

The background features a network diagram on a green gradient. It consists of numerous light green circular icons, each containing a white silhouette of a person. These icons are interconnected by thin, light green lines, forming a complex web of connections. The overall aesthetic is clean and modern, emphasizing community and networking.

OurLife

Leadership Summits
2022

Building Community Wealth Workshop 1

Delegate List – 16th September 2022

SUPPORT TEAM

Gordon Mole
(Chair)

Sinead O'Donnell
(Policy Lead)

Susie Cairney &
Jenny Murray
(Comms Leads)

Chris Willmott
(Facilitator)

Julie Dickson
(Community Lead)

BUILDING COMMUNITY WEALTH

WORKSHOP DELEGATES

Title	Organisation Name	Job Title
Alan Paul	Fife Council	Senior Manager - Property Services
Angela Chambers	South East Scotland Transport Partnership	Business Manager
Caroline MacDonald	Fife Council	Service Manager
Donald Grant	Fife Council	Community Manager
Dr Hugh Hall	Fife College	Chief Executive and Principal
Elaine Richards	Fife Employment Access Trust	Compliance Lead
Emma Walker	Fife Sports and Leisure Trust	Chief Executive
Fiona McKay	Health & Social Care Partnership	Head of Strategic Planning
Heather Stuart	OnFife	Chief Executive
Jim Grieve	South East Scotland Transport Partnership	Partnership Director
Kathy Henwood	Fife Council	Head of Children & Families & Criminal Justice
Kenny Murphy	Voluntary Sector	Chief Executive Officer
Kevin Booth	NHS Fife	Head of Financial Services
Laura Millar	Fife Gingerbread	Strategic Manager
Lesley Caldwell	St Andrews University	Comm Engagement & Social Resp. Officer
Lucy Denvir	NHS Fife	Consultant in Public Health
Lynne Garvey	Health & Social Care Partnership	Head of Community Care Services
Mark McMullen	Scottish Enterprise	Interim Head of Partnership
Neil McCormick	NHS Fife	Director of Property & Asset Management
Pamela Redpath	Fife Council	Service Manager
Stephen Gethins	St Andrews University	Strategic Advisor
Susan Dunsmuir	Fife College	Chief Finance Officer
Wendy Brymer	Fife College	Director: Planning and Performance

Introduction to Community Wealth Building

Gordon Mole

Head of Business & Employability

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Sinead O'Donnell

Project Manager

Communities Directorate

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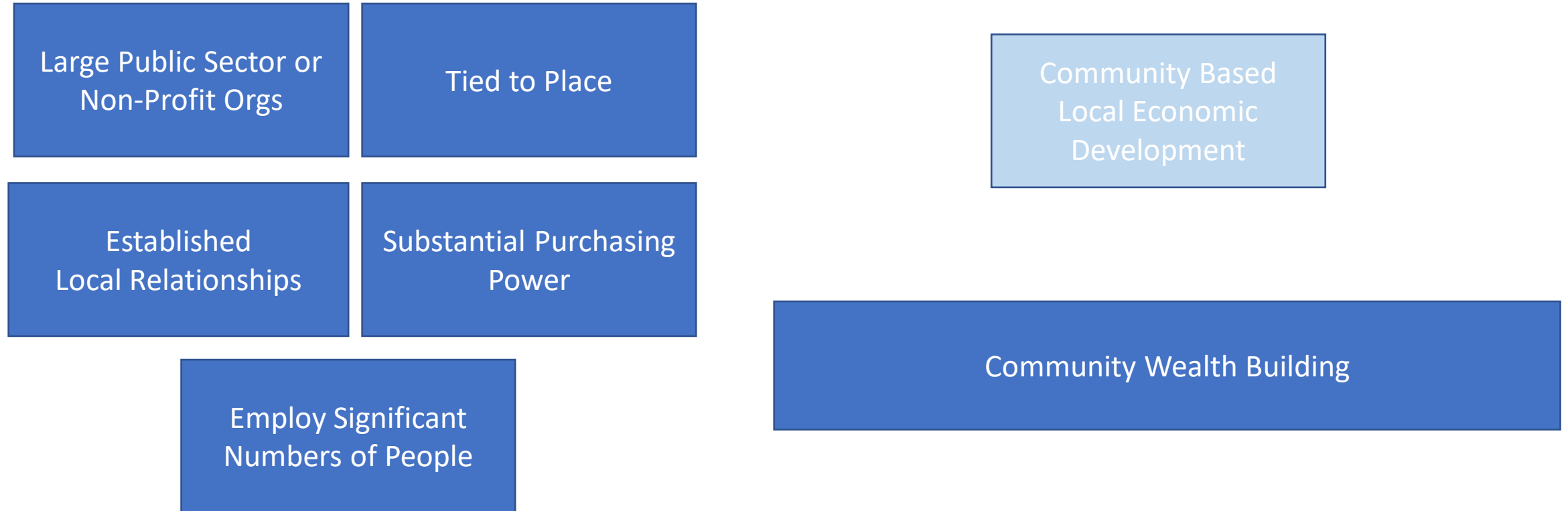
Community Wealth Building

“Community wealth building is about creating a fairer, more socially just economy. It is practical action, framed by progressive concepts.” CLES 2019.

Five Principles of Community Wealth Building



Fife - Anchor Institutions



CLES Recommendations

Community wealth building in Fife

Final report – January 2021



CLES Recommendations

Theme: Fife as a community wealth building place

1. Develop an economic strategy for community wealth.
2. Establish a Fife anchor network taskforce to drive community wealth building across the partnership.
3. Build a community wealth building culture.
4. Establish a community wealth building working group.
5. All City Region Deal projects should follow the principles of community wealth building.

