



THE EDINBURGH PARTNERSHIP

Community Wealth Building – Learning & Action Group

1. Executive Summary

To interrogate the role of community wealth building, with the purpose of driving a new systems change level of collaboration between Edinburgh anchor institutions.

The principles of community wealth building (CWB) 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

2. Recommendations

The Board is recommended to:

2.1 Recognise the role of members of the Edinburgh Partnership as Anchor Institutions:

City of Edinburgh Council, Police, NHS Lothian, Edinburgh College, Edinburgh Integrated Joint Board, Scottish Enterprise, Edinburgh Universities, Social Housing Providers and all partners

2.2 To declare members of ECPP as Anchor Institutions:

An anchor institution is a statutory body which can influence ‘economic engines’: they are employers, purchasers, own land and property and investors.

2.3 To support mapping of how anchor strategies in Edinburgh Partnership

To note progress in Edinburgh and to support further mapping of how anchor institution strategies, among all members of the Edinburgh Partnership, to enable a Community Wealth Building approach to emerge.

2.4 To progress towards an Edinburgh Partnership Commitment

To progress towards a commitment in June 2022: to long term collaboration between Edinburgh anchor institutions, supporting shared Community Wealth Building goals. This includes a commitment to the embedding of Community Wealth Building Principles, preparing for the forthcoming CWB act. As with NHS Lothian, best practice across the UK suggests that anchors work needs to be ambitious and set aspirational targets.

3.1 What is community wealth building:

- A model and approach that offers a maturing of economic development practice
- Community wealth building is a means to practically deliver on Scotland's wellbeing/inclusive growth aspirations.
- It requires a system ethos, working with what is already being done
- Not a new projects/programmes, but bending existing spending to catalyse change
- Traditionally, we have focussed on **redistribution** of wealth after it is created
- CWB is also about **pre-distribution** during and before wealth is created

3.2 Four areas of work - Democracy Collaborative & Scottish Government:

- **Policy:** across range of Scottish Government policy areas.
- **Practice:** there has been important and significant progress made in several pilot localities and regions over the past year.
 - Ayrshire region, alongside 5 other areas - Clackmannanshire, South of Scotland, Western Isles, Tay Cities/Fife and Glasgow City Region.
 - other areas, including South Lanarkshire, Moray, East Renfrewshire, Highland, West Lothian and Dundee City
- **Movement building.**
 - Industry and economic sectors are integrating CWB principles into their development and delivery approaches.
- **Legislation.** 'Community Wealth Building act'

3.3 What does it look like in Cleveland, USA: place, ownership, and institutions

The Greater University Circle Initiative has brought together 6 anchor institutions:

- Case Western University and the Cleveland Clinic with the support of the Cleveland Foundation and city government to better connect their economic output to the struggling communities directly adjacent to their campuses
- They helped incubate a network of **three employee-owned cooperatives** that are located in and employ residents from these low-income communities.

3.4 Progress on CWB in Scotland: Workforce

- Deepen practical application of Fair Work locally (e.g. Fife)
- Focus on gender pay gap (e.g. Clacks)
- Stimulate local employment through spending
- Advance employee ownership conversion

3.5 Progress on CWB in Scotland: Land & Property

- Application of land rights and responsibilities for greener, more local productive use
- Developing high streets, through greater consideration of ownership (e.g. Clacks)
- Advance VDL sites to more productive use (e.g GCR - Glasgow City Region).

3.6 Progress on CWB in Scotland: Finance

- Deepen recognition and visibility of community finance (e.g. Fife Credit union)
- Promote divestment of fossil fuels from LG pension
- Place CWB 'lens' to mainstream resource Growth Deals (e.g Clyde mission)

3.7 Progress on CWB in Scotland: Spending



- Deeper awareness and application of Community Benefits via CB (e.g. Clacks)
- Growing sectors and creating innovation within supply chains providers (housing)
- Deeper planning for and securing pipeline of contracts (apprenticeships within construction sector in GCR)
- Deepen recognition of alternate ownership as part of business support (e.g. Clacks)
- Increase role of employee ownership/cooperative development (e.g. Fife)
- Increase recognition of inclusive ownership as part of public sector supply chain– procurement and commissioning (e.g South of Scotland)

3.8 Progress on CWB in Preston: over 5 years

Progress on CWB in Preston was measured and the changes over 5 years were:

- £70m more for city economy
- £200m more for regional economy
- Created 1600 more jobs
- 4000 more people - paid real living wage
- Cooperative development network
- Using local pension funds – local investment
- North West Community bank

