

Subject: **Community Wealth Building - Anchor Institution**

Purpose: To seek IJB approval for the IJB to commit to being an Anchor Institution as part of the North Ayrshire Community Wealth Building Strategy

Recommendation: To ask IJB to agree to sign the Anchor Charter to become an Anchor Institution.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
IJB	Integration Joint Board
CWB	Community Wealth Building
SPOG	Strategic Planning & Oversight Group
CLES	Centre or Local Economic Strategies

1.	EXECUTIVE SUMMARY
1.1	North Ayrshire IJB are asked to sign the Anchor Charter and become an Anchor Institution. The Centre for Local Economic Strategies (CLES) define 'Anchor Institutions' as bringing 'wealth in the form of jobs and supply chains; they are rooted in place and as such are vital to the functioning of our local economies'.
1.2	As an anchor institution the IJB could make a difference across the 5 pillars of Community Wealth Building, including procurement, employment, land and assets, financial power and plural ownership. There is a significant contribution that the IJB can make to working in partnership with communities and businesses to build a strong local economy which supports fair work and encouraging local spend through the direction of £260m of resources.
2.	BACKGROUND
2.1	A key action within the Community Wealth Building strategy is to 'Develop an Anchor Charter agreement to embed Community Wealth Building principles across Anchor Institutions in the region'. At the June 2020 meeting, the Community Wealth Building Commission discussed the potential contents and format of an Anchor Charter. This Charter was agreed by North Ayrshire Council on 25 September 2020 and launched in October 2020. A copy of the CWB Anchor Charter is attached as Appendix 1.
2.2	In June 2019, the Cabinet of North Ayrshire Council agreed proposals to establish a Community Wealth Building Commission, chaired by the Council Leader. The membership of the Commission includes :- <ul style="list-style-type: none"> • North, East and South Ayrshire Councils

	<ul style="list-style-type: none"> • NHS Ayrshire & Arran • Ayrshire College • Scottish Enterprise • The Ayrshire Community Trust (TACT) • Police Scotland • Scottish Fire and Rescue Service
2.3	Community Wealth Building (CWB) is an alternative approach to traditional economic development, which seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. Community Wealth Building seeks to use the economic levers available to local authorities and other 'Anchor Institutions' by focusing on five pillars for harnessing existing resource to support the local economy: procurement; fair employment; land and assets; financial power; and plural ownership of the economy.
2.4	The purpose of an Anchor Charter is to embed Community Wealth Building principles across Anchor Institutions. The Anchor Charter sets out joint Community Wealth Building commitments and opportunities for collaboration, across a group of Anchors and/or an Anchor network.
2.5	The Chief Officers of the 3 IJBs in Ayrshire and Arran are supportive of all 3 organisations signing up to the commitments outlined in the Anchor Charter. The operational delivery of services through the Health and Social Care Partnership means that operationally the HSCP already deliver services on behalf of Anchor Institutions, i.e. North Ayrshire Council and NHS Ayrshire and Arran. However, the IJB as the strategic commissioning body are in a significant position of influence directing over £260m of financial resources to commission services for the communities of North Ayrshire. Therefore, there is a significant contribution that the IJB can make to working in partnership with communities and businesses to build a strong local economy which supports fair work and encouraging local spend.
3.	PROPOSALS
3.1	IJB members are asked to support the proposal to sign up to become an anchor institution and to promote and embed the principles of Community Wealth Building.
3.2	<u>Anticipated Outcomes</u>
	Community Wealth Building is about working in partnership with communities and businesses to build a strong local economy which supports fair work, encourages local spend and uses the land and property we own for the common good so that wealth stays local.
3.3	<u>Measuring Impact</u>
	By signing the Charter, the IJB are pledging to do all they can to support the principles of the Community Wealth Building approach. The IJB will require to commit to embed Community Wealth Building principles and report on progress to the CWB Commission.
4.	IMPLICATIONS
Financial:	
There are no financial implications	
Human Resources:	
There are no staff implications.	
Legal:	
There are no legal implications	

Equality:	No direct implications at this point however the Community Wealth Building Strategy will have a focus on ensuring an inclusive economy where all people and places benefit.
Children and Young People	No direct implications, however it is widely recognised that employment and income is key to reducing child poverty.
Environmental & Sustainability:	No direct implications, however more local purchasing and procurement, shorter supply chains and thus a smaller environmental impact due to transport of goods.
Key Priorities:	The ambitions of Community Wealth Building fully align with the delivery of the IJBs Strategic Plan and our ambitions. North Ayrshire struggles with significant levels of poverty and inequality, new approaches including Community Wealth Building are needed to tackle these challenges.
Risk Implications:	There are no risk implications arising from this report.
Community Benefits:	Community Wealth Building is wholly focussed on using economic levers to develop resilient, inclusive local economies for the benefits of local communities.

Direction Required to Council, Health Board or Both <i>(where Directions are required please complete Directions Template)</i>	Direction to :-	
	1. No Direction Required	X
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

5.	CONSULTATION
5.1	The proposal for IJBs to become anchor institutions was discussed at the pan Ayrshire Strategic Planning & Operation Group on 30 th August 2021. It was recommended by that group that the three Ayrshire IJBs simultaneously sign the charter to become Anchor Institutions. The Chair of the CWB Commission has been consulted.
6.	CONCLUSION
6.1	IJB are asked to sign up to the Anchor Charter to become an Anchor Institution.

For more information please contact [Caroline Cameron, Director/Chief Officer] on [01294 317723] or [carolinecameron@north-ayrshire.gov.uk]

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.

