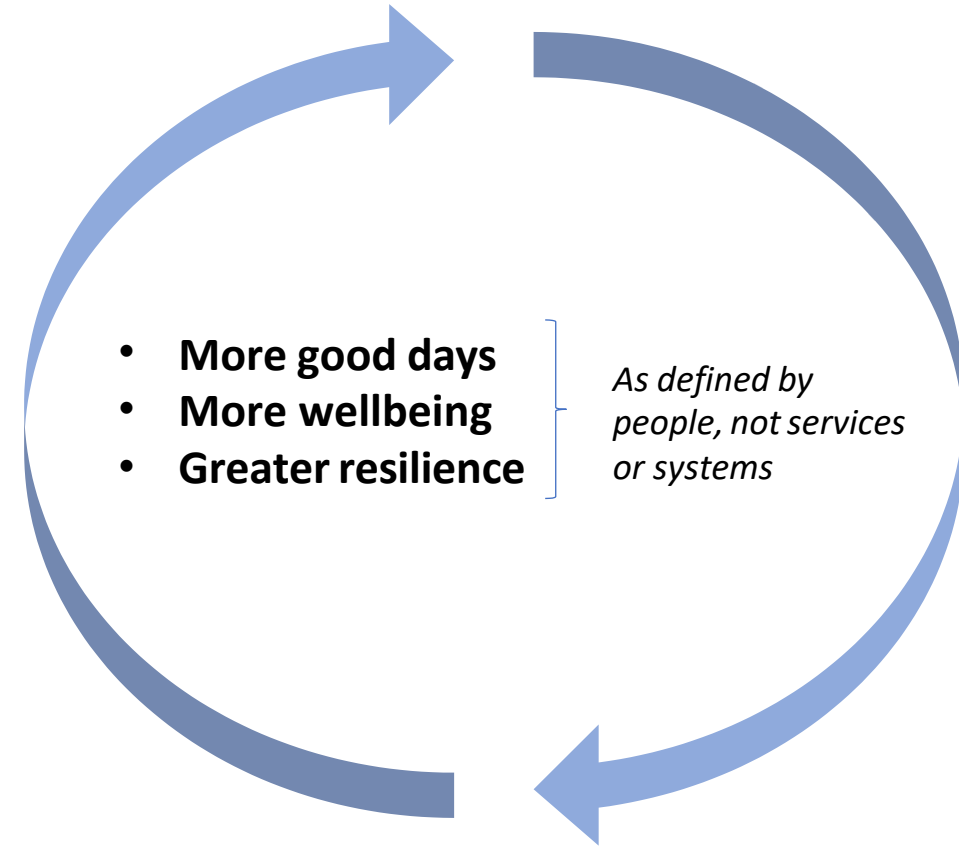


**Edinburgh Community Wealth Building**  
Edinburgh's why: the case for the approach

# Edinburgh Community Wealth Building Purpose



## Edinburgh Community Wealth Building Foundations



- *Talent*: use what we have in communities
- *Trust*: relationships and impact
- *Tangibles*: clear asks and clear actions
- *Transparency*: spaces people connect in eg Gala Days
- *Time*: right investment across time
- *Things*: make better use of what we already have

**Edinburgh Community Wealth Building**  
Building the Conditions

## Edinburgh Community Wealth Building

Spaces for participation

[eg Gala days, partnerships etc ]



- *Talent*: use what we have in communities
- *Trust*: relationships and impact
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## Edinburgh Community Wealth Building Conditions



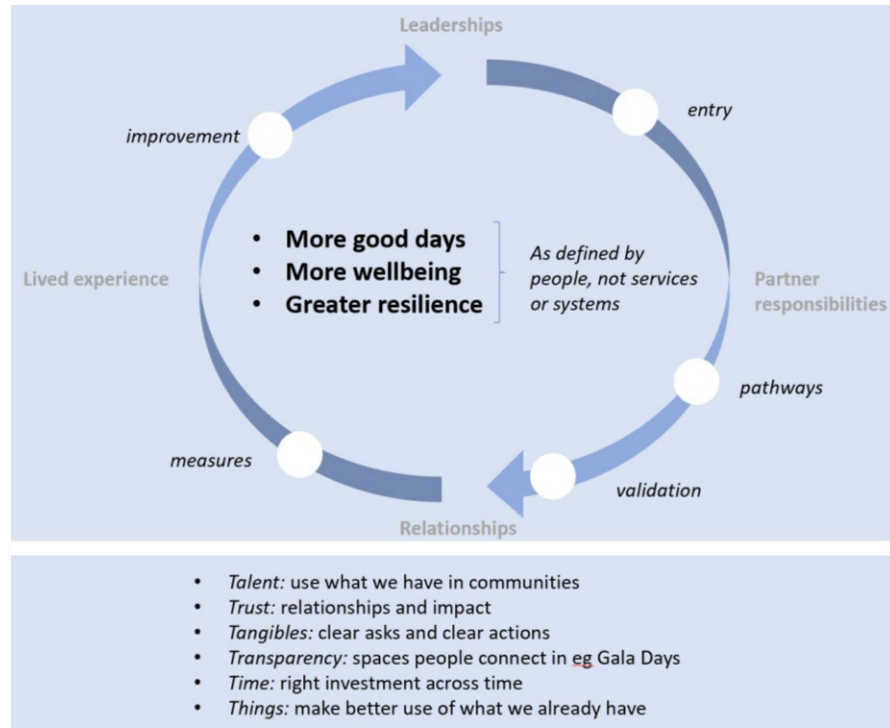
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# Edinburgh Community Wealth Building Mobility



- *Talent*: use what we have in communities
- *Trust*: relationships and impact
- *Tangibles*: clear asks and clear actions
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- *Time*: right investment across time
- *Things*: make better use of what we already have

