
NORTH AYRSHIRE COUNCIL

18 February 2020

Cabinet

Title: Delivering Community Wealth Building

Purpose: To update Cabinet on work underway to develop a North Ayrshire Community Wealth Building Strategy and establish North Ayrshire as a Community Wealth Building Council.

Recommendation: It is recommended that Cabinet notes the update on activities underway to implement a Community Wealth Building approach.

1. Executive Summary

- 1.1 The Council Plan highlights our ambitions to develop and implement a Community Wealth Building (CWB) strategy for North Ayrshire. The strategy will establish North Ayrshire as Scotland's first Community Wealth Building Council and there is significant interest at a national level in our approach. This report provides an update on activities underway at a local and regional level to implement CWB and to deliver a North Ayrshire Community Wealth Building Strategy.

2. Background

- 2.1 In June 2019 Cabinet received an update on CWB progress so far; the commission of the Centre for Local Economic Strategies (CLES) to undertake a local wealth building diagnostic for the Council and make recommendations to support the development of an ambitious CWB Strategy; the inclusion of a £3m Community Wealth Building Fund as part of the Ayrshire Growth Deal (AGD) Heads of Terms; and agreed proposals to establish a Community Wealth Building Commission, chaired by the Council Leader.
- 2.2 A Community Wealth Building Officer Working Group continues to drive CWB work including establishing a new 'Quick Quote' procurement process which has increased opportunities for local business; supported the procurement service to build knowledge of local suppliers; and identified opportunities for capacity building with North Ayrshire businesses.
- 2.3 The Working Group designed a CWB workshop for the Council's Staff Leadership Conference in November 2019 where senior leaders were provided with a better understanding of Community Wealth Building and how it will effect the way the Council works; asked to consider how they can support a CWB approach within their role; and were provided with an opportunity to feed in ideas to the development of a CWB strategy. Officers have also delivered a CWB training session to Elected Members and

an elearning video will be launched. These are all part of our early stage activities to establish NAC as a CWB Council.

Community Wealth Building Commission

- 2.4 Following the agreement of Cabinet to establish a CWB Commission, the Commission had its first meeting in September 2019 where it agreed a Terms of Reference, received a presentation from CLES on its Local Wealth Building Diagnostic for North Ayrshire and an update on the Ayrshire Growth Deal (AGD) CWB project. The membership of the Commission includes the North Ayrshire Community Planning Partnership (CPP) anchor institutions and Council Officers and will be agile to respond to the needs of the strategy.
- 2.5 The first meeting of the Commission agreed to drive forward work to explore procurement opportunities to support the local business base. A CWB Commission/CPP procurement workshop took place in November 2019 and focus will now move to delivering the joint actions arising from this workshop.

CLES Local Wealth Building Diagnostic

- 2.6 The CLES diagnostic outlined 21 recommendations (Table 1 below) for the Council and wider partners to consider, with a presentation and discussion on the recommendations taking place at the first meeting of the CWB Commission. An assessment has been undertaken of the deliverability and suitability of the report's recommendations and these have been used as the basis to develop a North Ayrshire Community Wealth Building Strategy.

Table 1: CLES Recommendations

CWB Pillar	Recommendation
Ayrshire Growth Deal	1. All Growth Deal projects should follow the principles of community wealth Building.
CWB Council	2. Create dedicated oversight of the agenda through an officer who reaches across the council.
CWB Council	3. Develop an Anchor Charter Agreement for North Ayrshire.
Procurement	4. Develop the corporate culture and status of procurement as a key feature of community wealth building.
Procurement	5. Include community wealth building priorities as part of wider review of community benefits as part of the procurement scoring process.
Procurement	6. Refine procurement analysis through a survey of suppliers and a market supply analysis
Procurement	7. Explore cash or 'in kind' equivalent system for suppliers as an alternative to embedding community benefits within contracts.
Procurement	8. Work with anchors in the CPP to explore procurement spend, with potentially joint procurement activities.
Procurement	9. Assess whether there is the capacity for a change of approach towards waveplanning that enables deeper

	market and locality engagement before commissioning.
Employment	10. Encourage anchors to review workforce policy and planning.
Employment	11. Develop a business charter or 'pledge'.
Land and Assets	12. Innovate through Public-Common Partnerships.
Land and Assets	13. Explore a development vehicle.
Land and Assets	14. Use council and other anchor assets to develop a 'deep town approach' within a locality.
Financial Power	15. Use credit unions to increase financial literacy and amplify progressive finance.
Financial Power	16. Identify and present investment propositions within North Ayrshire to Strathclyde Pension Fund.
Ownership	17. Progress plans for community bank.
Ownership	18. Ensure Team North Ayrshire actively builds the social and solidarity economy.
Ownership	19. Accelerate conversion of family owned businesses to employee ownership.
Ownership	20. Investigate feasibility of municipal ownership.
Ownership	21. Apply a community wealth building frame to the commercialisation / municipalisation workstream.

