 26th October 2023 –

<https://consult.gov.scot/economic-development/community-wealth-building-consultation/>

Poverty Alliance citizen's panel on CWB October 2023 -

<https://www.povertyalliance.org/get-heard-scotland-community-wealth-building/>

EDAS guide to CWB January 2023 - <https://edas.org.uk/community-wealth-building-guide/>

CLES November 2022 publication on interviews with UK local authorities re: CWB and five areas for action:-

<https://cles.org.uk/publications/a-light-in-the-dark/>

North Ayrshire Community Planning partnership, CWB Plan

<http://northayrshire.community/wp-content/uploads/2020/09/CWB-Powerpoint-Template-NAC-strategy-update-for-CPP-Board-Sept-2020.pdf>

The role of the NHS as an anchor institution – The Health Foundation

<https://www.health.org.uk/publications/reports/building-healthier-communities-role-of-nhs-as-anchor-institution>

Example CPP CWB mapping and action plan Outer Hebrides March 2021 -

<https://www.cne-siar.gov.uk/media/17452/S%2019B%20-%20Appendix%20-%20Community%20Wealth%20Building%20in%20the%20Outer%20Hebrides%20Action%20Plan.pdf>

A framework for action

We set out a range of recommendations for the CPP to action collectively, reshaping the CPP and giving it a drive and intent to deliver on the CWB agenda and build wealth in local communities. We also set out a range of recommendations for CPP members, seeking collaboration between institutions to advance the 5 pillars of community wealth building with a specific focus on supporting the delivery of x2 programmes of collective action.¹

These recommendations should underpin the development of the business cases and don't all need to be done at once, they should be seen as a series of interventions that will help Argyll and Bute transition to a wellbeing economy.

CPP recommendations

CWB intrinsic to economic strategy

This report comes at a critical time for Argyll and Bute, with the region facing a number of challenges. It also comes at an important time for strategy and policy in the region as both the Argyll and Bute Economic Strategy and the LOIP are currently being developed. There is, therefore, an opportunity to ensure that community wealth building is central to local economic development in Argyll and Bute and ensure that the step change that is required to tackle the key issues has policy and strategic backing. To ensure this community wealth building should be intrinsic to the economic strategy of Argyll and Bute, CWB cannot be considered as an add on within strategy and cannot be considered as a specific thematic area, rather CWB principles should be embedded in a refreshed approach to economic development with a recognition of a shift from previous models of economic development. CPP partners engaged in writing the strategy should review drafts of the economic strategy through this lens and through the recognition that existing approaches are insufficient to address the scale of the challenge facing people and places across Argyll and Bute.

Decide on correct avenues to deliver CWB across Argyll and Bute

Throughout our consultation there was a recognition that community wealth building in Argyll and Bute should not fall solely on the shoulders of the Community Planning Partnership. However, the CPP partners can play a leading role in pursuing CWB and highlighting other partnerships and working groups that could also drive the agenda. This could include the Argyll and Bute Renewable Alliance and the Strategic Housing Forum among others

Development of CWB time limited group(s)

In order to drive community wealth building we would propose setting up x2 time limited groups to take forward action focused work which builds on this report to deliver community wealth in Argyll and Bute. These time limited groups can take a more outward facing role, connect with the community energy on the ground and genuinely co-produce an alternative approach to local economic development. Both business cases will support the work of the economic strategy.

¹ These are the 2 business cases which need further development following Steering Group input.

- **Business case 1: Building a more co-operative food & tourism economy** – this business case explores how a more supportive framework can be developed for co-operative development across food and tourism sectors which dominate the rural economy of Argyll and Bute. This is focused on bringing together existing sector representation, specialist business support and institutional power to ensure local and social ownership in these sectors.
- **Business case 2: Building community and shared ownership of the energy transition** – this business case explores how to move from the community being in receipt of Community Benefit payments from private renewable energy operators to owning and operating renewable energy infrastructure. Beyond windfarms, how can the community own and drive the transition to a low carbon future?

Capacity to lead and deliver these time limited groups will present the most significant challenge and this cannot fall solely on Argyll and Bute Council. Nominated leads should work with the Area Community Planning Group's (ACPG), wider stakeholders and local community groups to engage a broad set of actors who can collectively play a role in delivery and share the capacity requirements.

CPP member recommendations

A series of broad recommendations under each of the pillars of CWB follow, with these each setting the ground for the effective delivery of the identified business cases and supporting the delivery of the time limited groups.

Spending

Establish a CPP procurement working group - We would recommend bringing together dedicated lead procurement officers from the relevant CPP members to reflect on progress to date and share understanding of the challenges they face in delivering a more progressive approach to stimulate the development of the unique rural economic geography of Argyll & Bute, providing an opportunity to respond to the new Procurement Bill² which has just received Royal Assent and work towards the Sustainable Procurement Duty.³ This group should also include representatives from the VCSE sector to highlight challenges they have in accessing contracts from CPP members, and ensure future procurement plans are created in conjunction with them.

Build collective market intelligence - CPP members should work together to build intelligence of the supply capacity of the local SME business base and the social economy.⁴ A detailed understanding of the supplier base should then be fed into the early stages of the procurement lifecycle within each CPP member so that procurement and service design are both conducted with the local economy in mind. Part of this market intelligence gathering could include trying to understand the need for sustainable business opportunities in terms of a minimum of three year rolling contracts instead of one.

Publish a collective procurement pipeline - CPP members should commit to publishing their procurement pipelines in the same format in a collective space which can be communicated to the local market, with in built mechanisms for feedback which can then influence procurement and commissioning design moving forwards, making public sector procurement opportunities more

² Small businesses to benefit from one of the largest shake ups to procurement regulations in UK history <https://www.gov.uk/government/news/small-businesses-to-benefit-from-one-of-the-largest-shake-ups-to-procurement-regulations-in-uk-history> - The new regime is expected to come into force October 2024 delivering lasting change for generations to come.

³ Scottish Government (2023) Sustainable Procurement Duty. [Link](#)

⁴ Building on the Social Enterprise Census commissioned by TSI.

accessible for local SME's. This sharing and feedback mechanism could then grow and evolve over time into a portal for bringing together local suppliers into bidding consortiums.

CPP meet the buyer events - The CPP members should work together to collectively engage the local supplier base through collective meet the buyer events, demystify public sector procurement, hearing feedback on the barriers to engagement and inform procurement and commissioning design as part of a learning loop. These should be informed by the above recommendations, so focused on the types of opportunities that the local market can supply.

Develop procurement training for suppliers – Local SME's struggle to engage with the bureaucratic nature of public sector procurement, and while feedback mechanisms should be developed to address barriers and simplify processes (as above), suppliers also need support and training in how to bid for public sector contracts. We would recommend convening the existing business support organisations to pool existing resources and explore good practice from elsewhere such as the Federation of Small Businesses 'Get Ready to Bid' seminar series.