3.9 Progress on CWB in Edinburgh: Edinburgh Social Enterprise (ESE)

- Working with CEC and other stakeholders/partners to explore how supply chains can be extended to small, community based social enterprises/third sector orgs.
- Via small value spends to start, on items such as venue hire/catering/corporate gifts
- Can CEC and all anchors incentivise larger contractors to use SEs in supply chains?
- Developing ESE as a single point of entry for anchor institutions looking to purchase from Social Enterprises and socially aware businesses
- Promoting the net zero benefits of local supply chains and shopping locally

3.10 Progress in Edinburgh: Edinburgh BioQuarter - Community Impact Strategy

- Enterprise – one of five key themes
 - Increased spend and flow of wealth to local communities
 - Increased entrepreneurship within communities
 - **Employment with suppliers and self-employment for local people**

3.11 Progress on CWB in Edinburgh: Capital City Partnership & City Region Deal

The project is made up of partners, Capital City Partnership, West Lothian Council & Go Beyond (with funding through the Regional Recovery & Renewal fund).

- Aim: to accelerate existing CWB agendas to a regional level and to help amplify activities across the 6 local authorities, embedding the ethos within all levels
- Engagement at a local level, with anchor networks and key stakeholders
- **Promotion of a new portal for Community benefits**
- Identifying and sharing good examples of CWB to help inspire change
- Collaborative Working & a Community of Practice
- Creating A CWB Toolkit: identifying examples of CWB across the pillars
- Create A Video: showcasing examples to inspire & bring CWB to life



3.12 Progress on CWB in Edinburgh: GoBeyond, a CWB Partnership in SW

GoBeyond is a CWB Partnership in SW Edinburgh, Big Hearts, Space & Whale Arts

- Social Investment Scotland and Community Shares Scotland advice
 - Enabling small business owners/workers to get advice
 - Advice on business ideas, loans and ideas related to local land/property
- **Dumbeg Park Kickabout - Wester Hailes**
 - Working collaboratively with local residents to re-design and upgrade the local kickabout park in the area. An exciting gathering is planned on next steps.
 - Wealth of feedback from the local residents survey in the area, City of Edinburgh Council have completed some tidy up work of the area

3.13 Progress on CWB Lothian wide: NHS Lothian

NHS Lothian Board has agreed to developing its role as an Anchor Institution as part of its work on pandemic remobilisation and tackling inequalities.

Key issues that have been raised so far include

- Living Wage Accreditation for NHS Lothian
- Housing supply and its impact on NHS Lothian staff recruitment and retention
- Extending the scope of community benefit clauses beyond construction programmes (note that local authority procurement appears to offer more flexibility than NHS Scotland procurement). e.g. public health partnership teams can facilitate local intelligence to inform NHS Lothian procurement wish-lists.
- NHS capital planning assumptions: opportunities to work with local authority spatial planning and housing teams to establish shared population projections to inform demand e.g. draft West Lothian Planned Housing Report
- Core funding for welfare rights and income maximisation service provision at NHS Lothian hospitals
- Ensure NHS Lothian's pioneering employability programmes provide entry level opportunities and development prospects across the whole organisation

The Programme Board will develop an agreed workplan which will prioritise action for the remainder of 2021-22:

- Developing as an Anchor Institution will provide a strong basis for preventative work and work tackling inequalities across NHS Lothian. The Programme Board is focused initially on ensuring the NHS Board is delivering best practice across the five anchor work areas. Best practice across the UK suggests that anchors work needs to be ambitious and set aspirational targets.

3.14 Next steps on CWB in Edinburgh

EVOC is one partner in the TSI, Third Sector interface, with Volunteer Edinburgh and Edinburgh Social Enterprise. EVOC and the TSI are *not* anchor institutions.

The TSI works with the communities and organisations that could thrive with a focus on CWB, as a component of the Edinburgh Partnership focus on a 'Good Place to Live'.



EVOC will work with the Edinburgh Partnership to support further mapping of anchor institution strategies, among all members of the Edinburgh Partnership, to enable a Community Wealth Building approach to emerge.

Our joint aspiration at the Edinburgh Partnership would be to put in place a series of recommendations to take forward areas such as inclusive growth, with a first major step being **local, progressive procurement** and for the future, that anchor institutions work on CWB needs to be ambitious and set aspirational targets.

4. Contact

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Links

NHS Lothian as an anchor institution, EVOC AGM Presentation 2021
<https://www.evoc.org.uk/wordpress/wp-content/media/2021/11/Dona-Milne-Presentation-EVOC-Conference-2021.pdf>

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>

Health Institutions as Anchors – CLES
<https://cles.org.uk/publications/health-institutions-as-anchors-establishing-proof-of-concept-in-the-nhs/>

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>