

North Ayrshire Council

Community Wealth Building (CWB) Commission

Note of First Meeting held on Tuesday 17th September 2019

1. Welcome

Councillor Joe Cullinane, Chair of the Commission, welcomed participants to the first meeting of the Commission.

2. Attendance and apologies

Councillor Joe Cullinane (North Ayrshire Council Leader) (**Chair**)
Councillor Marie Burns (North Ayrshire Council)
Councillor Alex Gallagher (North Ayrshire Council)
Councillor Robert Foster (North Ayrshire Council)
Craig Hatton (North Ayrshire Council Chief Executive)
Ian McMeekin (Scottish Fire and Rescue)
Michael Breen (Ayrshire College)
Chief Inspector Brian Shaw (Police Scotland)
Mark Newlands (Scottish Enterprise)
Barbara Hastings (The Ayrshire Community Trust)
Lynne McNiven, Joint Director of Public Health (NHS Ayrshire and Arran)
(Substitute for John Burns)
Catriona McAuley (North Ayrshire Council) (Lead Officer - CWB Commission)
Audrey Sutton (North Ayrshire Council)
Fiona Walker (North Ayrshire Council)
David Hammond (North Ayrshire Council)
Yvonne Baulk (North Ayrshire Council)
Stephen Brown (North Ayrshire Council)
Rhona Arthur (North Ayrshire Council)
Commission Secretariat
Julie McLachlan (North Ayrshire Council)
Andrew Noble (North Ayrshire Council)

Also in Attendance

Neil McInroy (CLES)
David Burch (CLES)

Apologies:

John Burns (NHS Ayrshire and Arran Chief Executive)
Mark Boyd (North Ayrshire Council)

3. Purpose of the Commission: Role and terms of reference

Councillor Cullinane set out the background to the Commission and highlighted some of the earlier work which had led up to the establishment of the Commission. He noted that the Commission's job would be about turning words into action and that the membership of the Commission may be extended in the future to include those on a 'participation by

experience' basis. The Commission agreed the remit of the Community Wealth Building (CWB) Commission which had been included in the papers.

4. CLES North Ayrshire Diagnostic Report

Councillor Cullinane introduced Neil McInroy, Chief Executive of CLES (Centre for Local Economic Strategies). North Ayrshire Council had commissioned CLES to undertake a local wealth building diagnostic report examining where North Ayrshire could take forward a CWB approach to improve the local economy. Neil gave a presentation on the context and background of Community Wealth Building. The focus of the presentation was on the five pillars of CWB and the related recommendations, 21 in total, contained in the diagnostic report. The diagnostic report also considered the potential for the £3 million funded Ayrshire Growth Deal (AGD) Community Wealth Building Fund project. The AGD project was described as an opportunity with real potential to influence the wider Ayrshire Growth Deal with the principle of Community Wealth Building through market analysis of supply, a community benefits framework and CWB weighting within procurement.

Following the presentation, Councillor Cullinane invited questions and comments from the Commission membership. There was discussion on:

- The need for early discussions around procurement and the national constraints faced by the NHS, Police and Fire and Rescue services. What can be done to support greater local procurement from national frameworks. Medical procurement and health was cited as a potential opportunity.
- The need to prioritise actions and allocate and align resources around the key recommendations contained in the report. Explore how we link this with pan Ayrshire work, and the whole AGD programme.
- There will be some recommendations that are longer term, for example a Community Bank, but other things we can begin right away and make quick wins.
- Important to align the work around CWB with the legislative framework- specifically the Child Poverty Act and the duty it places on Councils and NHS Health Boards to report annually on what they are doing to tackle and address child poverty in their areas.
- What success looks like for CWB, particularly in relation to the social economy and the need for it to be different to old approaches. It was stressed that CWB was not more of the same and that it was a different, disruptive approach to economic development.
- Workforce and demographic challenges in Ayrshire were cited and the importance of workforce planning and developing a skills pipeline to meet emerging demands - underpinning this with fair work principles. It was noted that there needs to be AGD skills planning right away.
- Risk that CWB was a top down approach. Need to ensure we find out our communities CWB ambitions. Noted NAC's Participatory City work and need for wider participatory democracy. Need to ensure a culture and approach change rather than a series of initiatives.
- The importance of women in this agenda, and that any transformation of the economy must have the role of women as a central feature through the fair work agenda.
- Measurement of success noted as important □ can develop an analytical framework that sets out the outcomes you want to achieve and measure this.
- Are there conditions around college funding that could help advance CWB, for example how do you train workers to be owners.
- Questions around the balance that exists, or needs to be struck in relation to municipalisation and the potential move to "in-housing" of services compared to local procurement activity.