Workforce

Living Wage Place - Argyll and Bute has a low wage economy with a declining population. Anchor institutions, as a major employers, should commit to paying the Living wage or working towards accreditation. Setting up a Living Wage Action Group and exploring the path to Living Wage Place.⁵

Pathways into work – Building on the work of the Employment Partnership, as major employers, CPP members can explore how the adoption of a values-based recruitment approach within their own organisations, can support local people, specifically local young people, into meaningful employment in organisations that offer career progression routes. CPP members can begin by mapping their job families and comparing, simplifying and standardising recruitment approaches so that applicants can be forwarded within a pool for alternative job opportunities.

Argyll & Bute Employment Charter – CPP members, local business representatives and local organisations such as BID4Oban⁶, Isle of Bute BID and Dunoon Presents can collectively develop an employment charter, adopting the Fair Work Framework and its 5 dimensions which can set the expectation for local businesses to be working towards a minimum set of employment standards across Argyll and Bute.

Employment Charter support – In acknowledgement that many SME's and social economy organisations want to improve their employment practices, working with existing business support organisations such a Business Gateway and business representatives, we would propose a pooling of knowledge and resources for local businesses that want to improve their employment practices and employ local people.

Inclusive ownership

Identify ownership opportunities in growth sectors – The Argyll and Bute refreshed economic strategy, along with relevant renewable energy, food and tourism strategies all need to prioritise ownership as a key element of growing these sectors. All have been identified as potential growth sectors in which new local SME's and social economy organisations can be developed, however there is scope to scale up the focus on building local and community ownership within these sectors. Employee

⁵ Living Wage Places <https://www.livingwage.org.uk/living-wage-places#form>

⁶ Oban Business Improvement District, <https://www.bid4oban.co.uk/>

and shared ownership models could be key in managing the challenges of succession planning in rural businesses, as investigated in business case one.

Review of co-operative business support - The business support landscape for the social economy needs to be clearly signposted for those developing new businesses, highlighting the benefits of starting a social enterprise, a community interest companies or a cooperative. By signposting these services it helps build on existing skills, capacity and resources available and how these match Argyll and Butes ambition to build community wealth. An ecosystem of support for new-start social economy enterprises is needed, with potential gaps in support for co-operative development and employee ownership. Organisations such as Co-operatives UK and the Employee Ownership Association can support with the potential to explore an Ownership Hub in Argyll and Bute.

Peer support networks – Argyll and Bute has a flourishing social economy and a wide range of well-established community owned organisations in the renewable energy, food and tourism sectors. The connections between these in-place experts, an ecosystem of support for new-start social economy enterprises and the support of institutional partners can provide an invaluable resource for growing community ownership in these identified sectors.

Brokering supply chain opportunities – connecting with the recommendation on spending and engagement across the business support landscape we would propose that existing business advisors, aware of a collective procurement pipeline and supporting local businesses could start to actively broker connections between local businesses/social economy organisations and public sector procurement but also with improved local market intelligence, start to broker supply chain opportunities between local businesses/social economy organisations. The learning from this could support the development of portal for bringing together local suppliers and shortening supply chains. The #ABplace2b⁷ website collates local employment opportunities, and a similar concept could be applied to procurement and commissioning contracts.

Finance

Mapping the alternative financial infrastructure – CPP partners should look to bring together an understanding of the range of alternative financial mechanisms that already exist and can be accessed by organisations in Argyll and Bute, organisations such as Community Finance Development Institutions and Credit Unions while starting to develop an understanding of the challenges faced in financing new activity in the SME and social economy.

Mapping community benefits – Developing a comprehensive understanding of the secured community benefits across Argyll and Bute, and the extent to which this secured income could be utilised to leverage finance for the community to take ownership.

Develop a local finance initiative proposal – Building on the above, develop an outline business case for a local community owned finance institution. Filling gaps in provision, pooling community benefits and attracting deposits and savings – a local financial mechanism could connect with government funding streams⁸ to fund community wealth building initiatives across Argyll and Bute.

⁷ Argyll and Bute – A place to be <https://abplace2b.scot/>

⁸ Third Sector Growth Fund, <https://www.gov.scot/news/third-sector-growth-fund/>

Land & property

Affordable Workspace Strategy – To grow local and community ownership in the renewables, food and tourism sectors there will be a requirement to develop an understanding of the current and future demand for land and property. An Affordable Workspace Strategy would examine the available business premises across Argyll and Bute for businesses in various sectors and at various stages of development and make recommendations on the anticipated future demand. Argyll and Bute has some good examples of community ownership with the MACC Business Park for example, but this capacity would need to be replicated across the borough.

Vacant & derelict land – The vacant and derelict land register has 32 sites in Argyll and Bute, informed by the above Affordable Workspace Strategy, these should be examined for conversion into affordable workspaces. In consultation, local residents expressed dismay at vacant property given the housing emergency and a lack of affordable workspaces. An Affordable Workspace Strategy and review of vacant and derelict land and property ahead of implementation (2024/2025) of the recent changes to the Empty Property Relief (EPR)⁹ could support bringing back properties into use for the benefit of the community.

Rationalisation of the public estate – CPP partners can bring together their emerging understanding of their workspace requirements, with opportunities for the co-location of office-based staff and service delivery which could free up parts of the public estate for use by local and social enterprise. Argyll & Bute Councils recent 'Our Modern Workspace' programme is an example of future space requirement thinking that could result in land and property being made available in support of an Affordable Workspace Strategy. Some of this work is already underway in Rothesay, Dunoon and Lochgilphead and should continue to be built on.

Convene a Local Landowners Forum - Engage with largest landowners to ensure that future land uses can help address the poly-crisis¹⁰ we face as a society, from the housing emergency to the climate emergency, the way we utilise will shape the collective future of residents of Argyll and Bute. From private estates (e.g., Duke of Argyll) to public bodies (e.g., Forest and Land Scotland, Loch Lomond and the Trossachs National Park Authority, Crown Estate), all need to ensure land is used in a socially productive way wherever possible. As a pioneering approach, partners working together should develop a set of guidance for landowners in building community

⁹ Empty business premises could boost local economy, <https://www.argyll-bute.gov.uk/news/2023/oct/empty-business-premises-could-boost-local-economy>

¹⁰ Navigating polycrisis: long-run socio-cultural factors shape response to changing climate <https://royalsocietypublishing.org/doi/10.1098/rstb.2022.0402>

This page is intentionally left blank

Community Wealth Building Resources

The Argyll and Bute Community Planning Partnership has been exploring the topic of Community Wealth Building. There is a substantial agenda item on the CPP Management Committee meeting to be held on 20th December 2023, where Community Wealth Building will be discussed. The following items may provide you with useful background information to help you prepare for this discussion.