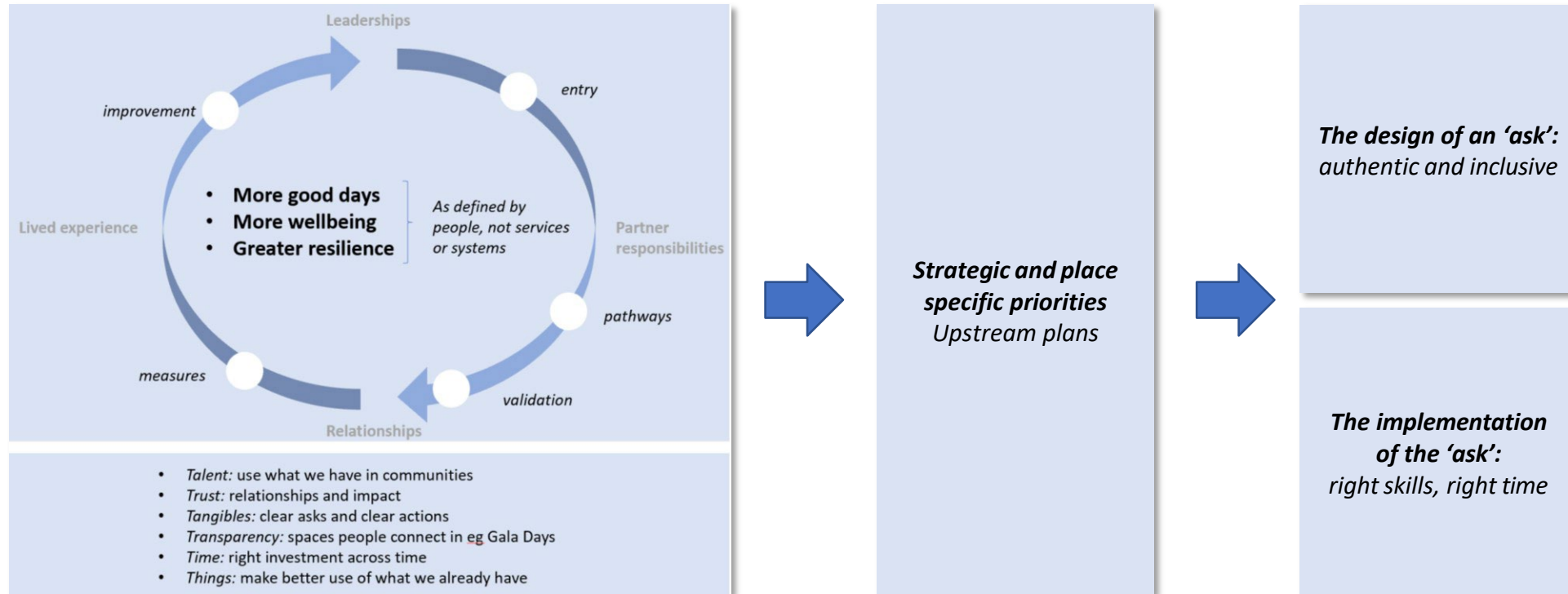
# Edinburgh Community Wealth Building Resourcing



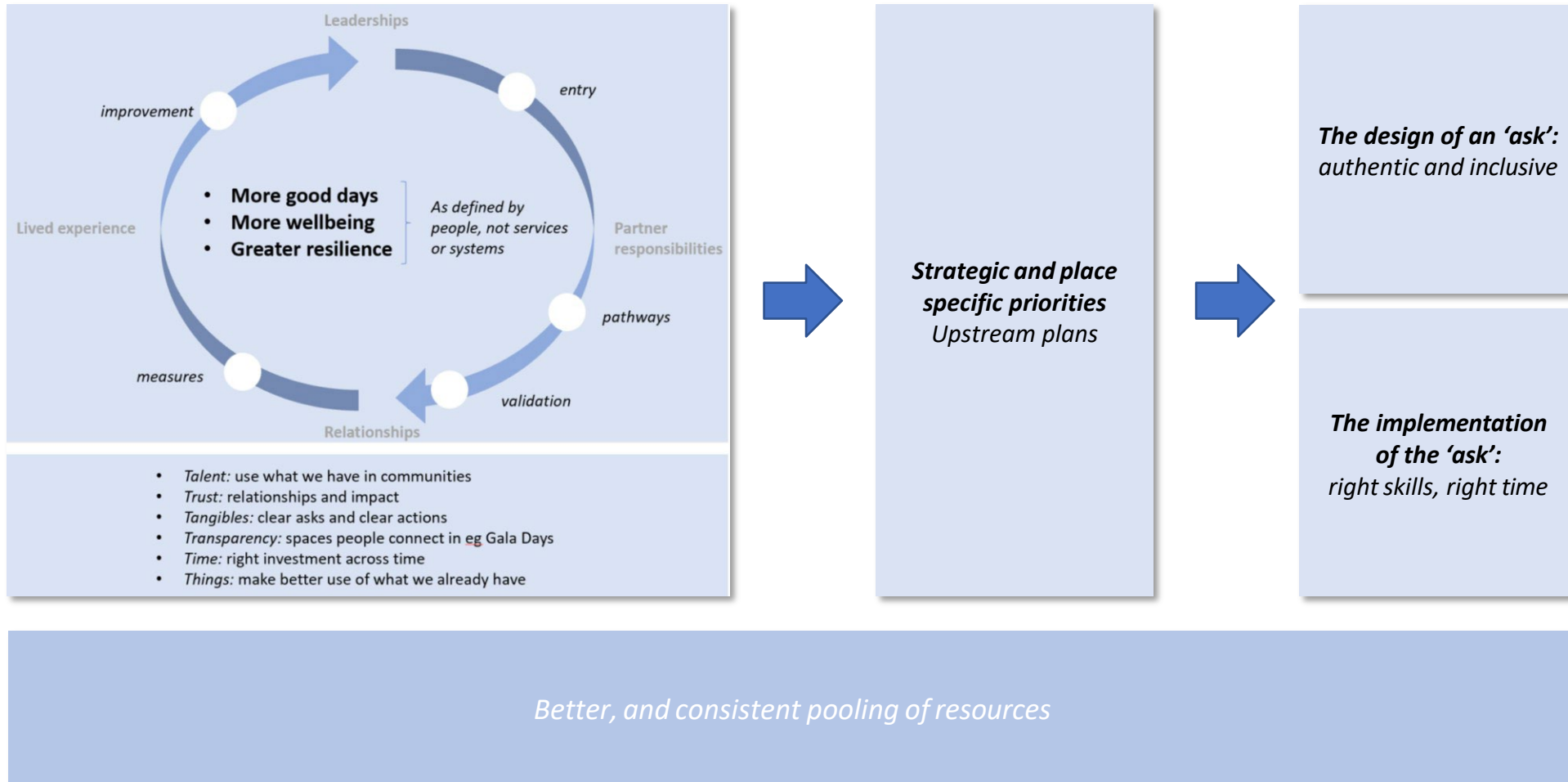
***Strategic and place  
specific priorities  
Upstream plans***