North Ayrshire Community Wealth Building Strategy

- 2.7 A CWB strategy is currently in draft and will be launched Spring 2020, subject to agreement by Cabinet in April 2020. The strategy will be Scotland's first CWB strategy and it will outline a clear plan for a fairer and more inclusive local and regional economy that delivers economic, social and environmental justice for the citizens of North Ayrshire.
- 2.8 A key priority within the Commission's remit is to support the implementation of the strategy and to recommend to Cabinet and the Community Planning Partnership the approval of a Community Wealth Building Strategy. The Commission discussed a draft strategy at its meeting in January 2020 and work is now underway to finalise the strategy for endorsement by the Commission at its next meeting in March 2020.
- 2.9 In terms of wider engagement, we have discussed CWB with each of the Locality Partnerships at their January round of meetings. We are also using CONSUL (Your Voice, Your View) and put a range of CWB discussion questions on this platform to reach a wider audience. Feedback on some of the CWB pillars was also gained through the Council's Fair Say budget engagement sessions within localities.
- 2.10 The timeline below (Table 2) sets out the next steps for the development of a strategy.

Table 2: Timeline for Strategy Development

February 2020	<ul style="list-style-type: none"> Finalise document for review and design
March 2020	<ul style="list-style-type: none"> CWB Commission discussion and sign off of final draft Update to Community Planning Partnership Board

April 2020	<ul style="list-style-type: none"> • Approval by NAC Cabinet
April/May 2020	<ul style="list-style-type: none"> • CWB Summit and launch of Strategy tbc
June 2020	<ul style="list-style-type: none"> • Endorsement by Community Planning Partnership Board

2.11 Community Wealth Building is at the forefront of the new Council Plan. To deliver on those ambitions for North Ayrshire requires that Council resources are realigned. In addition to the realignment of Council resources, further Council resources will be required to support implementation of the strategy and this will be considered by Council when it sets its 2020/21 to 2022/23 budget. There is also a requirement to secure external funding and this will be part of the strategy to support the work over the next 3 years. In summary the proposals include:

- CWB Business Team and Grant Fund
- Community Regeneration Officers and project budget
- Commercial Land and Assets Resource
- CWB Coordinator
- CWB Business Development Specialist
- Community Benefits Officer

Ayrshire Growth Deal Community Wealth Building Project

2.12 The AGD Heads of Terms (HoT) included a £3m Ayrshire Community Wealth Building Fund to develop Scotland's first regional approach to CWB. This pan-Ayrshire project is led by NAC and currently under development with support from the Scottish Government and wider regional partners, including through the Ayrshire Regional Economic Partnership. A pan-Ayrshire working group was established in May 2019 to develop the project on a regional basis.

2.13 The CWB project consists of developing a regional approach to working with anchor institutions to:

- Work within localities to facilitate CWB activities on procurement, employment, assets and ownership.
- Promote Fair Work practices and position Ayrshire as a Fair Work region.
- Support and fund CWB activity including social enterprises, employee ownership and supplier development activities.

2.14 A project development workshop took place with Scottish Government in September 2019 where positive feedback was received from policy officials and project development work continues based on this feedback. The Council Leader presented to the September meeting of the Regional Economic Partnership on the project and the wider CWB approach which was well received. Beyond the CWB project, it is an agreed principle that all AGD work will be taken forward through a CWB lens to maximise the impact of the Deal. Additionally, the developing Regional Economic Strategy will incorporate CWB as a strategic priority.

3. Proposals

3.1 It is recommended that Cabinet:

- a) Note the update on activities underway to implement a Community Wealth Building approach;
- b) Agree proposals to deliver a North Ayrshire Community Wealth Building Strategy; and
- c) Agree that a Community Wealth Building Strategy will be presented to Cabinet in April 2020 for approval.

4. Implications/Socio-economic Duty

Financial

- 4.1 North Ayrshire will benefit from the £3m funding via the Ayrshire Growth Deal. In addition to the realignment of Council resources, further Council resources will be required to support implementation of the strategy, this will be considered by Council when it sets its 2020/21 to 2022/23 budget. As part of the strategy we will seek to maximise external funding.

Human Resources

- 4.2 Subject to approval of the strategy and securing the necessary funding a number of new roles have been identified. These will be progressed in accordance with Council policy and process.

Legal

- 4.3 None.

Equality/Socio-economic

- 4.4 The CWB Strategy will present a transformational approach to achieve an inclusive economy. In particular, the actions on Fair Employment will support excluded groups in North Ayrshire and contribute to our aim to reduce child poverty in North Ayrshire.

Environmental and Sustainability

- 4.5 The CWB Strategy will contain actions to contribute to our ambition to become net zero carbon.

Key Priorities

- 4.6 The CWB Strategy will meet the following key Council Plan priorities:
- North Ayrshire has active and strong communities
 - North Ayrshire has an inclusive, growing and enterprising economy
 - North Ayrshire's residents and communities enjoy good life-long health and well-being
 - North Ayrshire is well-connected with effective infrastructure
 - North Ayrshire is a sustainable environment
 - North Ayrshire is a vibrant, welcoming and attractive environment
 - An efficient Council that maximises resources and provides value for money

Community Wealth Building

- 4.7 The CWB Strategy will be key to delivering a cross-cutting approach to Community Wealth Building and establish North Ayrshire as a CWB Council.

5. Consultation

- 5.1 Engagement has taken place with the Community Wealth Building Commission, Ayrshire Regional Economic Partnership, Locality Partnerships, wider communities via CONSUL, Elected Members CWB training, senior leaders via the staff Leadership Conference, Community Planning Partner's Procurement Officers and an update will be provided to the March 2020 CPP Board and the March 2020 EDR Board.

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Background Papers

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