1. Elected Member Briefing on Community Wealth Building, prepared by the Improvement Service

This information is gathered from a range of Centre for Local Economic Strategies (CLES) documents and informed by discussion via a Scottish Local Authorities Economic Development (SLAED) working group.

Click on [this link](#) to find out:

- what Community Wealth Building is and why it matters
- what it means for elected members
- what good practice looks like
- key issues for consideration

2. Overview of Anchor Institutions, prepared by Public Health Scotland

This information describes the role and function of Anchor Institutions, which are a central concept within Community Wealth Building.

Click on [this link](#) to find out:

- What an anchor institution is
- How can Anchor Institutions make a difference?
- How can Anchor Institutions reduce health inequalities?
- Resources to support Anchor Institutions
- Case Studies
- Information about the Health Anchor Learning Network

3. Anchor Institution Progression Framework Toolkit, prepared by Joseph Rowntree Foundation, West Yorkshire Combined Authority and Leeds City Council

This information provides a Progression Framework to help organisations to capitalise on their power and role as an inclusive anchor institution. Organisations can use this toolkit to self-assess where they are now against each of the five 'pillars' of Community Wealth Building, and to then to support them in deciding where they want to be and the actions they can take to get there. It does this by using four-steps – from basic start point (level 1) to best practice (level 4). It combines high level summaries aimed at decision and policymakers and a depth of detail aimed at practitioners and specialist functions.

The document contains information on :

- What it means to be an anchor institution in practice
- How this aligns with the five 'pillars' of Community Wealth Building
- Why it matters and what difference it can make
- What kind of practical steps anchor institutions can take to affect change

This page is intentionally left blank

Harnessing the power of anchor institutions – a Progressive Framework

This document provides a Progression Framework to help organisations to capitalise on their power and role as an inclusive anchor institution. It is designed to set what being an inclusive anchor means in practice, using five ‘dimensions’ to describe this and to then show against each why it matters, what difference it can make, what sort of things anchors can do to affect change.

It acts as a tool for organisations to use to self assess where they are now against each dimension, and to then to support them in deciding where they want to be and the actions they can take to get there. It does this by using four-steps – from basic start point (level 1) to best practice (level 4). It combines high level summaries aimed at decision and policymakers and a depth of detail aimed at practitioners and specialist functions.

What is an anchor institution?

Anchor institutions are big and locally rooted organisations like councils, FE colleges, universities, hospitals and big businesses with local HQs. Because they employ many people, spend substantial amounts of money, own and manage land and assets and often deliver crucial services, they have a weighty impact on local communities and economies. And as they have a long history in their places and are unlikely to move, they are intrinsically connected to them and are pivotal to their success and wellbeing.

In addition, smaller community organisations, often in disadvantaged neighbourhoods, can act as ‘community anchors’ in their own areas. These have a positive and lasting local presence, support local communities and connect their residents to opportunities.

Why do they matter and what can they achieve?

Because of their size, anchor institutions make a positive contribution to a local area by just being there. But the decisions they take about how they operate can make that contribution a far bigger one, and one which can support growth and inclusion hand in hand. The way in which anchors run their businesses, deliver services, buy goods and interact with other local organisations and the community can add significantly to local employment, business growth, skills, incomes, health and wellbeing. It can help places to thrive and become places where people want to live and businesses want to invest, setting them on a path to long term success and shared prosperity.

How can anchor institutions make a difference?

There are lots of ways in which anchor institutions can act. These will vary in emphasis and over time for different organisations. However, there are five areas of activity where all anchors can make a difference:

- As an **employer** – policies on recruitment, pay & conditions, progression and health can support inclusion goals and lower paid workers – and help organisations to recruit and retain staff and fully tap the talents of their workforce
- Through **procurement** of goods and services – which can be designed to support local business opportunities, recirculate wealth and bring community benefits – while still getting buyers the right price and quality, and often improved supplier responsiveness and relationships
- Through **bricks and mortar** – the way buildings, land and other assets are designed, procured and managed can support local communities, build connections with them, provide new employment and skills opportunities and create better places
- Through products and **service delivery** – public sector and community anchors can deliver services in ways designed to help those facing poverty and disadvantage
- Through **corporate and civic behaviours** – organisations can embed ‘anchors thinking’ across their own ethos, planning and actions, and work with other anchors to systematically share good practice, help each other succeed, and deliver enhanced positive impacts for their people and places.

What does it mean to be an inclusive anchor organisation?

Areas for action

Dimensions	Themes	Anchor institutions can...
Employer	<ul style="list-style-type: none"> • Recruitment • Pay and conditions • Training, development and progression • Healthy workplaces 	<ul style="list-style-type: none"> • Recruit in ways that provide equality of opportunity and maximise scope for local people to secure good jobs • Pay the living wage, and go further to support people in stretching take home pay, e.g. via pensions, non-pay benefits and poverty proofed HR policies • Commit to lower paid staff reaching their potential via inclusive personal and professional development, flexible working, transparent progression pathways and excellent management • Support mental and physical health, e.g. via facilities, policies, culture, advice
Procurer	<ul style="list-style-type: none"> • Local supply chains • Social value from procuring goods and services 	<ul style="list-style-type: none"> • Engage with local suppliers and increase the proportion of spend with them • Use procurement processes to deliver social value, e.g. for communities, employees, environment
Bricks and mortar	<ul style="list-style-type: none"> • New development • Best use of land and assets 	<ul style="list-style-type: none"> • Procure developments in ways which create local jobs, skills and apprenticeships, with focus on young people and those facing disadvantage • Design buildings/spaces to create vibrant places with community, health and environmental benefits • Enable access and use by local communities
Service delivery	<ul style="list-style-type: none"> • Core service delivery and disadvantaged communities • Links to community anchors 	<ul style="list-style-type: none"> • Design and deliver services so that they reach and benefit disadvantaged communities • Work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities
Corporate and civic	<ul style="list-style-type: none"> • Internal anchor ownership • External civic role and partnerships 	<ul style="list-style-type: none"> • Recognise the organisation as being an anchor, then embed inclusive anchor dimensions into organisational vision/mission, values, culture/communications, behaviours, leadership, corporate planning and budgeting • Champion anchor collaboration, take civic responsibility, learn, share, promote the services of other anchors, lead by example

Anchor action: employer

What does it cover?

- This dimension is about what anchors can do to provide good jobs for all their employees, and in particular those who work in lower paid roles. It covers how anchors recruit, the pay and conditions they provide, the training and development they offer and the emphasis they place on health and wellbeing.

Why does it matter and what can it achieve?