# Edinburgh Community Wealth Building Resourcing

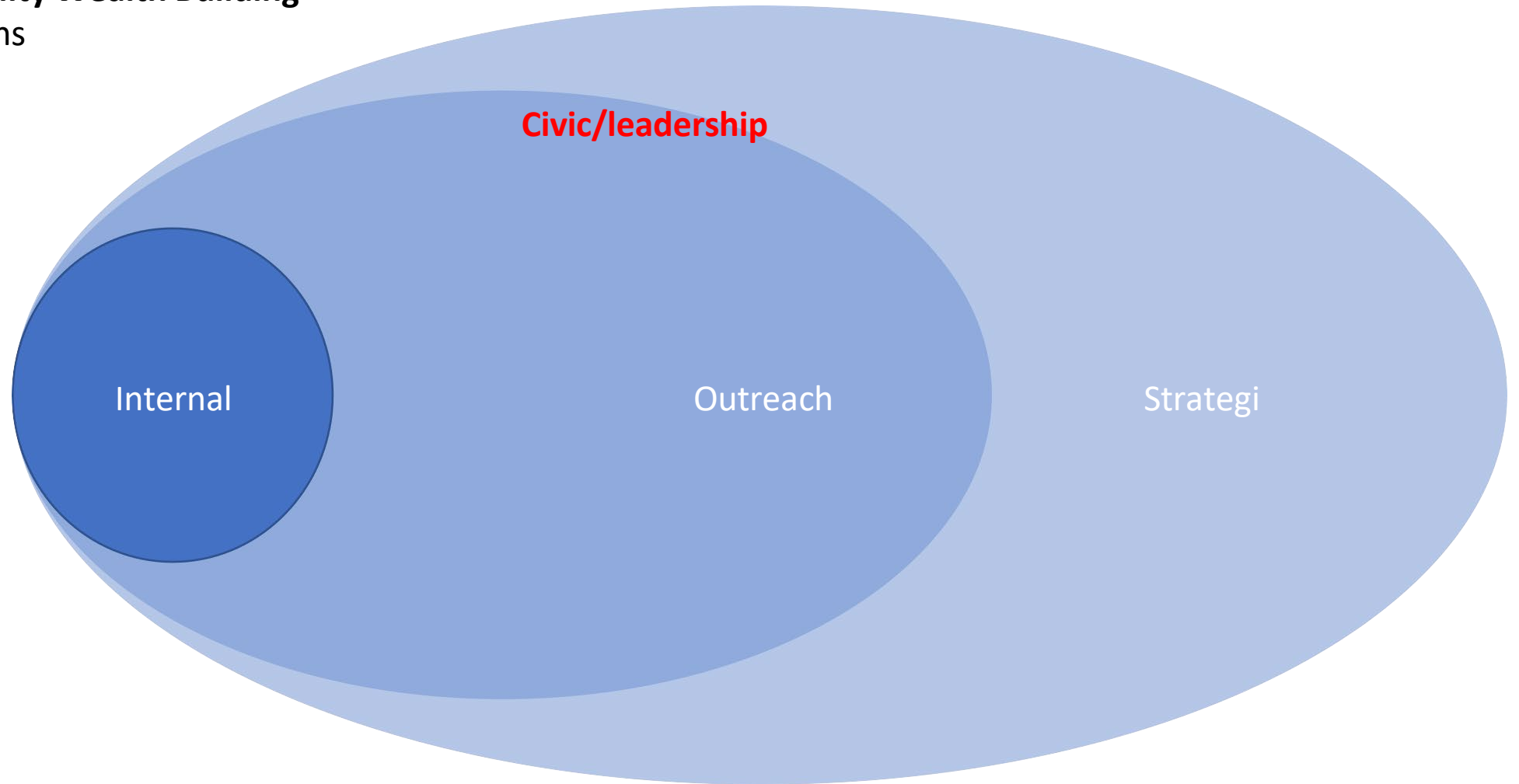


# Edinburgh Community Wealth Building Resourcing



**Edinburgh Community Wealth Building**  
Anchor Organisations

**Edinburgh Community Wealth Building**  
Anchor Organisations

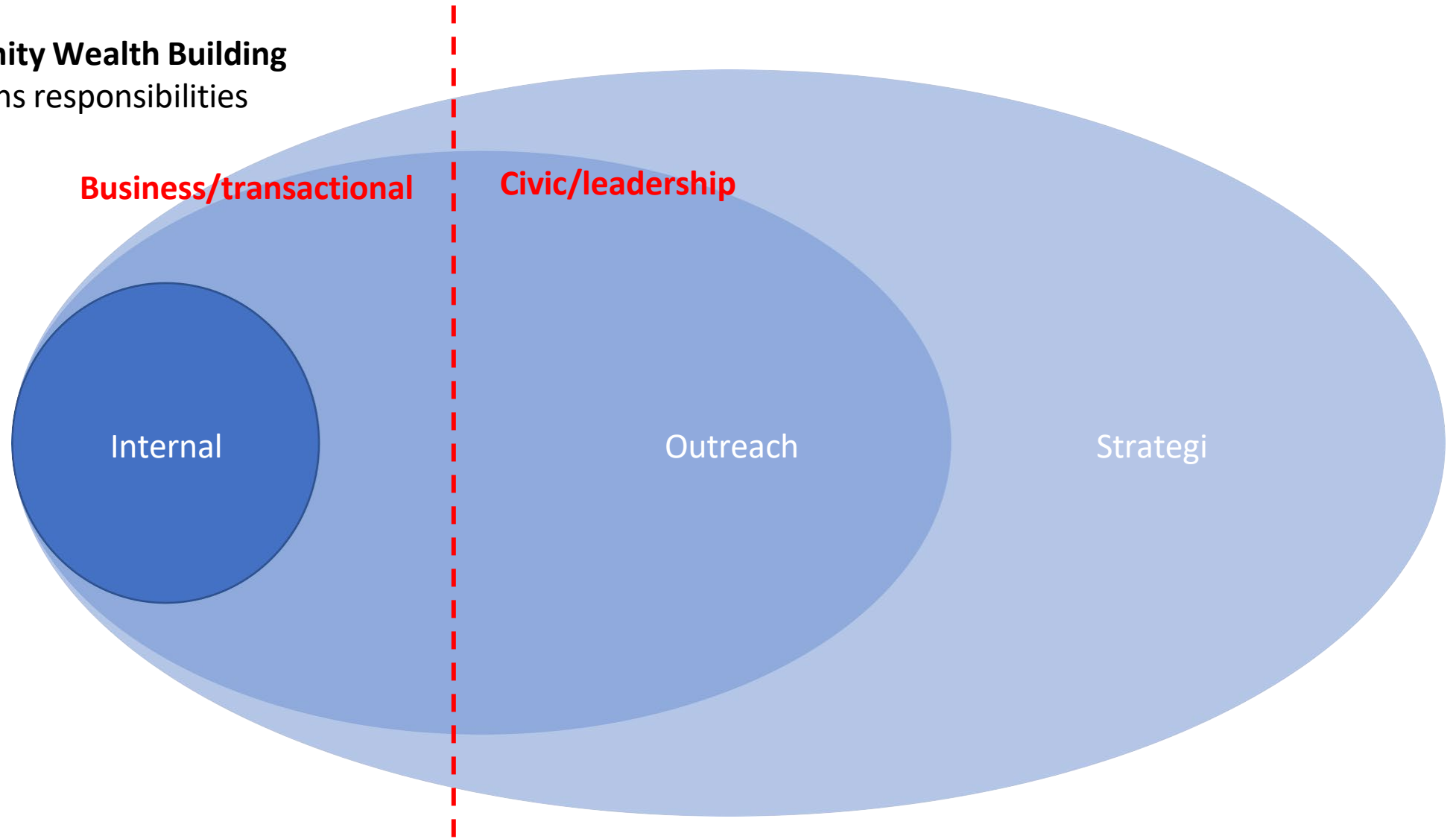


- *Fair work*
- *Procurement*
- *Development*

- *Community engagement*
- *Widening access*
- *Projects*

- *Civic leadership*
- *Strategic partnerships*
- *Major funding*

