

North Ayrshire Council

## **Community Wealth Building (CWB) Commission**

### **Note of Meeting of CWB Commission held on 13 December 2022**

#### **Present**

Councillor Marie Burns, Leader of North Ayrshire Council (Chair)

Councillor Anthony Gurney, North Ayrshire Council

Councillor Margaret Johnson, North Ayrshire Council

Councillor Douglas Reid, Council Leader, East Ayrshire Council

Councillor Jim McMahon, East Ayrshire Council

Councillor Maureen McKay, East Ayrshire Council

Councillor Bob Pollock, South Ayrshire Council

Russell McCutcheon, Executive Director (Place), North Ayrshire Council

Caitriona McAuley, Head of Service (Economic Development and Regeneration), North Ayrshire Council (Lead Officer – CWB Commission)

Caroline Cameron, Director, Health and Social Care Partnership, North Ayrshire Council

Kaileigh Brown, Executive Director, The Ayrshire Community Trust (TACT)

Ian McMeekin, Area Commander, Local Senior Officer for Ayrshire, Scottish Fire & Rescue Service

Derek Frew, Ayrshire Division Partnership Lead Officer, Police Scotland

Lesley Bowie, Board Chair, NHS Ayrshire & Arran

David Davidson, Assistant Principle for HR and OD, Ayrshire College

Derek McCrindle, Head of Place, Scottish Enterprise

Katie Kelly, Deputy Chief Executive, East Ayrshire Council (Observer)

David McDowall, Head of Economic Growth, East Ayrshire Council (Observer)

Jude King, Programme Manager (Ayrshire Growth Deal Community Wealth Building Programme), North Ayrshire Council (Observer)

Margaret Scott, Community Wealth Building Locality Officer, South Ayrshire Council (deputising for Mark Greaves)

Brian Connolly, Specialist – Partnerships (Innovation and Place), Scottish Enterprise (guest)

Lynn Sproat, Senior Programme Manager Community Wealth Building, NHS Ayrshire and Arran (guest)

#### **Secretariat**

Emma McMullen, Senior Manager, Economic Policy, North Ayrshire Council

Mhairi Paterson, Community Wealth Building Coordinator, North Ayrshire Council

## **Apologies**

Councillor Tom Marshall, North Ayrshire Council

Craig Hatton, Chief Executive, North Ayrshire Council

Audrey Sutton, Executive Director (Communities and Education), North Ayrshire Council

Allison Craig, Programme Manager, Ayrshire Growth Deal

Mark Greaves, Coordinator – Places, South Ayrshire Council (Observer)

Jane Bradley, Director Strategic Change and Communities, South Ayrshire Council

## **1. Welcome and Apologies for Absence**

The Chair noted the apologies submitted and welcomed everyone to the meeting.

## **2. Minutes from Previous Meeting**

The Minutes of the last meeting held on 26 October 2022 were approved with no further matters arising.

## **3. NHS Ayrshire and Arran Update**

Lynn Sproat, Senior Programme Manager for CWB, provided a presentation on the CWB approach within NHS Ayrshire and Arran. It was noted they are the first health board in Scotland to appoint a CWB Programme Manager, demonstrating the commitment of the organisation to embedding CWB. Several priorities for the organisation were noted including developing a CWB Programme Board and ensuring appropriate internal governance for CWB, a CWB communication and engagement plan, completion of a CWB self-assessment and development of a CWB strategy and action plan. A discussion noted the following points:

- The importance of appointing a dedicated programme lead adds capacity and ensures a coordinated approach.
- The leadership demonstrated by NHS AA in appointing a CWB programme lead and the ambition to take forward and embed CWB within the organisation is impressive.
- It was noted that NHS AA procurement spend within Ayrshire is quite low and a number of areas were being considered to improve this including analysis of local spend and procurement wave-planning, potential lotting of contracts and working with the Supplier Development Programme and local suppliers. However the limited capacity of staff within the procurement team is a challenge.
- Important to think strategically about how to increase local spend for Ayrshire Anchors which involves consideration of barriers that can feed into a consultation on the CWB Act. It is important to look at prominent sectors within the local economy and think about a collaborative approach to maximising opportunities. Activity in relation to procurement relates to the Regional Economic Strategy and the Plural Ownership pillar of CWB. We should seek to scale up local activity through cooperative or consortium bids.

- A regional and sector approach is essential and putting capacity into this is important and investments will be required to ensure connections between activities. A network of dedicated staff may be required to work across Ayrshire and avoid duplication.
- It was noted there are a wide range of career opportunities within NHS AA and there is a programme of work underway to engage young people about opportunities through schools and colleges.
- The role of the Supplier Development Programme is important and should be considered within future procurement workstream meetings.