- 'Good' jobs are defined by decent income, fair terms and appropriate flexibility and security; where effort is recognised and rewarded, and where people have the opportunity to learn, contribute, progress and work in a safe and healthy environment. Given the numbers of people that anchors employ, providing good jobs has the potential to reach and make a positive difference to the lives of many thousands of people, and go on to benefit their families and the communities they live in
- Good jobs are good for business too. They help to attract and retain talented people; reduce levels of sickness and stress; and boost staff engagement and morale. They can underpin competitiveness and help drive productivity gains that in turn lead to higher wages
- Low pay is a feature of our national labour market. Today, eight million working-age adults live in poverty, earning too little to make ends meet and relying on in-work benefits. There is much more employers can do – at little or no cost – to help their lower-paid workers to stretch their take-home pay. Tackling low pay in turn enables increased spending, and as such, and has a positive impact on the local economy.

What types of things can anchors do?

Recruitment

- Reach out to a wider pool of candidates and think innovatively about how to support these people to secure roles then monitor and track your success in doing so
- Find ways to recruit a diverse range of apprentices, using pre-apprenticeship support, paying a decent salary and offering clear onwards progression
- Commit to making more quality part time and flexible jobs available at all levels and use it to attract and progress the best talent.

Support people to stretch their take home pay

- Become an accredited Living Wage Foundation employer, or if not immediately possible, plan to move towards it or pay a local Living Wage
- Target pension take-up amongst lower paid staff and help people to access good financial support
- Provide a non-pay benefit package that helps to reduce the cost of living then make sure it is widely communicated and accessible not solely via IT.

Training, development and progression

- Make opportunities accessible to all. Do this by creating and communicating clear progression pathways. Use tools such as redesigning roles to be shared or flexible, job rotation and softer skill development to help people build confidence. Back this up with excellent, open leadership and management and recognition of great work.




Health and wellbeing


- Make the physical and mental health and wellbeing of staff a priority, provide facilities or support at work to do that, and develop a culture of care.

Progression framework: employer

Anchors can...	Feature	1	2	3	4
a) Recruit in ways that minimise discrimination, provide equality of opportunity and maximise scope for local people to secure good jobs	Methods of recruitment <input type="checkbox"/>	Meets legal requirements of Equality Act 2010 preventing against unlawful discrimination	Some additional efforts made to draw attention to roles from a wider pool of candidates	Clear job descriptions that welcome all applicants, advertised in accessible formats and wide range of outlets, removal of specific information from applications to avoid bias	As 3, plus targeted local outreach and work with local partners to reach potential candidates, offer work experience opportunities, innovative interview techniques, targets set for diversity in recruitment at all levels and regular reflection on success. Use Equality Impact Assessments
	Nature of apprenticeship offer <input type="checkbox"/>	No or minimal action, pay National Apprenticeship Minimum Wage	Standard offer, but with some extra allowances (e.g. for travel) and wage progression over time	Pay at least National Living Wage, with wage progression reflecting role and experience. Ethos of investment in future workforce, commitment to quality training and mentoring	As 3, but with pay at Foundation Living Wage level or above and with same terms and conditions as wider staff. Diverse routes for engaging, recruiting then supporting candidates in targeted communities and cohorts e.g. offering part-time apprenticeships. Celebrate success
	Flexible working <input type="checkbox"/>	No policy in place and any instances of flexibility are isolated and 'earn't'	Some flexibility, but discretionary and not applied evenly across organisation or roles	Flexible working more widely spread, specific goals to open up more jobs to be quality part time and flexible working	Specific policy to use flexible working at all levels to attract and progress the best talent, advertised as this at point of hire, monitored and targeted

Anchors can...	Feature	1	2	3	4
b) Pay the living wage and then go further to support people in stretching take home pay	Living Wage	National Living Wage employer	As 1, but taking action to raise pay of staff below Local or Foundation Living Wage	Local Living Wage employer (i.e. significantly above National Living Wage, but below Foundation Living Wage, based on local circumstances/ living costs)	Accredited Living Wage Foundation employer
	Pensions	Auto-enrolment to workplace pension for those staff who are legally eligible	As 1, with some proactive communications on the benefits of saving	Review of pension information through low pay perspective, proactive communication of benefits and options	Analysis of low take-up groups, targeted focus on enrolment (including for casual workers) including at point of contract, shared practice, use of technology to demonstrate value, work with Credit Union to deliver good financial education
	Non-pay benefits	No package in place	Standard package, open to all staff	As 2, but proactively communicated, mainly via staff intranet, use of technology to demonstrate value. Some effort to include elements that benefit low paid staff and to promote these	Package explicitly designed and procured to support lower paid, shared practice, reinvestment of salary sacrifice savings in benefits for lower paid, active engagement to drive take-up and design offer going beyond IT systems where necessary
	Contract types	No or little consideration of social impact in determining contract types	Zero hours contracts generally avoided but with contingent temporary/casual workforce used	As 2, plus focus on shift to more secure contract types. Better planning of work schedules and notification in advance. Engagement with workers/unions in agreeing contract types and conditions. Pay for all hours worked, including additional time.	As 3, plus no use of zero hours contracts unless mutually favoured, agency / casual workers protected from effects of low pay and used as a route to more stable employment where relevant, no use of exclusivity clauses or 'false agencies', poverty-proofed HR, work with supply chain, paid time off and sick pay. Autonomy within roles encouraged and scope to vary work explored

Anchors can...	Feature	1	2	3	4
c) Commit to lower paid staff reaching their potential	Training, development and progression 	No or limited provision in place and generally focused in and above mid-level roles	Ad hoc training, including but not specifically targeted at lower paid roles and at this level typically focused on skills needed to do the current job. Internal jobs advertised.	Skills enhancement opportunities targeted at lower pay bands including provision for basic (ESOL, literacy and numeracy) and softer/transferable skills and delivered so as to avoid barriers to access, e.g. shift patterns or location. Internal progression supported and encouraged. Skills recognised as central to driving productivity	As 3, with strong communication of offer and its links to progression. Inclusive strategy for personal and professional development in place to attract and retain talent with delivery via a range of solutions including via Unions. Poverty proofed HR policies and a focus on reducing institutional barriers. Use of specific tools e.g. functional flexibility, skills matrices, job rotation, career pathways, coaching, celebrating success
	Leadership and management 	No or limited provision in place	Systems in place for developing leadership and management at top end of organisation and with ad hoc application	Awareness of need for leadership and management spread throughout organisation. Efforts being made to ensure even application via corporate set of leadership expectations, monitoring of consistent application of HR policy. Some element of good practice adopted	Even and visible use of leadership and management to build positive work environments and open communication at all levels of the organisation, where effort is recognised and there is focus on engendering pride, trust, teamwork, values, confidence, wellbeing, management performance assessed. Use of specific tools to assist progression, improve job quality, boost wellbeing and performance, excellent use of communications to connect lower paid staff voice to management
	Measuring performance 	No or limited provision in place	Performance management system in place but ad hoc in its application and not used to its potential	Regular appraisals to assess performance, progress towards agreed goals and development opportunities	As 3, but actively connected to corporate values and competencies and to progression and development with use of innovative tools in communicating, acknowledging, rewarding high performance