**Edinburgh Community Wealth Building**  
Anchor Organisations responsibilities



- *Fair work*
- *Procurement*
- *Development*

- *Community engagement*
- *Widening access*
- *Projects*

- *Civic leadership*
- *Strategic partnerships*
- *Major funding*

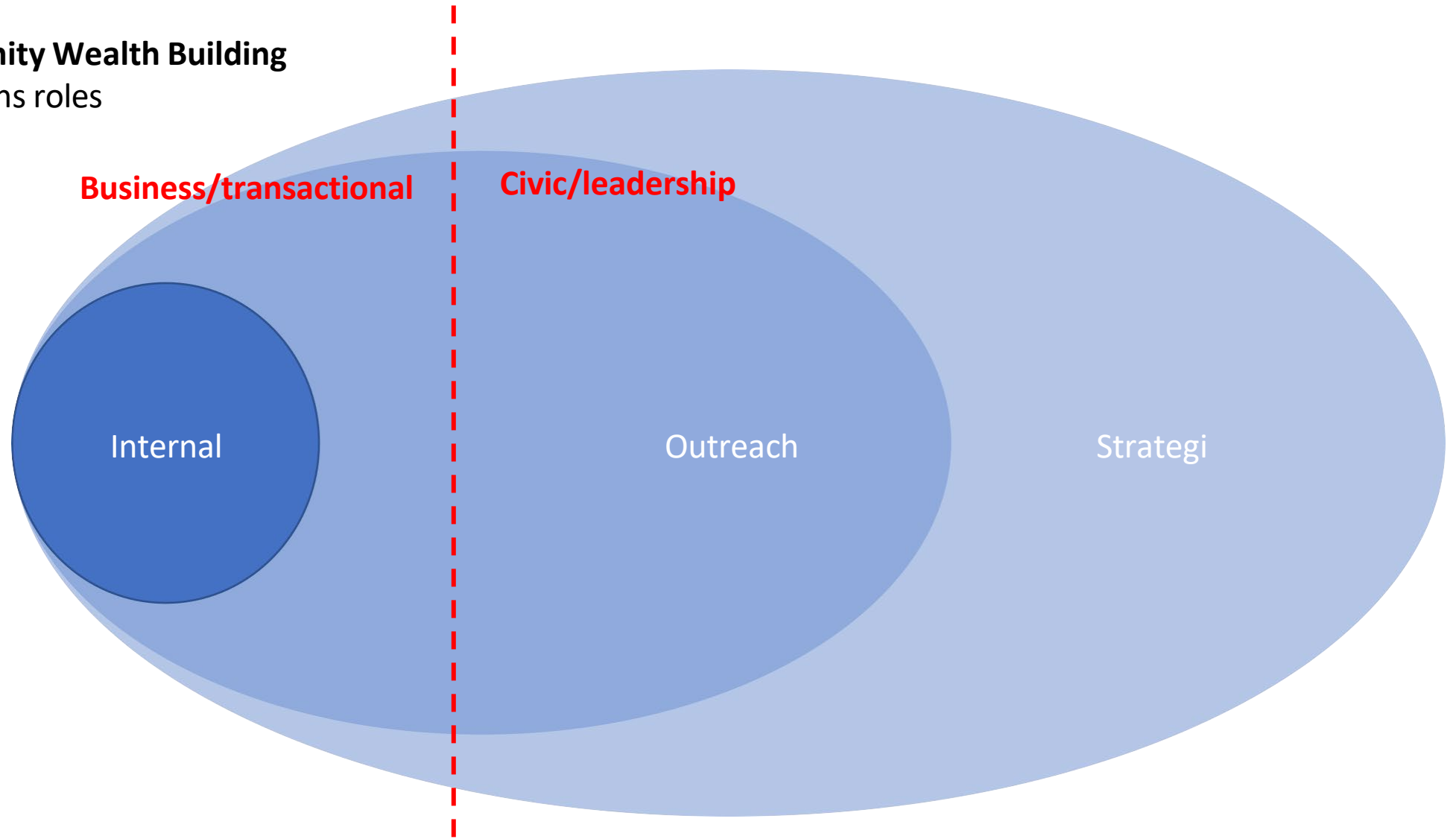
# Edinburgh Community Wealth Building

## Anchor Organisations roles

- Purpose
- Commitment
- Leadership
- Coherence
- Shared goals
- Theory of change



- Strategic role, not a 'tick box'
- Applies to organisations, regardless of scale



- *Fair work*
