



North Ayrshire CWB Strategy

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www.north-ayrshire.gov.uk/CWB



North Ayrshire Cou
Comhairle Siorrachd Àir a T



What is Community Wealth Building?

Community Wealth Building uses the economic levers available to **Anchored Institutions** to develop resilient and inclusive local economies

A new economic model focused on enhancing wellbeing and inclusion

Means more local employment and a more diverse and resilient business base, ensuring that wealth is locally owned and benefits local people

Five Pillars

Procurement

Fair Employment

Land and Assets

Financial Power

Plural Ownership

Anchor Institutions

Embedded in place

Buy a lot, employ a lot, own land
and buildings

Different places, different
anchors

Our Community Wealth Building Mission:

To support the achievement of the Council Plan's vision of a North Ayrshire that is 'Fair for All' by:

Enhancing local wealth and the creation of fair jobs, and maximising the potential of all our places through working in partnership with our communities and businesses.

- ✓ **Community Wealth Building at heart of Council Plan;**
- ✓ **CLES Diagnostic undertaken in 2019;**
- ✓ **Community Wealth Building Commission of local and regional Anchor Institutions;**
- ✓ **Engagement across communities and internally;**

CWB Strategy Objectives



COMMUNITY WEALTH BUILDING COUNCIL
We will work across all services and wider land and regional partners to implement the council's first approach to Community Wealth Building.

PROCUREMENT
We will use our spend to actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambitions.

FAIR EMPLOYMENT
We will encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of our residents.

LAND AND ASSETS
We will support the wider regeneration of our communities by maximising all of our land and assets including through alternative uses for community and business benefit.

FINANCIAL POWER
We will invest locally and encourage regional and national institutions to invest in our communities.

PLURAL OWNERSHIP OF THE ECONOMY
We will support the creation and sustainability of a range of business models including SMEs, social enterprise, employee ownership, cooperatives, municipal activity and community enterprises.



Action-oriented Strategy

Co-producing CWB activities with our communities and businesses, and CWB Commission;

Local spend, encouraging local businesses to explore local supply chains;

Ensure all anchors and wider businesses adopt a Fair Work approach;

- Review our land and assets to explore alternative uses;
- Support community capacity building to grow community ownership;
- Explore the feasibility of a community bank;
- Promote and support social enterprise, cooperative development and other inclusive business models.

CWB in Practice



—LOOK AT—
WHAT'S AVAILABLE
IN YOUR TOWN CENTRE



WHERE YOU CAN, SPEND LOCALLY AND
SUPPORT NORTH AyrSHIRE BUSINESSES

EXPLORE
YOUR LOCAL
AREA

BUY LOCAL
FOOD AND PRODUCE
VISIT LOCAL SHOPS

CWB
COMMUNITY WEALTH BUILDING

North Ayrshire Council
Comhairle Siorrachd Air a' Tìrth



Next Steps

9 New CWB Roles

Place-Based
Locality Approach

£8.8m Investment
Fund and Economic
Recovery and
Renewal

CWB Commission
Anchor Charter

CWB Expert
Advisory Panel

Ayrshire Growth
Deal



Anchor Charter

Community Wealth Building...uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies with more local spend and fair employment, as well as a larger and more diverse business base, ensuring that wealth is more locally owned and benefits local people.

Anchor Institutions...are organisations which are rooted in particular places by their mission, histories, physically fixed land and assets, and established local relationships.

Anchor Charter Mission Statement

To commit to long-term collaboration between Ayrshire Anchor Institutions, supporting shared Community Wealth Building goals to improve collective wellbeing and create a strong, resilient and inclusive local and regional economy. This includes a commitment to the embedding of Community Wealth Building principles and reporting on progress to the CWB Commission.