Anchors can...	Feature	1	2	3	4
d) Support mental and physical health through facilities, policies, culture, advice, etc.	Supporting physical and mental health, wellbeing and resilience 	Statutory requirements in place	Health, safety and wellbeing included in induction and monitored, plus sporadic training. Some positive policies in place, such as return to work policy to prevent presenteeism, taking breaks, promotion of national campaigns	As 2, but with senior management buy-in, staff engagement and positive policy and practice in place. Alignment to training, and encouragement of behaviour change, e.g. showers and secure cycle parking places to encourage exercise, access to mental health support, positive/pleasant work environment	As 3, with health and wellbeing prioritised and ambitious policy or charter in place. Positive corporate culture, embodied by leaders. Health & wellbeing offer for all that is widely communicated and targeted. Environment that supports healthy choices and physical activity, including excellent facilities for cycling and exercise. Pride in being a caring and supportive employer, with workplace health related campaigns/activities; provision for health and eye tests; and signposting and assistance for wider support (including financial wellbeing)

Anchor action: procurement

What does it cover?

- This dimension is about what anchor institutions buy. It covers the goods and services they procure, the processes they use to do this, and how they engage with suppliers. Many of the same principles apply to procurement of infrastructure, but as that is a bit different and about physical assets, it is covered under the 'Bricks & Mortar' dimension that follows instead.

Why does it matter and what can it achieve?

- Decisions about what to buy, how it is bought, and who it is bought from can make a surprisingly big difference to local areas
- Buying more from local businesses (or social enterprises) will help them to survive, grow, employ more people and pay better wages. Over years, this recirculation of money in the local economy can amount to many millions of pounds and help meet local goals on jobs, apprenticeships, incomes and community wellbeing
- It is also possible to design the specifications for what you buy, and the processes for choosing and engaging with suppliers, to take account of your organisation's goals on the community, environment and economy – summed up as 'social value'. This will help make the most of your money by directing it to suppliers who can deliver goods and services at the required price and quality and advance your wider social value goals
- Doing all of this involves some technical work on policies, specifications, tender scoring systems, monitoring processes, etc. It takes time and there are some rules and limitations to stay within. But it is wholly possible and has succeeded elsewhere. Get the detail right and there are big dividends that can be reaped.

What types of things can we do?





Local supply chains





- Monitor your spending using a consistent and comparable method so you know how much you are spending locally, can track change and benchmark with others
- Help SMES with cash flow by insisting that your suppliers pay subcontractors promptly, and by splitting big contracts into smaller lots to make it easier to bid for them
- Communicate with potential local suppliers so they know what opportunities are coming up, how to bid, and what you expect of them (e.g. on social value)
- Identify key areas of spend where there are no or few local supply options, and see if new enterprises or groups of local firms working together can close them.



Social value

- Adopt a social value policy, build social value into most or all contract specifications, and award a significant proportion of tender scoring (e.g. 15%+) based on this
- Include fair pay and conditions for workers as one of the scored criteria – covering points such as the real living wage, skills/progression and good employment practice
- Include wider criteria such as social/community, health and environmental impacts and benefits and include clear criteria and goals on these
- Monitor and enforce the implementation of the actions that contractors said that they would deliver, and track and share any wider good practice by suppliers.

Progression framework: procurement

Anchors can...	Feature	1	2	3	4
a) Engage with existing and potential new suppliers and increase the proportion of spend with local suppliers	Monitor/analyse local spending 	No or minimal action	Sporadic analysis of % local spend	Annual analysis of local spend using consistent methodology	As 3, plus analysis benchmarked against other localities and stretching targets set to increase local spend
	Enable SMEs to submit proposals 	No or minimal action	Pay contractors promptly; very large contracts sometimes broken into lots	As 2, plus clauses on prompt payment of subcontractors; large contracts often split into lots, avoidance of complex application forms/processes	As 3, but large contracts <i>routinely</i> split into lots; SMEs engaged in designing standard application processes, and fast payment of all suppliers/subcontractors
	Engage with local suppliers on contract opportunities and requirements 	Local suppliers invited to tender, but no more so than others	Basic or ad hoc communication of some contract opportunities to local suppliers	Proactive and routine engagement with local suppliers to communicate opportunities and identify their current SV (good) practice	As 3, plus sessions and advice for local suppliers on SV and other requirements and how to meet them
	Identify and address local supply gaps 	No or minimal action	Ad hoc identification of areas of spend that lack local supply options	Thorough analysis of main local supply chain gaps	Plug large local supply chain gaps by connecting businesses, helping relevant SMEs to expand, or supporting new social enterprises

Anchors can...	Feature	1	2	3	4
b) Use procurement to deliver social value (for communities, employees, environment)	Apply SV goals and scoring widely in competitively tendered contracts	Usually only included when legally required (EU threshold+) with just a few exceptions	Not systematically applied, but included in most contracts of £100k+	Systematically applied to all contracts above £50k with just a few exceptions	Systematically applied to all contracts above around £20k
					
	% of total marks allocated to SV in scoring of tenders	Less than 5%	5%-9%	10%-19%, often with some factors also core requirements of contract	Always 20%+, with some elements also covered in core requirements /subject matter of contract
					
Coverage of workforce issues – employment, pay and conditions		No specific criteria or scoring of workforce issues (e.g. real living wage, fair conditions, progression, health)	Part of overall SV criteria – taken account of in scoring at a general level but not singled out	Specific goals/scoring on workforce pay & conditions, including reference to real living wage, contracts, training and progression. Local job/apprenticeship opportunities sought where work will be done locally.	As 3, but payment of real living wage sought as far as legally possible (e.g. in contracts where budgeted for or through seeking prices with and without living wage compliance). Specific and strengthened clauses on recruitment in and around the area for contracts that require local work
					
Coverage of wider social, health and environmental issues		No specific criteria or scoring of social, health and environmental issues	Identified within SV criteria and taken account of in scoring at a general level	Specific goals and criteria set out and scored on social/community benefits, health and environmental good practice	As 3, but with more stretching specifications and a wider range of specific goals cited under each of the main categories (social/community, health and environment)
					

Anchors can...	Feature	1	2	3	4
	Extent and nature of supplier engagement (with new and existing suppliers) 	No or minimal action	Communication of SV requirements in contract information, ad hoc engagement with suppliers on SV	Engage with suppliers for larger new contracts to communicate SV requirements. Engage with existing suppliers to identify current SV (good) practice	As 3, but done for all significantly sized contracts, and with sessions for potential and current local suppliers on how to meet SV requirements and to discuss what they can do to go beyond their current (good) practice
	Monitoring and enforcement 	No or weak monitoring and enforcement	Some monitoring and reporting of delivery, but not systematic. No follow up if SV actions are not delivered	Regular monitoring and reporting of delivery of SV in all relevant contracts. Consequences for non-delivery specified in contracts	Strong and systematic monitoring for all contracts, with evidence of delivery sought and verified. Reporting of benefits at senior level at least annually. Enforcement with penalties for non-compliance

Anchor action: bricks and mortar

What does it cover?