- *Procurement*
- *Development*

- *Community engagement*
- *Widening access*
- *Projects*

- *Civic leadership*
- *Strategic partnerships*
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**Edinburgh Community Wealth Building**  
Community Capacity

# Edinburgh Community Wealth Building

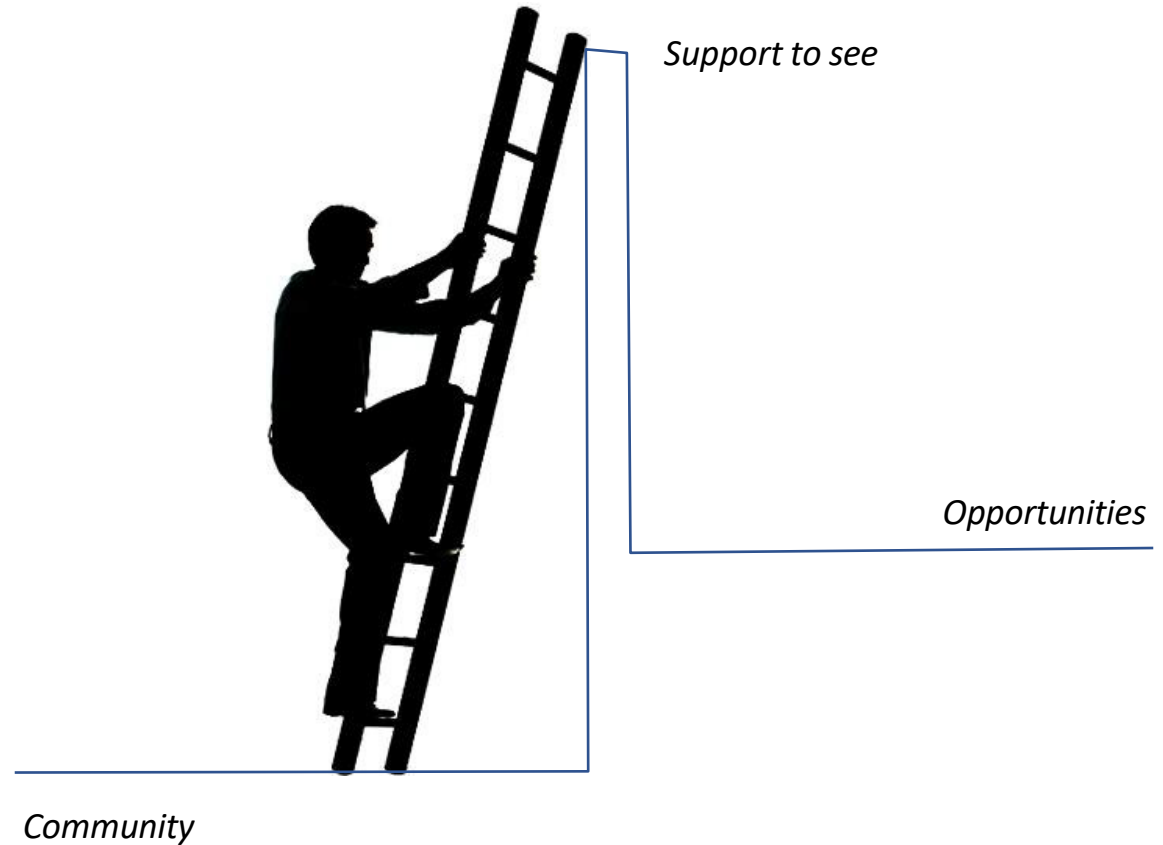
## Community capacity

### More transparency, more support enables communities:

- Advocate better
- Leverage investments
- Create time and capacity
- Hold organisations to account