Theme: Progressive procurement of goods and services

6. Develop a community benefits procurement framework.
7. Provide community benefits training.
8. Widen out meet the market events.
9. Look to influence others.

CLES Recommendations

Theme: Making financial power work for local places

10. Support and promote credit unions and the Community Wealth Bank to become financial anchors.
11. Identify opportunities to work with the Fife Pension Fund for investment in assets.

Theme: Socially productive use of land and assets

12. Create a strategic asset register and support closer working to deliver this
13. Work with the anchor network taskforce to pool land for housing.
14. Explore the potential for a green building supply chain.

Theme: Fair employment and just labour markets

15. Undertake an employee mapping exercise and target interventions to the geographies of greatest need.
16. Develop an anchor network taskforce workstream related to pressing employment issues.
17. Develop a targeted good employment strategy

CLES Recommendations

Theme: Plural ownership of the economy

18. Consider a community wealth building hub to inform the continued development of the Council business support offer.
19. Explore opportunities for more public sector involvement in the care market.
20. Explore models for parent-led childcare and community transport providers.

#OurFife
Successful · Confident · Fairer

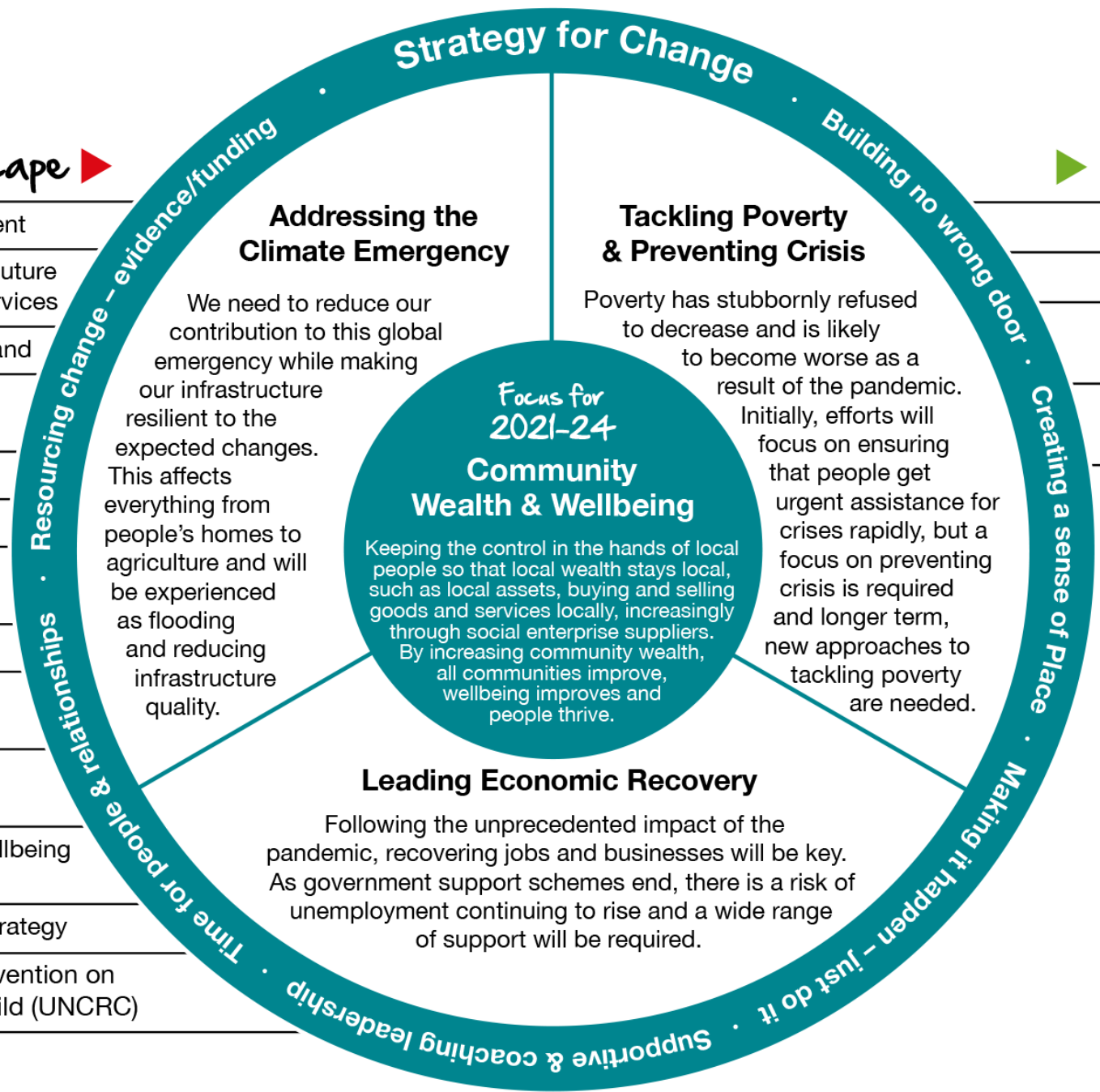
Our Plan for Fife: Recovery & Renewal 2021-2024



Building A New Kind of Public Service Partnership

Renewal landscape ▶

- Scotland's Environment
- Commission on the Future Delivery of Public Services
- Climate Ready Scotland
- National Planning Framework
- Democracy Matters
- The Promise
- Scotland's Economic Strategy
- Connected Scotland
- Scotland's Agenda for Cities
- Independent Review of Adult Social Care
- National Health & Wellbeing Outcomes
- National Transport Strategy
- United Nations Convention on the Rights of the Child (UNCRC)
- If Not Now, When?