- This dimension is about the physical assets that anchor institutions own or control, base themselves in, or manage. It includes buildings, land and other facilities and invites anchors to think about how they can maximise inclusive growth, community, health and environmental benefits when they specify, design and procure these assets. It also covers how land and built assets are managed and the ways in which they can benefit local communities, help the environment and create great places.

Why does it matter and what can it achieve?

- The design specification and location choices for buildings, spaces and other infrastructure can make a massive difference to how accessible and well used they are by communities, especially ones where poverty is common. They can support or hinder physical activity and mental health and wellbeing. They can make environmental impacts positive ones and create attractive buildings, spaces and places. That can bring benefits for inclusion, health and wellbeing, profile, perceptions and investment
- A well-designed procurement process for new infrastructure can create opportunities for local people, including those who have not been in work, to secure a job or apprenticeship. It can encourage construction companies to engage with schools and colleges, subcontract with local businesses and set high environmental standards
- Opening up assets for community use can provide hubs for people and groups to meet, run sessions or do activities such as education, training, sport and leisure. It can strengthen communities and help people to be active and groups to make a positive difference. There is also potential for widening income streams, and if asset transfer and community ownership is involved, to turn potential liabilities into community hubs and thriving resources.

What types of things can we do?

Design and procurement of new infrastructure and developments



- Design and commission new infrastructure with inclusive growth, community and the environment in mind – including location, access, attractive design and usability
- Go beyond standard procurement good practice (see 3) by adding clauses that are specific to the opportunities provided by big construction projects – e.g. minimum requirements for new job opportunities accessible to local and previously unemployed people, enabling local subcontracting, and links to local schools/colleges.

Management of existing buildings, land and other assets

- Adopt good environmental practice and management systems, and retrofit assets to improve their attractiveness, enhance green infrastructure and enable active travel
- Widen the extent to which local groups and communities can use buildings and spaces for enjoyment or positive uses
- Encourage the sharing of resources/facilities, involve communities in managing and maintaining assets, and take opportunities to transfer assets to the 3rd sector where this would improve their use and strengthen communities
- Work across locality to develop shared anchor asset strategies e.g. looking at the assets of a hospital, university, local authority and planning how they can best be used for the benefit of the economy, people and places.

Progression framework: bricks and mortar

Anchors can...	Feature	1	2	3	4
a) Design and procure new development in ways which deliver social value and local benefits	Use procurement to create jobs and skills benefits from the construction and end use of large developments	No additional requirements set out (on top of those under Procurement - section)	Ad hoc approaches to specific contracts, to create local job/apprenticeship opportunities	Contract requirements to create local work opportunities for all large construction projects (e.g. 12 months+, £1m+ in value) included within contract core subject matter	As 3, but applied more widely – contracts of £500k+, and to end use of developments as well as design and building work
<i>NB: procurement and supply chain aspects are in addition to those in the 'Procurement' Dimension</i>	Put focus on those who most need work and skills – e.g. unemployed people and those leaving education	No requirements or specific emphasis on these groups	Encouragement and ad hoc measures to reach this audience, but no specific requirements or incentives to do so	Specific focus on this and minimum requirements for employment of 'first job opportunity' workers / 'new entrant trainees' – e.g. 26-person-weeks per £1m of spend	As 3, plus supply side and brokerage mechanisms to help developers recruit from this group locally, and higher person weeks targets applied (e.g. 52 person-weeks per £1m and more for labour intensive contracts)
	Build high environmental standards into design spec and procurement	Industry standard – typically BREEAM 'Pass' or 'Good'	BREEAM 'Very good'	BREEAM 'Excellent'	BREEAM 'Outstanding'
	<i>NB: BREEAM is the main UK Environmental Assessment Method for buildings. It covers energy, materials and waste, water, transport, pollution, health & wellbeing, management and land/ecology/green infrastructure</i>				
	Design new buildings/spaces to maximise benefits for local and deprived communities, and involve them in the process	No or minimal community use or benefits considered or designed in	Modest community access to facilities designed in. Some consideration of access for disadvantaged and diverse user groups	A good level of community use/access designed in. Access for disadvantaged and diverse users and communities integrated into decisions on specification and location	Designed as a multi-use facility to benefit many users and communities, including disadvantaged ones, and to bring diverse communities together. Effective engagement with intended users to help guide design process

Anchors can...	Feature	1	2	3	4
b) Manage land and physical assets to maximise local benefits	Good environmental practice, management and improvement 	No or minimal action beyond basic requirements	Environmental policy and measures in place, but not good practice and year on year improvement in outcomes not demonstrated	Strong environmental policy, environmental management system (e.g. ISO 14001) adopted, good practice measures in place and outcomes improving annually. Some retrofit to enhance assets/spaces	As 3, but with ambitious policy (e.g. carbon neutral aim), best practice implemented in a number of areas, and active sharing/communication of this. Active retrofitting to enhance buildings and green infrastructure and community use, joined up with civic or local masterplans
	Enable community access, use and management of assets 	No or minimal action beyond basic requirements	Modest level of community access to facilities. Some effort to enhance access/ use by disadvantaged and diverse user groups	A good level of community use/access evident, including disadvantaged and diverse users, and with communication of available facilities to target groups. Small scale community involvement in managing assets and transfer of assets to 3rd sector groups	As 3, plus work to use facilities to bring communities together; and to involve local communities and users in how assets are managed. Proactive communication of opportunities to disadvantaged and underrepresented groups. Transfer of a good number/ scale of assets to the 3rd sector, and projects to encourage sharing of resources
	Strategic land and asset planning 	No interaction with others in locality	Some discussion with neighbouring land and asset owners	A good level of cooperation with neighbouring land and asset owners to help open up space and promote an area	Proactively participate in strategic partnerships as part of masterplanning and place shaping to align development and use of land and assets and maximise the impact of investment for the betterment of places and inclusive growth

Anchor action: service delivery

What does it cover?

- This dimension is about how anchor institutions deliver their core business. It will differ depending on the type of institution you are, so the content here is general in nature. The detail relating to specific services is not included as that needs to be tailored to the service in question. But the principle is the same – are you going about your business in a way that delivers the best possible inclusive outcomes for the economy, people and places you serve?

Why does it matter and what can it achieve?