### More trust needs:

- Address past negative experiences
- Address failed attempts
- Meanwhile action between strategy
- Address covid impact of rising pressures, extra responsibilities, reducing volunteers, resource issues





# Edinburgh Community Wealth Building

## Community capacity

### More transparency, more support enables communities:

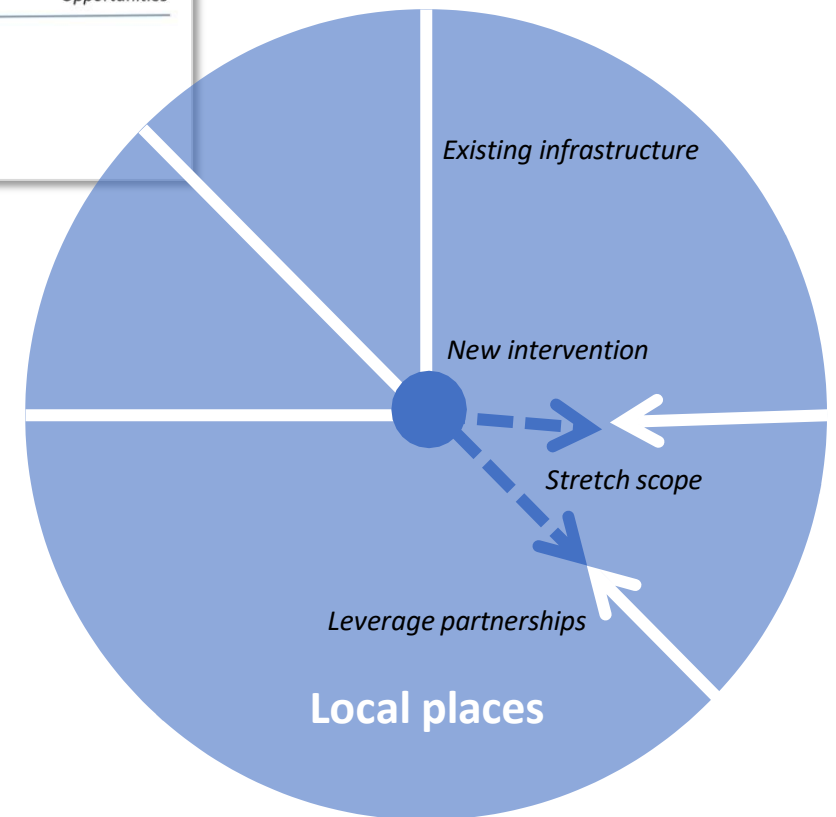
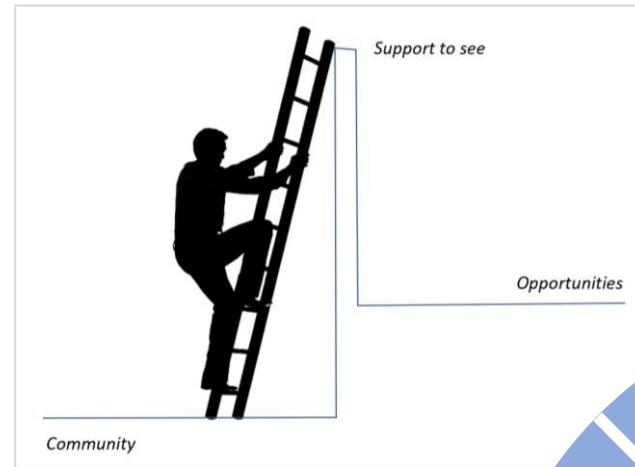
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### More trust needs:

- Address past negative experiences
- Address failed attempts
- Meanwhile action between strategy
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### More confident community capacity can:

- Helps connect investment to existing infrastructures
- Helps stretch the scope of individual investment and action
- Helps leverage the impact of investment with partners