▶ A Fairer Fife

- Opportunities for All
- Thriving Places
- Inclusive Jobs & Growth
- Community-led Services
- Aligned plans and strategies

Our Commitments

- Develop a CWB model of economic recovery and development
- Develop a CWB approach to the climate emergency
- Embed local people and place-based approaches across the Fife Partnership
- Redesign systems and processes to deliver wider social benefit through procurement, recruitment, fair employment and the use of land and assets
- Expand support for community ownership, social enterprise and community owned businesses through a new business support hub
- Further develop the role of credit unions and the CDFI to support financial resilience and wellbeing

Our Ambitions

- Embedded CWB practice and culture in Fife
- Increased local procurement
- More Fife employers paying the Real Living Wage
- Increase in the number of social enterprises, co-operatives, and community owned businesses in Fife
- Increased recruitment from under-represented and deprived communities
- Greater availability of land and assets for productive community use
- Increased membership of Kingdom credit union and the (CDFI) in Fife
- Increased usage and value from community benefits clauses

Community Wealth Building Support Group

Senior Partner Delivery Group:

- Fife Council – *various*
- NHS Fife - *various*
- Fife College
- Fife Voluntary Action
- University of St Andrews

Green Lights:

- CWB Delivery Plan 2022-2023
- CWB Anchor Charter
- Project Scoping

Priority Projects

- Procurement
- Recruitment
- Real Living Wage Town
- Anchor Asset Register

Fife CWB- Progress

Community Wealth Building Delivery Plan

This delivery plan has been developed by the Reform & Recovery Community Wealth Building (CWB) Support Group and takes a lead from the Fife Partnership commitments and the specific recommendations in the CLES Report for Fife, adopted in 2021.

The ambition is to implement a partnership approach across Fife's Anchor Organisations to achieve greater scale and collective impact from public sector resources. A collective effort will ultimately generate greater community wealth and well-being for people and communities in Fife.

This delivery plan has a 12 month focus from March 2022-April 2023 to inject pace into the necessary development work across anchor organisations whilst recognising that the benefits of a CWB approach are longer-term and require sustained leadership to realise. Further work is required by anchor organisations to scope projects for implementation in their own organisation.

In the Recovery & Renewal Plan for Fife 2021-2024, Fife Partnership has committed to:	The specific outcomes we are striving to achieve via the CWB Delivery Plan are:	
<ul style="list-style-type: none"> Developing a CWB model of economic recovery and development Developing a CWB approach to the climate emergency Embedding local people and place-based approaches across the Fife Partnership Redesigning systems and processes to deliver wider social benefit through procurement, recruitment, fair employment and the use of land and assets Expanding support for community ownership, social enterprise and community owned businesses through a new business support hub Further develop the role of credit unions and the CDFI to support financial resilience and wellbeing. 	<ol style="list-style-type: none"> Embedded CWB practice and culture in Fife Increased local procurement More Fife employers paying the Real Living Wage Increase in the number of social enterprises, co-operatives, and community owned businesses in Fife Increased recruitment from under-represented and deprived communities Greater availability of land and assets for productive community use Increased membership of Kingdom credit union and the (CDFI) in Fife Increased usage and value from community benefits clauses 	<p>Recognising that the implementation of CWB is a <u>long term</u> agenda for Fife, we will measure success via a mixture of activity tracking, indicators via Plan for Fife performance frame, case studies and qualitative story telling. Measures will also, where relevant, be aligned to the Scottish Government's Wellbeing Economy Monitor, details of which are awaited at this time.</p> <p>Delivery Plan RAG status code: Green (G) – progressing / delivered Amber (A) - project initiated Red (R)– project not started</p>

Community Wealth Building – Fife Anchor Charter

Our economy should work for everyone.

We are committed to a thriving Fife for all communities.

Community wealth building provides some solutions.

Community wealth building is a people-centred approach to local economic development. It redirects wealth back into the local economy and puts control and benefits in the hands of local people.

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 more of our wealth is owned locally and benefits local people.

Anchor Institutions are organisations that are rooted in places by their purpose, histories, land and assets, and established local relationships. We, as Fife's Anchor Institutions, have a powerful role to play to embed community wealth building practice in Fife. By increasing community wealth, all communities improve, wellbeing improves, and people thrive.

Anchor Charter Mission Statement

To commit to long term collaboration between Fife Anchor Institutions to reframe the development of our local economies and environments through a Community Wealth Building approach. We have a shared goal to deliver a more inclusive and sustainable approach to economic development, which achieves wider social benefits and promotes social justice, environmental sustainability, and prosperity for all as part of a wellbeing economy. This includes a commitment to take the necessary decisions and action in each anchor institution and to report on progress to Fife Partnership.



Procurement - Fife Position

FC Spend Local and SME Status

	2019-20 £M	%
Total Fife Council Spend*	518.658	
Total spend with Fife Suppliers (KY postcode)	196.639	37.91

Companies with Fife Base - HQ

No. of companies with HQ based in Fife	26
Spend with these Fife based companies	£35.773m
Approx. average employment of Fife residents	93%

FC Spend – Wider Local Impact

- Every **£1** spent locally on goods and services with local SMEs generates an additional **63p** for the local economy....**FC third party spend contributed and additional £123.88m**

Companies with Fife Presence

No. of companies with Fife presence (i.e. depot/branch and/or Fife based employees for Fife contract) i.e. over and above those with HQ in Fife	20
Spend with these companies	£42.620m
Approx. average employment of Fife residents	49%



Glenrothes: August 2019 = **9** Accreditations → March 2020 = **18** Accreditations