<https://www.north-ayrshire.gov.uk/Documents/cwb-anchor-charter.pdf>

Lessons from our journey

- ✓ Setting a vision with buy in
- ✓ Anchor education and collaboration
- ✓ Working across silos
- ✓ Bottom up engagement
- ✓ Be ambitious and bold, but practical
- ✓ Building awareness, knowledge and showing 'quick wins'
- ✓ Challenge and feedback – CWB Expert Advisory Panel

COMMUNITY WEALTH BUILDING

THE JOURNEY OF AN ANCHOR INSTITUTE:
SCOTTISH ENTERPRISE



INCLUSIVE GROWTH – JOURNEY SO FAR

- Inclusion in Scottish Government Economic Development strategy in 2015
- Development of SCRIG – Scottish Centre for Regional Inclusive Growth: Ownership of IG Diagnostic & Regional Asset Map
- Inclusion in Investment: City Deal Agenda
- Inclusive Growth Commission

**Inclusive
Growth
Commission**
Making our
Economy Work
for Everyone

COMMUNITY WEALTH BUILDING

Community Wealth Building is a local economic development strategy focussed on building collaborative, inclusive, sustainable and democratically controlled local economies (Guinan & O'Neill, 2020)

RESPONDING TO THE PLACE: CWB



Procurement: Use spend to actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambitions.



Fair Employment: Encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of residents.



Land and Assets: Support the wider regeneration of our communities by maximising all of our land and assets including through alternative uses for community and business benefit.



Financial Power: Invest locally and encourage regional and national institutions to invest in our communities.



Plural Ownership: Support the creation and sustainability of a range of business models including SMEs, social enterprise, employee ownership, cooperatives, municipal activity and community enterprises.

PROCUREMENT: LOOKING IN AND REFLECTING OUT

- Identification of opportunities for SE to explore its spend– Facilities Management / Land Management, Historic Intervention Framework
- Opportunities to support companies on their procurement journey – exploration of tendering + supplier development programme
- Conditionality: Means to explore fairer contracts



FAIR EMPLOYMENT: CREATING A MORE INCLUSIVE WORKPLACE



- Extensive historical work around the concept of Workplace Innovation – Leadership Development, Organisational Culture, Place (Events, Workshops, Company Projects)
- Scottish Business Pledge: Work with Account Managed Companies + Conditional Support e.g. RSA
- Creation of the Fair Work Diagnostic – National Tool with Local Application

LAND AND ASSETS: MAXIMISING VALUE

- Understanding of existing relationship + ongoing redevelopment projects. SE journey to understand V+DL; assessment of value beyond finance – links to work of Scottish Land Commission
- Sharing information on land and assets available – Regional Asset Map



FINANCIAL POWER: FAIRER FINANCE



- Investment Deals: Ensuring range of beneficiaries from investment
- Direct funding to companies: Funding Fairer through RSA and introduction of more conditionality
- Future role of SNIB and projects such as Community Bank

PLURAL OWNERSHIP: COOPERATION

- Inclusive Business Models: EO, Community Cooperatives, Consortium
- Creation of new community anchors
- Direct opportunity to respond to tenders





I'm a
community
wealth
builder

What does this
mean for
Anchor
Institutes in
Argyll and Bute?

BUILDING THE PILLARS: DISCUSSION

- Procurement: Role of the anchor institute in creating local opportunities e.g. facilities management + supporting organisations to take advantage e.g. conditionality in tender
- Fair Employment: Exploration of how we support fairer working environment e.g. Fairer Scotland Duty
- Land and Assets: How do we capture accurately the assets held across anchor institutes— Regional Asset Map as a means to engage; bring communities to the conversation e.g. Communities Empowerment Act
- Financial Power: City Deal projects as mechanism for change; direct support to companies e.g. grants; supporting investment decisions in responsible economies
- Plural Ownership: Active support through CDS – role of cooperatives & EO in retaining wealth – creators of local employment + direct responders to tenders

QUESTIONS RECEIVED TO DATE

- Q. How does the CWB approach to procurement fit with current SG public sector procurement guidance?
- Q. How does the CWB model fit with anchor organisations procurement strategies and how would these or could these flex to fit the CWB ethos?
- Q. Community development and ownership of assets is common across Argyll and Bute. Achieving sustainability within the business model of the asset is critical and sometimes challenging. What support is provided through a CWB model that would assist with this?
- Q. Supplier development is important in the CWB model. In Argyll and Bute many suppliers chose not to tender for publicly tendered projects, as they either don't have the capacity to navigate the process of public sector tendering despite the availability of support with this process or are already really busy and don't need to tender for the work. This leads to contracts being awarded to suppliers from out-with the region. How could a CWB model potentially change this?
- Q. How has North Ayrshire progressed the issue of procurement from third sector organisations (charities, social enterprises and voluntary/community groups) in relation to community wealth-building?