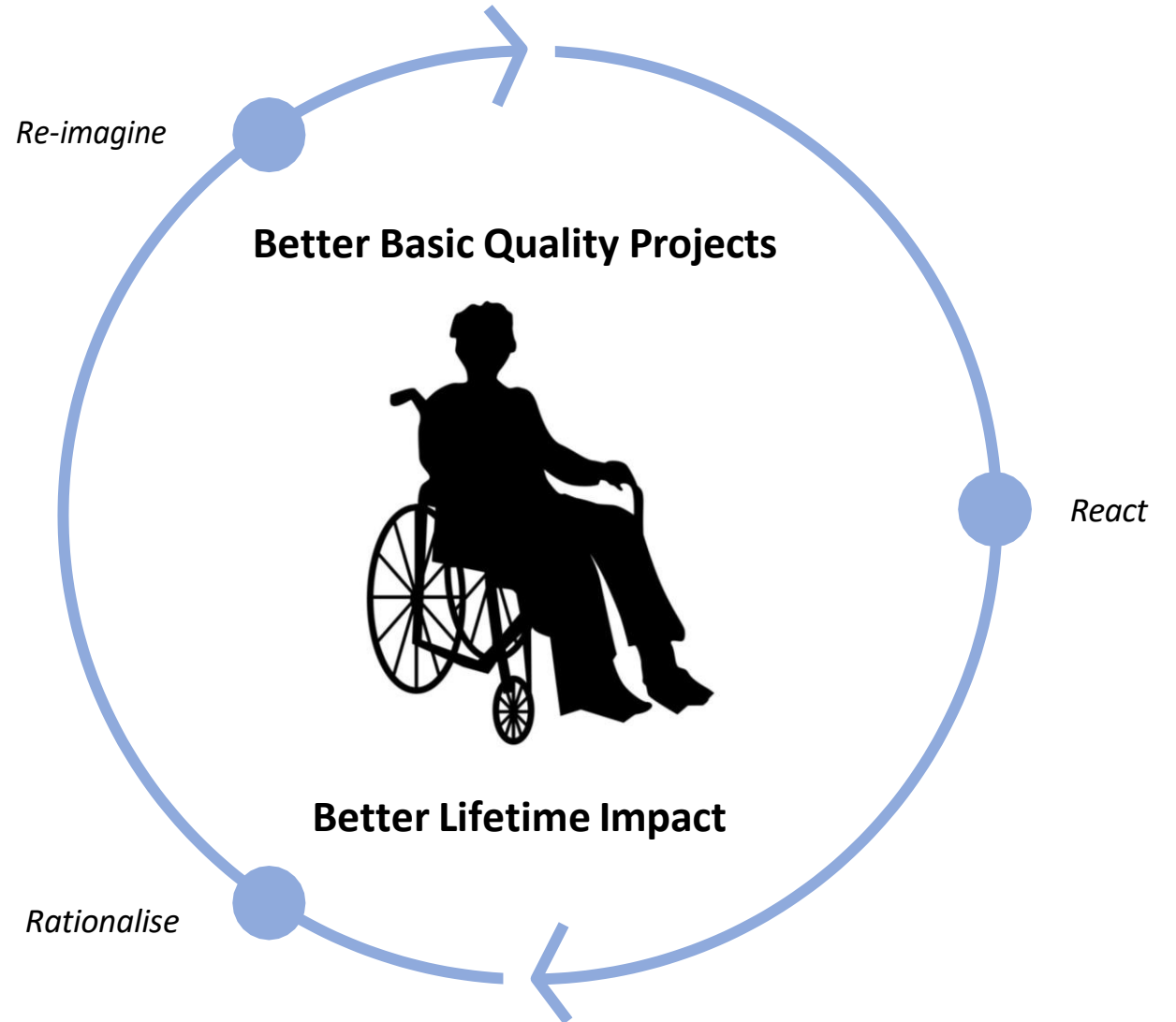
**Edinburgh Community Wealth Building**  
Projects and Participants

# Edinburgh Community Wealth Building

Business as usual investment for impact

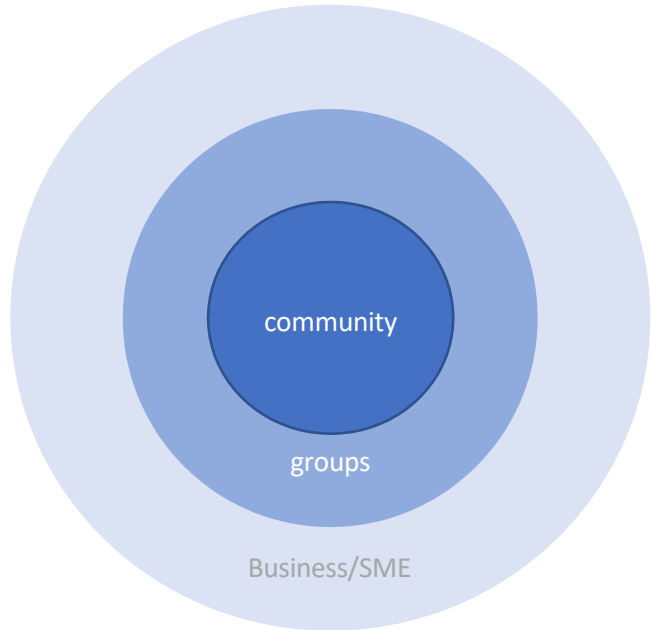
## Project design should:

- Do the basic better
- Not use social value to top up deficits
- Build in lifetime benefits
- Consider the different community needs as communities change
- Build in better projects as investments and services react to change [eg energy cost, inflation], rationalise [eg service change or cuts], re-imagine [eg new ways of working]
- Support existing businesses and SME's; nurture and develop what already exists