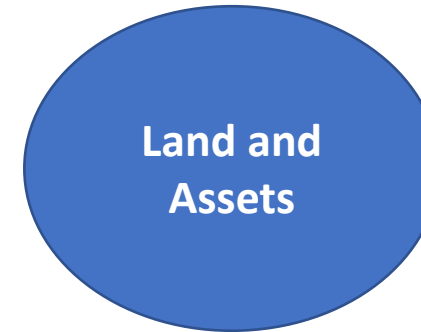
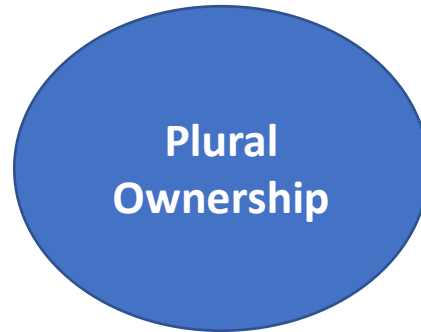
Fife: August 2019 = **40** Accreditations → March 2020 = **82** Accreditations

CBC – Fife Experience

Community Benefit Type (Number)	2018/19	2019/20
Jobs	15	134
Apprenticeships	9	116
Qualifications achieved through training	13	50

Approx:
£18m
In
community
benefits

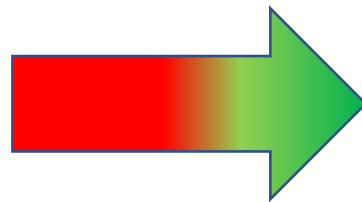
Plural Ownership of the Economy - Community Asset Transfer



Part 5 of the Community Empowerment (Scotland) Act 2015

...enables community bodies to request ownership, lease or management of publicly owned buildings or land

£1.1m LOSS of capital receipt by Fife Council



£1.1m INVESTMENT to Fife communities



Scotland's National Strategy for Economic Transformation: Delivering Economic Prosperity

(Published: 1st March 2022)



National Strategy for Economic Transformation: Vision, Ambition & Five Key Programmes

Vision

A Well-Being Economy

Thriving across Economic, Social & Environmental Dimensions

Ambition

Fairer

Ensuring that work pays for everyone through better wages and fair work, reducing poverty and improving life chances

Wealthier

Driving an increase in productivity by building an internationally competitive economy founded on entrepreneurship and innovation

Greener

Demonstrating global leadership in tackling climate change, delivering a just transition to net zero and rebuilding natural capital

Programmes of Action

Entrepreneurial
People & Culture

New Market
Opportunities

Productive
Businesses
& Regions

Skilled
Workforce

A Fairer & More
Equal Society

A Culture of Delivery

A Fairer & More Equal Society

Re-orient our economy to wellbeing and fair work, to deliver the higher rates of employment and wage growth that will significantly reduce poverty, particularly child structural poverty, and improve health, cultural and social outcomes for disadvantaged families and communities

14

Tackle poverty through fairer pay and conditions

15

Eradicate structural barriers to participating in the labour market

- Apply Fair Work conditionality to grants, requiring payment of the real Living Wage, and channels for effective workers' voice
- Deliver on the commitment to require the payment of the real Living Wage in Scottish Government contracts
- Work with employers and trades unions in sectors where low pay and precarious work is most prevalent to achieve higher standards of pay and work security
- Build on findings from the Business Purpose Commission Report to inform how businesses can deliver positive impacts on prosperity, wellbeing (including tackling child poverty) and environmental sustainability.

- Support parents to increase incomes from employment
- Simplify the employability system by implementing No One Left Behind, combining funding streams and transferring investment from national to local governance.
- Ensure Every Contact Counts in delivering an aligned and integrated offer of support to those seeking to move towards, into, or progressing within the labour market
- Take further steps to remove barriers to employment and career advancement for disabled people, women, those with care experience and people from minority ethnic groups
- Build on principles of Young Persons Guarantee to develop an all-age guarantee of support for the most disadvantaged in the labour market
- Establish a Centre of Expertise in Equality & Human Rights

More On CWB!

[Elected Member Briefing Note:
Community Wealth Building
\(improvementservice.org.uk\)](#)

[Community Wealth Building Centre of
Excellence | CLES](#)

[Community Wealth Building Case Studies
- Scotland's Centre for Regional Inclusive
Growth](#)

[About The Democracy Collaborative](#)

[Community wealth building: what next?
\(democracycollaborative.org\)](#)

[Community Wealth Building in action - Preston City
Council](#)

[Delivering Positive Change in Scotland – Ted Howard
and Tom Arthur MSP](#)

Community Wealth Building Delivery Plan

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In the Recovery & Renewal Plan for Fife 2021-2024, Fife Partnership has committed to:	The specific outcomes we are striving to achieve via the CWB Delivery Plan are:	
<ul style="list-style-type: none"> • Developing a CWB model of economic recovery and development • Developing a CWB approach to the climate emergency • Embedding local people and place-based approaches across the Fife Partnership • Redesigning systems and processes to deliver wider social benefit through procurement, recruitment, fair employment and the use of land and assets • Expanding support for community ownership, social enterprise and community owned businesses through a new business support hub • Further develop the role of credit unions and the CDFI to support financial resilience and wellbeing. 	<ol style="list-style-type: none"> 1. Embedded CWB practice and culture in Fife 2. Increased local procurement 3. More Fife employers paying the Real Living Wage 4. Increase in the number of social enterprises, co-operatives, and community owned businesses in Fife 5. Increased recruitment from under-represented and deprived communities 6. Greater availability of land and assets for productive community use 7. Increased membership of Kingdom credit union and the (CDFI) in Fife 8. Increased usage and value from community benefits clauses 	<p>Recognising that the implementation of CWB is a long term agenda for Fife, we will measure success via a mixture of activity tracking, indicators via Plan for Fife performance frame, case studies and qualitative story telling. Measures will also, where relevant, be aligned to the Scottish Government’s Wellbeing Economy Monitor, details of which are awaited at this time.</p> <p>Delivery Plan RAG status code: Green (G) – progressing / delivered Amber (A) - project initiated Red (R)– project not started</p>