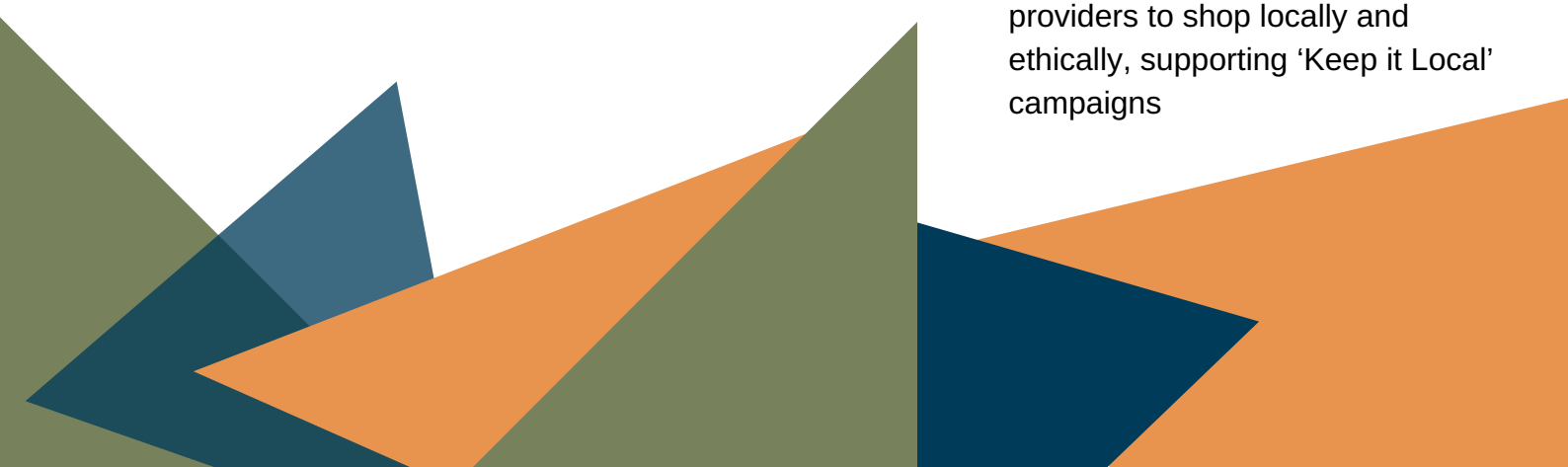
Anchor Institutions...are organisations which are rooted in particular places by their mission, histories, physically fixed land and assets, and established local relationships.

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.

Pillar Purpose	Pillar Objective	Anchor Pledge
Procurement We commit to using our spend to support a diverse local business base	Maximise economic, social and environmental benefit for the community through development of dense local supply chains comprising local SMEs, employee owned businesses, social enterprises, cooperatives and other community owned enterprises.	<ul style="list-style-type: none">• Commit to undertaking supply chain and spend analysis and work towards increasing local spend where possible• Proactively engage with other Anchor Institutions to identify and progress joint procurement opportunities, whilst supporting local businesses to bid and respond to opportunities

Pillar Purpose	Pillar Objective	Anchor Pledge
Fair Employment We commit to being a fair employer	Creating fair and meaningful employment opportunities by recruiting from priority groups, paying the living wage and building progression routes for workers.	<ul style="list-style-type: none"> • Work towards becoming a Living Wage Employer • Seek to recruit locally and from priority groups where appropriate e.g. young people, people with long-term health problems, people experiencing poverty • Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support • Ensure workers are respected and have access to Trade Union membership
Land and Assets We commit to the productive use of our land and assets to support communities and enterprises	Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use.	<ul style="list-style-type: none"> • Commit to undertaking an asset review to identify opportunities for Community Wealth Building • Proactively support communities who wish to use or develop under-utilised assets
Financial Power We commit to harnessing and growing local wealth	Increase flows of investment within local economies by harnessing wealth that exists locally.	<ul style="list-style-type: none"> • Seek to invest in environmentally sustainable, local economic development opportunities • Support and promote progressive finance initiatives including local credit unions • Encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns



Pillar Purpose	Pillar Objective	Anchor Pledge
Plural Ownership We commit to supporting plural ownership of the local economy	Advance inclusive economic ownership models such as local SMEs, employee owned businesses, social enterprises, cooperatives, community enterprises and mutually owned companies and thus enable more wealth generated locally to stay within the community.	<ul style="list-style-type: none"> • Proactively engage with communities to co-produce local services and initiatives • Commit to involving local SMEs, employee owned businesses, social enterprises, cooperatives and community owned enterprises within local supply chains
Climate Action We commit to becoming a net-zero carbon organisation	The global climate emergency requires immediate and sustained action to reduce carbon and greenhouse gas emissions and remove them from the atmosphere.	<ul style="list-style-type: none"> • Commit to a timescale for achieving net zero carbon and greenhouse gas emissions • Support and encourage environmentally sustainable supply chains • Consider strategies to embed environmental benefits through, for example, capital investment projects, active travel and sustainable energy generation



We commit to this Anchor Charter to deliver Community Wealth Building in Ayrshire

Councillor Joe Cullinane
Leader of North Ayrshire Council



Councillor Douglas Reid
Leader of East Ayrshire Council



Councillor Peter Henderson
Leader of South Ayrshire Council



Lesley Bowie
Board Chair, NHS Ayrshire and Arran



Mark Newlands
Head of Partnerships, Scottish Enterprise



Carol Turnbull
Principal, Ayrshire College



Barbara Hastings
Chief Executive Officer, TACT