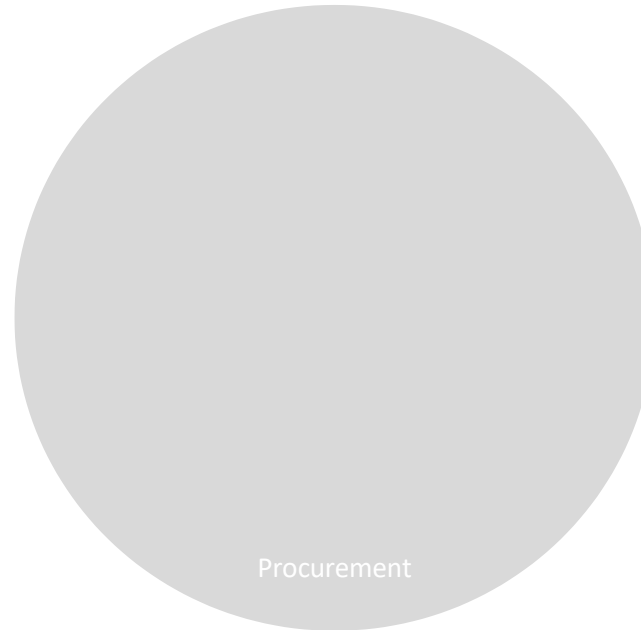


## Edinburgh Community Wealth Building

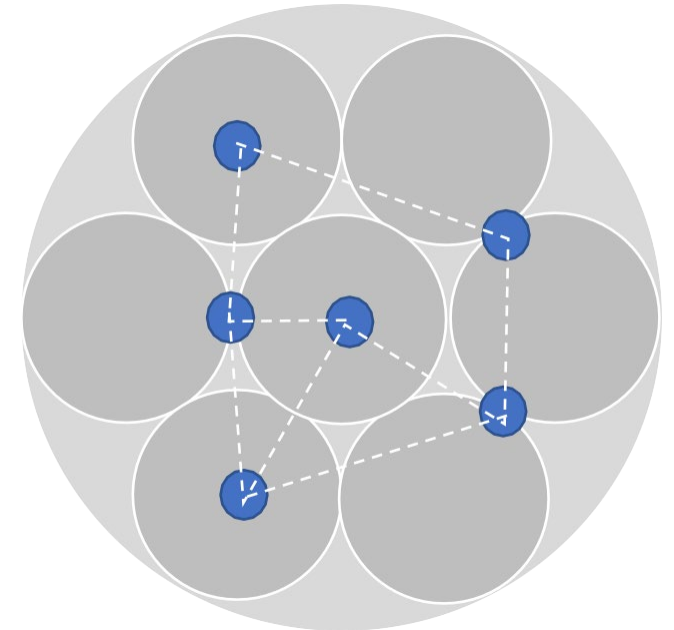
Supporting existing businesses, SME's & Community Anchor Organisations



- *Map what we have*
- *Visualise what exists*
- *Create frameworks for procurement*
- *Share success stories*



- *Make best use of existing procurement rules and people*
- *Build on changing procurement rules*
- *Highlight gaps, issues, challenges*



- *Share capabilities; big organisations support small*
- *Grow capabilities*
- *Develop area based procurement partnerships*

## **Edinburgh Community Wealth Building**

Towards a paper for leaders . . . . .

# Edinburgh Community Wealth Building

## Report Structure

### Purpose

- Creating more good days

### Criteria

- Trust, lived experience, existing business etc

### Coherence

- Collective responsibility
- Targeting all city resources and spend
- Commissioning, partnering, enabling

### Conditionality, accountability, measurement

- City Community Plan
- Rules of the game
- Shared accountability

### Resources

- Better basic projects
- Community alternatives to deliver
- Adding value to existing decision chains
- Long term funding
- Contract participation

### Procurement

- Whole city/local
- Right partners, right scale

### Credibility and capacity

- Make space for SME/community
- Entrepreneurship skills
- Share capacity/enabling models
- Co-ordination and transparency on opportunities

### Meanwhile

- Easy wins
- Immediate actions
- Feedback loops

### Learning

- Share learning
- Shared access
- Shared measures of success
- Catalogues of models
- Stress testing alternatives

### Integration and leverage

- Project scope
- Benefits realisation

Inform priorities for the  
5 elements of CWB in  
Edinburgh

# Edinburgh Community Wealth Building

## Reflections

- Make Community Wealth Building about Edinburgh's real contexts
- Bring focus to lived experiences
- Create space to think and learn
- Build this as the 'business as usual' approach
- Follow the money: target financial directors with targeted agenda
- Get key players on board
- Build credibility in delivery
- Address missed links in single purpose community organisations
- Strengthen the case for CWB approach and set out the benefits
- Tackle silo working
- Build greater focus on additionality benefits and collaboration
- Develop more clarity on procurement scales and possibilities
- Understand city drivers for community wealth building: fiscal challenges or locality improvement
- Target money we are already about to spend in the city [circa £2bln in construction alone]: do more with this
- Develop co-operative models
- Build greater focus on predistribution of wealth
- Learn from successful community models eg Development Trust on Uist, major landowner and community anchor
- Target actions: 10% of budgets over the next 10 years on 10 key things
- Build frameworks for social enterprises
- Build agreements for social enterprise eg buy sandwiches from social enterprise x times per year
- Use and build on things we are already doing
- Turn up the dial and the asks on the circa £2billion that we are already spending
- Look at projects within the £2billion; up the ask on community benefit asks – not necessarily case, but support, skills, capability, leverage etc
- Monitoring of community benefit asks; who is doing what, who has done what, who hasn't
- Auditing asks and impacts, accountability collectively
- Support the landscape of existing SME's and businesses in the city
- Support development and sustainability and improvement of existing SME's
- Use Financial Directors to influence and co-ordinate actions on other Financial Directors
- Be ambitious on principles and aspirations
- Be practical on immediate actions
- Target actions; choose 1-2 things to do well and set examples of success
- The next year will be brutal

# Edinburgh Community Wealth Building

## Reflections 1

- Improve projects to do basics better and deliver more social value through briefing and gateway review
- Build more asks and sustainability into the design of community benefit asks
- Procurement can sometimes be more radical around enabling community impact; work with officers, maximise existing possibilities
- Share knowledge
- Target entry points in procurement; share more information, educate people, build meet the buyer events for social enterprise and SME's
- Things move quick in Edinburgh. Build systems and processes to keep people/organisations up to speed with what is happening, opportunities, changes so people can manage change and make better plans
- How do we engage people and communities on this; make it simple
- Ensure communities understand it
- Ensure SME's see this potential and are supported eg St Andrews chip shop in Portobello
- Anchor organisations in the private sector/small businesses; 'Everyone's Edinburgh'