Delivery Plan & Progress Tracker – September 2022

1. Outcome: Embedded CWB Practice and Culture in Fife					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
1.1.	Develop a CWB Anchor Charter	Sinead O'Donnell	Feb 2022	G	Anchor charter developed and approved by CWB Support Group.
1.2	CWB Anchor Charter adopted by all anchor organisations	Fife Council (FC), NHS Fife, Fife College, Fife Voluntary Action (FVA), University of St Andrews	July 2022	G	FVA Board adopted Anchor Charter in February 2022. Fife Council Policy & Co-ordination Committee on 14 th April 2022. Fife College adopted- April 2022 NHS Fife adopted– September 2022 University of St Andrews – Approval date tbc
1.3	An introduction to CWB communications materials developed and overview of Fife approach	FC - Sinead O'Donnell	December 2022	G	CWB Fife presentation developed and delivered to FC, FVA and City Region partners. Further development work required to fit with Plan for Fife communications and Out Fife Leadership Summit programme.
	CWB sessions delivered internally by each anchor organisation.	FC, NHS Fife, Fife College, FVA, University of St Andrews	June – December 2022	G	CWB materials developed and delivered as part of FC Elected Member induction programme June 2022.

2. Outcome: Increased Local Procurement					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
2.1	Baseline assessment of % local procurement spend by each anchor organisation.	FC, NHS Fife, Fife College, FVA, University of St Andrews	April 2023	G	The Scottish national average is approx. 26% Fife Council:37% in 2020, FC:39% in 2021, FC:41% in 2022. NHS Fife estimates only 10% of budget has local flex. Further analysis of data to be undertaken to establish baseline.

					Fife College: 9% in 2020, 10% in 2021. Uni of St A: Baseline to be established. FVA: Not significant spend by the organisation.
2.2	Engage with Supplier Development Programme to deliver a suite of supplier training and development, including webinars and Procurement Surgeries.	FC – Pamela Stevenson / Caroline MacDonald	April 2023	G	Online events / live webinars held during pandemic and Meet the Buyer events held in Nov 2021. Meet the Buyer event held in April 2022 linked to Levenmouth Rail Link and Dunfermline Learning Campus. FC online series of Procurement surgeries also delivered.
2.3	Map Fife's supply chain market and identify supplier development opportunities including food and drink / green construction supply chains.	FC – Pamela Stevenson / Caroline MacDonald	April 2023	G	Mapping work initiated on the Fife food and drink supply chain. External support being provided by Scotland Excel to assess FC spend on food and drink. Scotland Excel session delivered to FC on profile of all procurement spend in May 2022 to identify further opportunities. Session in discussion with Scotland Excel for NHS Fife spend.
2.4	Review and amend systems and processes to maximise local procurement opportunities in each anchor organisation	FC – Caroline MacDonald	April 2023	G	Fife Council – Amending processes to increase the use of Quick Quotes for low value procurement activity. Work underway to establish a baseline. Next step is to expand to other Services following approval of revised scheme of tenders via Council Committee post election in May 2022. NHS Fife, Fife College, University of St Andrews to learn from FC approach to inform local procurement opportunities.
2.5	Each anchor organisation to deliver CWB training to procurement teams on procurement pillar.	Caroline MacDonald	April 2023	A	FC in discussion with Scottish Government (SG) training providers regarding sustainable procurement training opportunities and will investigate CWB offering NHS Fife, Fife College, University of St Andrews - tbc.

3. Outcome: More Fife employers paying the Real Living Wage					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
3.1	Anchor organisations to work towards Real Living Wage accreditation	FC, NHS Fife, Fife College, Uni of St Andrews	April 2023	A	Fife Council, Fife College and FVA are already RLW employers accredited by the Living Wage Foundation. NHS Fife – has identified progression towards RLW as an opportunity as part of CWB work. NHS Fife to confirm if target for 2023. University of St Andrews is not currently an accredited RLW employer, but pays staff at the RLW or above.
3.2	Fife Council to lead targeted approach to achieve RLW regional status. Secure RLW place status for Kirkcaldy through the successful action group approach deployed for Glenrothes.	FC - Gordon Mole	April 2023	A	Work initiated between Living Wage Scotland and Kirkcaldy Community Manager in August 2022 to support the roll out in Kirkcaldy.
3.3	Amend grant award conditions, ALEOs and Trusts requirements to include expectation of progression towards RLW.	FC - Paul Vaughan / Gordon Mole	April 2023 - beyond	A	FC grant terms and conditions have been amended to reflect his requirement as per SG conditions. Discussions initiated to undertake a phased approach towards ALEOS / Trusts.

4. Outcome: Increased number of social enterprises, co-operatives, and community owned businesses in Fife					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
4.1	Review current arrangements and design an integrated model of support for co-ops, social enterprise, community-owned businesses with business support and community and third sector expertise.	FC - Gordon Mole / Sharon Douglas / FVA - Kenny Murphy	December 2022	A	Initial session held with FC C&N and FC B&E Services to scope review exercise to identify reach / limitations of current provision blending business and community development support. Further develop as part of Fife Economic Strategy refresh, NSET ambitions entrepreneurial culture and start-up ambitions.