- This is best demonstrated through an example such as healthcare. A local hospital exists first and foremost to treat and care for people, including high numbers of people from its immediate community. As demand for its services grow, the hospital has a vested interest in understanding the determinants of health in its local area. We know that too often this pressure is borne through the growing gap between the best and worst off. Being poor or living in poverty unequally affects your health
- From an anchor perspective, the hospital can think about how it can use its size and scale to shape these determinants, allowing it to intervene earlier to help transform the lives of those who experience poorer health outcomes. As well as via its hiring and purchasing, fully understanding the make-up of the local community, allows for more intelligent design, delivery and targeting of services. Aligning the hospital's interests with those of its community is a win-win scenario
- It follows therefore that aligning across anchors also makes sense. So, how can a hospital work with a Combined Authority to better line up transport services to make sure certain groups can easily access the care they need; or how can it work with a college to better promote health and wellbeing; or how can it work with a university to create the conditions for business growth in the healthcare supply chain that go on to provide more and better jobs for people in the community?
- Anchors must be innovative in their partnerships. Community anchors have a rich track record in reaching people and communities that big agencies often struggle to get to. Partnering on this basis can extend impact across many policy areas, and across the lives of many. It can also in the long term manage demand for public services by building community capacity and resilience and creating opportunities to deliver services differently.

What types of things can we do?




Design and deliver core services so that they reach and benefit disadvantaged communities

- Know your place and your audience/service users and their needs, including communities facing poverty and disadvantage
- Use this intelligence in setting strategy and the design and delivery of services then monitor take up and impact, especially by those in poverty and disadvantage
- Work with other anchors to co-design, simplify and streamline solutions that will extend your reach and impact, and deliver multiple outcomes more effectively
- Communicate widely and make your services real to people.

Work with community anchors

- Recognise and draw on the reach/influence of community anchors, and tap into their ability to communicate, broker dialogue and facilitate community-led solutions
- Support them to be the best they can be, maximising their role as a driving force for community renewal and social change in geographically defined neighbourhoods
- Connect community anchors to the strategic debate and formalise the relationship so they can influence the decisions that affect their communities.

Progression framework: service delivery

Anchors can...	Feature	1	2	3	4
a) Design and deliver core services so that they reach and benefit disadvantaged communities	Knowing your place and service users, including those facing poverty and disadvantage 	Little intelligence on diversity of need, difficulty identifying and reaching different groups and places as a result	Some mining of data to generate a high level picture of need and some segmenting of approach as a result	Ready access to reliable data, info and baselines with target groups and communities mapped and fed into strategy for service delivery	As 3, with wider techniques employed to gather intelligence, targeted consultations to identify need and barriers, refreshed regularly to understand how needs change over time
	Reviewing service delivery to reach and benefit diverse and disadvantaged communities 	No review or targeting of activity, universal provision	Universal provision but with some additional efforts to communicate offer and then support specific groups	Evidence based review of activity and delivery and enhancements to offer made as a result, strong communication and case studies of success making service relevant to different lives, use of non-standard venues	As 3, with co-design of services used, regular review of take up and outcomes, innovative use of diverse communication channels including trusted community intermediaries, extensive multi-agency partnership working to connect services and align priorities and links to mainstream services
b) Work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities	Embedding joint working 	No joint working, reluctance to share or collaborate	A number of links and projects with community organisations, but somewhat sporadic	More comprehensive, strategic and ongoing partnership working with local groups to better reach disadvantaged people and places; volunteering, engagement and community assets considered as part of this	As 3, with long term evidence based strategic ambition, shared delivery objectives and policy in place. Regular sharing of information and referrals, and a one-stop-shop style of joint working to connect services. Focus on developing long term financially viable community capacity

Anchor action: corporate and civic

What does it cover?

- This dimension has two angles. Firstly, it is about recognising yourself as an anchor and then translating that into how you run your organisation from your corporate vision and values, to your investment priorities. Secondly, it is about how you apply your position and role as an anchor in the wider place in which you are based, considering how you interact with other anchors to share good practice, help each other succeed, and to collectively make your places better ones.

Why does it matter and what can it achieve?

- First an institution needs to recognise its own anchor potential. Often, and by the nature of its business, it will already be doing many things that are helping the local economy, people and places. This is not about starting from scratch. In many cases it will be about refining existing activity. In others it will be about spotting scope to do something new or different. Either way, what matters most in many ways, is the internal reflection that gets you there
- This is fully realised when the organisation then makes a conscious commitment to embedding anchor thinking into corporate mindset and priorities, from senior leadership to key positions throughout the organisation to the core culture, values and behaviours all staff believe in and demonstrate
- In this way, anchors can act as testbeds for new ways of doing things to support better outcomes for the local economy, people and places. They can take this learning, experience and practice and use it to influence others to do the same. That might be across all anchors in one place, or across a wider geography. This can rapidly multiply impact and drive a powerful positive agenda for change
- Better relationships at all levels between large and smaller community based anchors can only be a good thing too – helping to understand challenges, focus effort efficiently where it is most needed, share practice and act at the right scale to make a lasting difference.

What types of things can anchors do?

Make an institutional commitment to being an inclusive anchor

- Reflect internally on where you are on your anchor journey. Define what you want to achieve and what you need to do as a result
- Establish commitment at the highest level, and back this up with the right people in the right places throughout the organisation to deliver
- Rethink your resource allocations to make sure they align with your anchor vision and define the level of social return on investment you want to see
- Make it the norm – build your anchor commitments into your culture, values and behaviours and put the right systems in place to deliver, monitor and track impact

Collaborate with other anchors

- Tell others what you are doing and celebrate the difference it is making to your organisation and the people and places it serves
- Look for opportunities to share practice and learn from others
- Get the right people involved from other anchors in your local area or across a wider peer network and identify the champions who can oil the wheels of change
- Define where working together will deliver greater impact, identify shared issues to address or opportunities to respond to then make a collective commitment to it
- Play to your strengths, recognising the capacity, reach and influence others bring
- Look for early wins to help prove the concept and generate momentum but be patient, this takes time