#### **4. Lead Officer Working Group Update**

Emma McMullen provided an update on the Lead Officer Working Group (LOWG) and noted the most recent meeting was held on 15 November 2022. The agenda included updates on the Land and Assets, Fair Employment and Procurement workstreams, Ayrshire Growth Deal Community Wealth Building project, the Ayrshire Regional Economic Strategy and a presentation from NHS Ayrshire and Arran on their CWB approach and activities. LOWG officers highlighted a need to increase understanding and awareness around the Plural Ownership pillar to allow Anchors to support development of this pillar and grow more diverse businesses. To help address this need a Plural Ownership workshop is being planned for LOWG officers in January. The following points were raised during discussion:

- It was noted that plural ownership is a really important tool, particularly in the current economic climate as diverse ownership models can be more resilient to economic shocks. It is incumbent on business advisory teams to be familiar with different models and communicate to businesses.
- Understanding the plural ownership pillar can be a challenge, however it has the potential to be transformational. It may be that diverse business models are more suited to some sectors than others.
- There are links between the ownership and land & assets pillars when considering the reuse and repurposing of assets. There are opportunities for support through [Community Shares Scotland](#) and the [Plunkett Foundation](#).
- It is important to align ownership to needs of the community and should be closely linked to placemaking.
- Example of Newmarket Street in Ayr with business owners working with Cooperative Development Scotland and considering development of a consortium to enhance business resilience.

#### **5. Land and Assets Update**

Brian Connolly provided an overview of the work undertaken by Scottish Enterprise to map surplus assets in Ayrshire. It was noted that Scottish Government are also looking at mapping assets nationally and this should be considered to avoid duplication. There are challenges around different definitions of surplus / under-utilisation across Anchors and to ensure a consistent approach it will be necessary to rationalise definitions as well as ensure data is regularly updated. A dedicated “broker role” would add value by working across Anchors to link opportunities. Discussion points included:

- Case studies would be useful here to demonstrate best practice and encourage a more proactive approach. Examples from elsewhere in Scotland or the UK could be helpful.
- It was noted there is significant opportunity within this pillar however Scottish Enterprise do not have the local knowledge and detail so an alternative organisation may be more suited to leading.
- Community Asset Transfer is a focus of activity in East Ayrshire and can link to Regeneration Capital Grant Funding (RCGF).

## **6. Ayrshire Regional Economic Strategy**

Emma McMullen, Senior Manager for Economic Policy at North Ayrshire Council provided a progress update on the development of a Regional Economic Strategy for Ayrshire. The vision of creating an inclusive and wellbeing economy via the principles of CWB was outlined and linked to enablers including the Ayrshire Growth Deal, CWB Commission and Recovery and Renewal Workstreams. Workshops for action planning will take place in the new year.

- The significant progress in development of the strategy was welcomed and acknowledged that case studies are very useful in communicating success and best practice.
- Good quality, higher paid employment was acknowledged as a key route out of poverty and has important links to the strategy.
- It was noted that support for enterprise and communities are important however quality jobs within the 3<sup>rd</sup> Sector can be a challenge.
- Transport was noted as a key challenge and it will be important to lobby Scottish and UK governments.
- Digital connectivity can also pose a challenge and there may be opportunities to improve and enhance through the AGD.

## **7. Ayrshire Growth Deal Community Wealth Building Fund – Project Update**

Jude King provided an overview of a session with CWB locality officers which gathered their thoughts and reflections on the programme so far. Learnings from the session will be used to inform how the programme develops. Following on from a previous request to breakdown the numbers of 3<sup>rd</sup> sector organisations supported by the programme, it was noted that a total of 66 3<sup>rd</sup> Sector organisations had been supported so far which equates to 13% of all organisations supported by the programme. A total of 36 3<sup>rd</sup> Sector organisations have received financial assistance through the programme (equates to 23% of all organisations which have received financial assistance). It was noted that a mid-term review and evaluation of the programme will take place in the new year. An in-person gathering for the programme will be held at Ayrshire College in Kilmarnock in February / March and will include CWB experts and examples of programme activity. Discussion points included:

- The information regarding 3<sup>rd</sup> Sector organisations was helpful. A summary of support provided to 3<sup>rd</sup> Sector would be useful to share with the sector.

- Activities of the programme should become business as usual which the Regional Economic Strategy could seek to embed over the longer term.
- Case studies and examples across different workstreams / activities are helpful to illustrate progress.

## **8. Anchor Partners Updates**

### **East Ayrshire Council**

- A CWB Annual Report will be taken to cabinet in January.
- The pan-Ayrshire Food and Drink Framework which has been broken down into seven lots was highlighted to South and North Ayrshire Councils.
- The Clean Growth workstream is finalising procurement for a regional energy masterplan.

### **South Ayrshire Council**

- Procurement is the biggest lever with aspirations to grow local spend further. A Community Benefits Wish List has been developed.
- Noted that plural ownership is most challenging and takes time however some examples starting to develop here (e.g. Newmarket Street, Ayr)

### **Police Scotland**

- Meetings arranged with HR to develop Modern Apprenticeship approach.
- Staff will move out of Ayr Police Station in March. There is an opportunity to consider the future of the old Ayr Police station.
- Kilwinning Police Station will be available for CAT and willing to consider opportunities for this.

### **Scottish Fire and Rescue Service**

- Successfully procured world's first electric engine from Emergency One in Cumnock. There is an opportunity to promote skills like this in Ayrshire.
- A cardiac arrest strategy has been developed through community benefits in procurement with 900 members of the public trained.

### **The Ayrshire Community Trust (TACT)**

- A Third Sector Forum is to be developed in NAC to ensure alignment with economic development.
- Suggested a consistent messaging approach to CWB across the Anchor partners.

## **9. Future Commission Meetings – frequency and format**

It was agreed future meetings should be hybrid and continue to be held quarterly. Future items include:

- CWB Legislation Consultation and development of a CWB Commission response.
- RES should be a standing item.
- Standing item on relevant case studies.

## **10. AOB**

No further matters were raised and the meeting was closed.