5. Outcome: Increased recruitment from under-represented and deprived communities					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
5.1	Map Fife anchor organisations workforce beyond protected characteristics e.g. by postcode	FC - Sharon Mackenzie	April 2023	G	Fife Council undertaking postcode profiling of FC workforce in addition to protected characteristics to identify areas or under representation and evidence base for alternative interventions. Sept 2022. NHS Fife, Fife College, University of St Andrews, FVA exploring use of mapping data for their respective workforces
5.2	Target interventions to address under-representation in the workforce across anchor institutions.	FC - Sharon Mackenzie	April 2023	G	Project underway to identify FC long term vacant and entry level posts and to align opportunities in catering and cleaning with employability programmes and steps to remove any digital barriers to application processes. NHS Fife, Fife College, University of St Andrews, FVA - tbc

6. Outcome: Greater availability of land and assets for productive community use					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
6.1	Develop a Fife strategic asset register across anchor organisations	FC - Alan Paul	December 2022	G	FC Property Services is leading across all anchor organisations. Phase 1 work has started with FC and NHS Fife. NHS Fife has procured mapping software same as FC system. Project evolved to include climate data on each asset. Kirkcaldy area priority 1 to complete. Fife College, University of St Andrews, FVA - tbc
6.2	Promote land and asset opportunities with communities including alternative ownership models / CATs and leases as appropriate.	FC - Alan Paul / Paul Vaughan	April 2023	G	FC C&N Service & FC Property Services further developing and improving CAT / lease processes and community support offer.

7. Outcome: Increased membership of Kingdom credit union and the (CDFI) in Fife					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
7.1	<p>Promote the credit union and CDFI across Fife and in anchor organisations to encourage membership take up.</p> <p>Priority: Fife College to provide credit union offer for workforce and students.</p>	<p>FC - Paul Vaughan</p> <p>Fife College - Iain Hawker</p>	April 2023	G	<p>Fife Council and NHS Fife already offer employee credit unions. FC C&N engaging with Kingdom Credit Union to scope membership campaign options and whether the CU can offer small business loans.</p> <p>Fife College has set up salary savings at source and opportunities for student access to credit union.</p>

8. Outcome: Increased usage and value from Community Benefit clauses					
Ref	Action	Lead	Timeframe	RAG	Progress / Update for Leadership Board
8.1	<p>Anchor organisations to make greater use of community benefit clauses in contracts to realise social and environmental benefits, including more and better employment opportunities.</p>	<p>FC, NHS Fife, Fife College, University of St Andrews</p>	April 2023	G	<p>FC and Fife College have committed to maximising long term community benefit via procurement clauses in the DLC. Early reports indicate that in return for the £80m FC contract there is an estimated £30m commitment to delivering social and economic value with the priority of creating local employment which will be tracked and monitored during the life of the project.</p> <p>Fife Council's procurement policy goes beyond the minimum statutory requirement and gives consideration of community benefits for goods/services contracts as well as major works projects, where deemed proportionate and relevant to do so.</p> <p>FC annual procurement report details CBC breakdown.</p> <p>Fife College, NHS Fife, University of St Andrews - tbc</p>
8.2	<p>Develop a system to match lower tariff community benefits with the current needs of community groups using a place-based approach.</p>	<p>FC - Caroline MacDonald / Paul Vaughan / FVA - Kenny Murphy</p>	April 2023	G	<p>FC Procurement is scoping a project similar to the Perth & Kinross 'wish list' model to link community benefit offers with need. FC and NHS Fife assessing whether similar digital platform can be developed across anchors linked to existing ESES website offer and developing Fife community portal.</p>

Community Wealth Building – Fife Anchor Charter

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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 more of our wealth is owned locally and benefits local people.

Anchor Institutions are organisations that are rooted in places by their purpose, histories, land and assets, and established local relationships. We, as Fife's Anchor Institutions, have a powerful role to play to embed community wealth building practice in Fife. By increasing community wealth, all communities improve, wellbeing improves, and people thrive.

Anchor Charter Mission Statement

To commit to long term collaboration between Fife Anchor Institutions to reframe the development of our local economies and environments through a Community Wealth Building approach. We have a shared goal to deliver a more inclusive and sustainable approach to economic development, which achieves wider social benefits and promotes social justice, environmental sustainability, and prosperity for all as part of a wellbeing economy. This includes a commitment to take the necessary decisions and action in each anchor institution and to report on progress to Fife Partnership.



5 Pillars of Community Wealth Building – Our Anchor Pledges

Pillar Purpose	Pillar Objective	Anchor Pledge
<p>Procurement</p> <p>We commit to using our spend to support a diverse local business base</p>	<p>Maximise economic, social and environmental benefit for the community by developing dense local supply chains comprising local small and medium sized enterprises (SMEs), employee-owned businesses, social enterprises, cooperatives and other community owned enterprises.</p>	<ul style="list-style-type: none"> • Commit to undertaking supply chain and spend analysis and working towards increasing local spend wherever possible • Proactively engage with other anchor institutions to identify and progress joint procurement opportunities, while supporting local businesses to bid and respond to opportunities
<p>Fair Employment</p> <p>We commit to being a fair employer</p>	<p>Create fair and meaningful employment opportunities by recruiting from priority groups, paying the living wage and building progression routes for workers.</p>	<ul style="list-style-type: none"> • Work towards becoming a Living Wage Employer • Seek to recruit locally and from priority groups where appropriate, for example, 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.