Progression framework: corporate and civic

Anchors can...	Feature	1	2	3	4
a) Recognise the organisation as being an anchor, then embed inclusive anchor dimensions into organisational vision/mission, values, culture, communications, behaviours, leadership, corporate planning and budgeting	Corporate leadership and commitment 	No or minimal awareness of, or commitment to, being an inclusive anchor	Aware of concept, some senior level thinking and discussion about how to apply it, commitment to act but not well embedded or followed through	Good understanding and integration with CSR policy. High level review of opportunities for action, annual consideration of progress at Exec and Board level, lead role and senior responsibility allocated, clear commitment to action and good examples of its impact on decision making	As 3, but with detailed review of opportunities, regular consideration at Exec and Board level, Director level champion appointed backed by a lead role who can deliver it practically and with wider staff/team support, strong and explicit commitment evident which is routinely considered in decision making, clearly making a difference, monitored and reported
	Inclusive anchor thinking evident in values, behaviour, culture and communications 	None or minimal	Organisational culture and values/behaviours statements that show some support for inclusivity, diversity and making a positive local impact. Some local volunteering in work time accepted but not encouraged. Reliance on digital communications	Culture and values/behaviours statements in clear support. Open and supportive culture that engages with and looks after those staff facing challenges. Supportive attitude to local volunteering, community links and sharing of learning. Some adaptation of communication tools to better reach lower paid staff	As 3, but with inclusive anchors thinking to the fore. Highly supportive, inclusive, open and respectful culture. Strong focus on bringing out the best in everyone – especially those facing challenges. Local volunteering and community links encouraged and expected, including in a professional capacity. Many employees with links to local organisations. Pronounced learning and sharing culture. Communication style that actively seeks input from all and does not exclude lower paid staff via digital only communications

Anchors can...	Feature	1	2	3	4
	<p>Incorporation into key documents and statements – vision, mission, corporate plan, etc.</p> <p><input type="checkbox"/></p>	None or minimal	Corporate/Business plan includes some content on how the organisation will act – i.e. use its capacity as an anchor to support inclusive growth	As 2, but well developed content within corporate/ business plan and inclusive anchor thinking reflected in vision and/or mission statement	As 3, but role and aims as an inclusive anchor as the centre of the organisation's mission and visions and across corporate documents
	<p>Manage financial assets to create positive impacts</p> <p><input type="checkbox"/></p>	Funds and assets managed only on basis of maximum financial gain	As 1, but some investments excluded if in firms with negative societal impacts (e.g. tobacco, environmental damage)	As 2, but positive criteria also set out to support investment that has positive societal impacts and which will still generate a good return	As 3, but with opportunities to invest in local companies, social enterprise and projects explored and exploited where these will also offer good long term returns
	<p>Resource allocations that support impact as an inclusive anchor</p> <p><input type="checkbox"/></p>	Inclusive growth and anchor roles not taken into account in budget setting	Opportunities considered in budgeting, and some modest allocations typically made for supportive activities	Inclusive anchor goals roundly considered in budget setting, with sufficient resources made available to progress priority areas	As 3, but with thorough review of existing and future budget allocations, and inclusive anchors goals a key factor in determining resource allocations

Anchors can...	Feature	1	2	3	4
b) Act as a champion for anchor collaboration, civic responsibility, learning, sharing, promoting the services of other anchors and leading by example	Collaborate with other local anchor institutions (e.g. within the local authority area)	Little connection with other local organisations	Sporadic connections and relationships with a few key partners	Strong connections with many large organisations and community anchors, with some instances of heightened influence and action as a result	Excellent relationships with nearly all large local institutions and community anchors; frequent collaboration to respond to issues, spot opportunities and plan ahead. Significantly enhanced influence and action
	Collaborate and share experience beyond the local area	Little connection with other organisations beyond the local area	Sporadic connections with a few key partners (e.g. peer organisations) beyond the local area. Occasional sharing of learning and practice	Strong connections with peers (i.e. same type of organisation) elsewhere in the region and some national links. Significant sharing of learning and practice, and some positive impacts from collaboration	As 3, but wider connections, deep relationships with peers and other exploratory and opportunistic links, including international. Strong and sustained sharing of learning and good practice, frequent collaboration and significantly enhanced influence and action as a result. Shared objectives on inclusive growth goals

About this framework

This Progression Framework was developed by Les Newby and Nicky Denison on behalf of the Leeds City Region Inclusive Anchors Programme in 2018, with funding from Joseph Rowntree Foundation (JRF) and Leeds City Council and wider support from the West Yorkshire Combined Authority (WYCA).

The Framework is designed to align with and cross reference other tools and expertise, and to match the realities of how anchor organisations themselves think about potential areas for action. In the future, cross references to other information resources and case studies that illustrate what can be done will be added.

The framework's development has been informed by discussion with anchor organisations within the Leeds City Region, and by experts in specific fields. We would specifically like to thank and acknowledge the following for their input: Matthew Jackson at CLES (Centre for Local Economic Strategies); Emma Stewart at Timewise; Peter O'Brien of Yorkshire Universities and CURDS (Centres for Urban and Regional Development Studies at the University of Newcastle); Kate McNicholas of Kirklees Council; Alex Watson (Leeds City Council); and Members of the Inclusive Anchors Programme Steering Group – Mike Hawking (JRF), Ruth Redfern (WYCA) and Sue Wynne (Leeds City Council).

Using this framework

The Framework is a tool for organisations to use to assess where they are now, where they want to be and how to get there. It combines high level summaries aimed at decision and policymakers and a depth of detail aimed at practitioners and specialist functions. It is designed to set out what being an inclusive anchor means in practice and to demonstrate how anchors can affect change.

We recommend that organisational leaders and senior management teams take overall responsibility for using the Framework, as it is inherently about an organisation's vision, mission, priorities and behaviours. This is likely to involve three steps initially and then an annual review process:

- i) an initial discussion about the 'inclusive anchor' idea, the dimensions it involves and commitment to using this Framework to support and make progress
- ii) carrying out/commissioning a review of current organisational practice against the dimensions and features within the Framework, scoring each 1-4
- iii) informed by this baseline information (a score of 1-4 on each dimension), setting annual and long term goals for progress and how to move these forward

Each year, a review of progress should be completed and enable leaders/management teams to assess progress, refine targets and plan future actions.

How to Calculate Scores against the Framework

Scoring is used so organisations can internally self-assess and set goals, not for any competitive or sharing purpose. Scores can be calculated at a range of levels:

- For individual features within each of the five dimensions, just take the score directly from the column that fits your position best
- For each 'Anchors Can' statement, an average score can be calculated by totalling the scores from the features within it and dividing by the number of features
- For each Dimension, the average score is the total of the scores for the 'Anchors Can' statements divided by the number of 'Anchors Can' statements in the Dimension
- The overall average score is the total score of the 5 Dimensions divided by 5.

We recommend that all scoring is rounded to one decimal place, and that leadership/management teams focus on scores for the 5 Dimensions, the 12 'Anchors Can' statement and the overall score, with practitioners drilling down into the detailed scores on individual features.

For further information

For more information, guidance or support on the use of this Framework or on developing anchor practices, please contact: Les Newby at Les Newby Associates Ltd on 07740 900656
Nicky Denison at Wordfern Ltd on 07780 521081

Read more summaries at
www.jrf.org.uk
Other formats available
ISBN 978-1-911581-xx-x

Joseph Rowntree Foundation
The Homestead
40 Water End
York YO30 6WP
Tel: 01904 615905

email: info@jrf.org.uk
www.jrf.org.uk
Ref: xxxx