Pillar Purpose	Pillar Objective	Anchor Pledge
<p>Land & Assets</p> <p>We commit to the productive use of our land and assets to support communities and enterprises</p>	<p>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, and which help to address climate change</p>	<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 underutilised assets
<p>Financial Power</p> <p>We commit to harnessing and growing local wealth</p>	<p>Increase flows of investment within local economies by harnessing wealth that exists locally.</p>	<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
<p>Plural Ownership</p> <p>We commit to supporting plural ownership of the economy</p>	<p>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 that is generated locally to stay within the community</p>	<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 in local supply chains



We commit to this Anchor Charter to deliver Community Wealth Building in Fife.

Fife Council - LOGO / Chief Exec / Co-Leaders

NHS Fife – LOGO / Chief Exec / Board Chair

Fife College - LOGO / Principal / Board Chair

Fife Voluntary Action - LOGO / Chief Exec / Board Chair

University of St Andrews - LOGO / Principal / Chair



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Government improvement in Scotland

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ELECTED MEMBER BRIEFING NOTE

Community Wealth Building



SLAED Scottish Local Authorities
Economic Development Group

CLES
the national organisation
for local economies



Elected Members Briefing Series

The Improvement Service (IS) has developed an Elected Members Briefing Series to help elected members keep pace with key issues affecting local government.

Some briefing notes will be directly produced by IS staff but we will also make available material from as wide a range of public bodies, commentators and observers of public services as possible.

We will use the IS website and elected member e-bulletin to publicise and provide access to the briefing notes. All briefing notes in the series can be accessed at www.improvementservice.org.uk/products-and-services/skills-and-development/elected-members-development/elected-member-guidance-and-briefings

About this briefing note

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.

Community wealth building is part of a place-based approach which is gaining traction across the UK with a number of local authorities. Like all place-based approaches it seeks to reduce inequality, specifically seeking to take a proactive approach to supporting local inclusive economies. It is built upon the concept of creating a fairer, more socially just economy and has been advanced through a blend of five principles:

1. Plural ownership of the economy: seeking to develop a more diverse blend of ownership models.
2. Making financial power work for local places: seeking to increase flows of investment within local economies.
3. Fair employment and just labour markets: positively impacting on the prospects and incomes of local people.
4. Progressive procurement of goods and services: developing dense local supply chains.
5. Socially productive use of land and property: deepening the function and ownership of assets to ensure that any financial gain is harnessed by citizens.

This briefing note sets out the key concepts and strategies for community wealth building, and points to other useful sources of information.



What is the issue and why does it matter?

Community wealth building (CWB) has developed as a response to what is seen as a failure of traditional approaches to economic development. These are based on the need for constant economic growth and an assumption that if the economy grows it will create wealth for all. The evidence of ongoing, and increasing, poverty however demonstrates that this wealth is not ‘trickling down’ to those most in need, In addition the wealth that is generated locally, through wages and local business activity, is extracted from the locality through spend with national and international companies and the profit enjoyed elsewhere.

CWB is a people-centred approach to local economic development, which redirects wealth back into the local economy. Through this approach local economies are reorganised, so that wealth is not extracted and sent off to stakeholders, but is held locally and income is recirculated in local communities.

Key to the approach is the role of ‘anchor institutions’. These are large commercial, public and social sector organisations (including local authorities) which have a significant stake in a place. Anchors can exert sizable influence by adopting these strategies to impact upon economic, social, and environmental priorities, generating what is commonly referred to as social value.

Starting in the US, community wealth building (CWB) has emerged as a powerful approach to local economic development. It is gaining traction, particularly in England, where the Preston Model is the most talked about. The Centre for Local Economic Strategies (CLES) has been working with Preston City Council and they have published a report [‘How we built community wealth in Preston: achievements and lessons’](#).

CLES also have a [useful report from 2019](#) which sets out CWB theory, practice and next steps.

Local authorities have key roles to play:

- As an anchor institution themselves
- As a strategic partner of other anchor institutions who may already be a part of local community planning structures
- As a partner of Scottish Government, developing policies and enabling measures.

It is clear that Scottish councils are already working on inclusive economies and contributing to community wealth building; approaches which support the

development of wellbeing economies. Further targeted work should be undertaken to maximise impact and to build upon existing delivery. This could be done in partnership with other organisations: via community planning; city and growth deals; regional economic partnerships and via locality planning.



What does this mean for elected members?

A number of councils are already working on inclusive economies and community wealth building approaches, and elected members are involved in shaping these. Elected members can champion these approaches in their own areas by highlighting the significant benefits. This includes assisting councils to understand where their employees live and helping to target employment opportunities at identified priority areas/groups. Councils should also be encouraged to target support in schools and communities to build skills levels and develop access to future opportunities in areas such as childcare and social care. This can be supported by encouraging councils and community planning partners to provide greater employment, training and work experience opportunities to target disadvantaged groups/areas. Elected members can encourage their local authorities and partner anchor institutions to become accredited living wage employers.

In addition to employment, elected members can encourage councils to develop procurement strategies that contain explicit measures for the use of community benefit clauses and local supplier development. Inward investment activity can be targeted at developing the local supply base, and a means of monitoring where this spend goes and the impact it has should be identified. In addition, council procurement spend with local companies should be enhanced wherever possible and spend out with the local area should be analysed to identify any additional local opportunities.

Finally, elected members can encourage councils to consider the impact of their assets on inclusive economies and how they can contribute to socio-economic development objectives and build resilient communities. This might mean linking asset management to locality plans and identifying how to support local people to take over council assets for the benefit of their communities. This can be achieved through promoting community asset transfer and exploring where this can be used to support area-based regeneration objectives, bearing in mind the need to support capacity building for communities currently less able to take on and manage assets.



What does good practice look like in this area?

The City of Edinburgh Council has developed a range of wellbeing measures of economic activity and are keen to work with others who are interested in influencing this. As part of the Edinburgh Economy Strategy it adopted a good growth framework approach. The annual report on the strategy went to the Housing and Economy Committee on the 6 June 2019.

North Ayrshire Council launched its Community Wealth Building Strategy in May 2020 which is the first of its kind in Scotland. As part of its inclusive economy journey, early work included fact-finding and learning lessons from Preston, building on the Improvement Service economic footprint reports, establishing an officer working group, commissioning CLES to undertake a local wealth diagnostic across the CWB pillars and to make recommendations, and establishing a CWB Commission including key local and regional anchor institutions. The Ayrshire Growth Deal Heads of Terms included £3 million from Scottish Government for a Community Wealth Building Fund to develop a regional approach to community wealth building and there are close links to the £8.5 million regional skills and inclusion project. The new strategy sets out our ambitions for this new economic model and how the council will achieve this by focusing on a CWB mission of ‘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’. The council has set out six objectives to deliver CWB:

- **Community Wealth Building Council:** We will work across all our services and wider local and regional partners to implement Scotland’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.

The strategy sets out a range of ambitious actions for embedding the CWB approach, including: co-producing CWB activities with communities and businesses; encouraging local businesses to explore more local supply chains; ensure all anchors adopt a fair work approach; review land and assets to explore alternative community uses, commercial opportunities to grow local wealth, develop low carbon energy schemes, and to remove carbon dioxide from the atmosphere; explore the feasibility of a community bank and explore the use of local authority pension funds to support local projects; and promote the cooperative model.



Key issues to consider

A CWB approach can help councils meet a range of duties including, for example:

- Public Sector Equality Duty,
- human rights,
- Fairer Scotland Duty,
- tackling child poverty,
- the Procurement Reform Act, etc.

CWB pursues the twin ambitions of reducing economic and social inequity by creating good jobs where workers have stable employment conditions, voice and respect as well as a decent wage. A more democratic and engaged economy and society helps us to create the structures that allow us to live together as equals; and only when we relate as equals do we have the preconditions for flourishing democracy (fulfilling the intention of the Community Empowerment Act and supporting the direction of travel set out in the responses to the Local Governance Review). The values of equality and democracy, though distinct, are intimately related.

There are particular gender inequalities issues in the economy which CWB could help address. Low wage/low productivity in sectors where a majority of women work, such as retail and wholesale, hospitality and tourism, food and drink and health and social care, many in highly flexible or casual conditions (e.g. zero hours contracts) and largely part time can lead to greater levels of poverty for women, particularly female lone parents (tying into a key target group of the Child Poverty Act). There is a need to improve the productivity of the economy and wages in this sector as well as valuing this kind of work and the work women are more likely to do in the home. Support of social enterprises and co-operatives could be one of the ways in which to do this (in addition to maximising income from benefits).

CWB could also go some way towards improving health inequalities via public health whole system approaches. As evidenced by the NHS Health Scotland Triple I tool, improving income has one of the biggest positive impacts on health inequalities. A focus on building a more equal share in prosperous economies across a community will improve public health.

Questions you could ask locally include:

- Is your council using a community wealth building approach?
- What are you already doing that could be considered community wealth building?
- How is the council supporting anchor institutions?



Summary

Community wealth building is an approach which supports the development and delivery of a 'wellbeing economy'. Wellbeing economy approaches move away from the prevailing models of economic development focused primarily on growth and look at the success of economies more broadly. This includes whether economies are thriving, how happy people are, how well people participate and how well the environment is maintained.

Community wealth building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally, as opposed to attracting national or international capital. As large employers, the approach that anchor institutions take to employment can have a defining impact on the prospects and incomes of local people. Recruitment from lower income areas, commitment to paying the living wage, and building progression routes for workers are all examples of actions that anchor institutions can take to stimulate the local economy and bring social improvements to local communities.

Anchor institutions are often major local asset holders. These assets represent a base from which local wealth can be accrued. In community wealth building the function and ownership of these assets is deepened to ensure that any financial gain is harnessed by citizens. Furthermore, there is a desire to develop and extend community use of those assets. It should be remembered that much public sector land and facilities are a part of the commons and should be used to develop greater citizen ownership.

Further support and contacts

The [Economic Outcomes Report](#) summarises key points that have emerged from the 32 local economic footprint reports, which were produced for each council, focussing on the three pillars of employment, procurement and asset management. North Ayrshire Council factored its Economic Footprint Report into its planning for community wealth building.

If you would like to find out more about community wealth building you can access further resources on the [Centre for Local Economic Strategies \(CLES\) website](#).

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Introduction to Community Wealth Building
Community Wealth Building Video Clip https://cles.org.uk/the-community-wealth-building-centre-of-excellence/
What is Community Wealth Building?
https://cles.org.uk/community-wealth-building/what-is-community-wealth-building/
EDAS Delivering Positive Change in Scotland Video Clip – Ted Howard and Tom Arthur MSP https://www.youtube.com/watch?v=GdbqpEY9Ovs
Community Wealth Building Case Studies
https://www.inclusivegrowth.scot/community-wealth-building-case-studies/
Scottish Government Community Wealth Building Policy Action
Community wealth building - Cities and regions - gov.scot (www.gov.scot)
North Ayrshire Council – Approach to Community Wealth Building
https://www.north-ayrshire.gov.uk/council/community-wealth-building/cwb-information.aspx
Preston City Council – Approach to Community Wealth Building
https://www.preston.gov.uk/communitywealthbuilding
About the Democracy Collaborative https://democracycollaborative.org/about