- A locality focus to advance CWB can be more relational.
- What do we mean by local, how big or how small can this approach be taken in terms of place? Is there an optimum size for this approach, for example, locality/local/regional?
- The Ayrshire third sector Chief Officers are keen to discuss CWB further with NA and have invited a speaker to their upcoming conference.
- The need to review anchor spend and define what is leaking and what can be influenced.
- Need evidence of where this is already working for local authorities. Some North Ayrshire activity could already fall under the CWB banner for example the transfer of land to communities.

5. Roundtable discussion of Diagnostic Report, key findings and recommendations

Councillor Cullinane introduced the roundtable discussion of the report's key findings and recommendations. The Commission had been provided with several questions to act as a guide for their discussion. These were:

- What are your organisation's CWB ambitions?
- Considering the report, what should be the CWB priorities for North Ayrshire?
- Where are there opportunities for partnership working the findings and recommendations?

The key points of the discussion were as follows:

- Need to be ambitious with this agenda. Key task would be prioritisation and resourcing of a strategy and action plan. Appetite to engage on a pan-Ayrshire basis regarding CWB, the NAC Chief Executive will discuss this with EAC and SAC.
- An immediate action could be a dedicated CWB officer. Could this be on a pan-Ayrshire basis.
- Scottish Enterprise had part funded work by Professor Alan McGregor on an Inclusive Growth Action Plan for the Ayrshire Growth Deal, as a way of building an inclusive economy approach into the Growth Deal from the outset. There is a synergy between the work undertaken by Professor McGregor and the work around CWB. The relevant elements of this report, which makes recommendations for the full Deal, will be used to inform the AGD CWB Fund.
- Importance of community economic development to ensure the Ayrshire Growth Deal is a success.
- Discussion about the importance, opportunities and challenges presented to partners by the procurement element of CWB. For instance the barriers that exist to increasing local purchasing for partners organisations with centralised and national procurement functions. Should focus on defining what we want to do and find ways of doing it. Any national asks should be linked to child poverty targets.
- It was suggested that there should be a workshop on procurement and CWB via the Community Planning Partnership (CPP) senior officer's group. Agreed that senior officers and their key procurement contacts from partner organisations attend this workshop to address the key issues and opportunities. Focus of workshop will be to: analyse current local spend, what flexibilities are there to allow more local procurement, opportunities for collaboration.
- Could CLES work with partners to develop an Anchor Charter agreement.
- There will need to be legal advice regarding recommendation 7 on community benefits.
- There are often national programmes, for example around supplier development, which have good intentions, but these are not Ayrshire based.

- The diagnostic has taken place for NAC but need as assessment of where other Commission/ CPP organisations are placed.

Action: Andrew Noble to organise a CWB procurement workshop via the CPP senior officer's group, in advance of the next Commission meeting in December.

Action: A North Ayrshire strategy and action plan will be agreed Spring 2020.

6. Ayrshire Growth Deal CWB Fund: An Update

Julie McLachlan presented on the development of the £3 million Community Wealth Building Fund project, which is part of the Ayrshire Growth Deal Heads of Terms. North Ayrshire Council is leading on this regional project, working collaboratively with colleagues from East and South Ayrshire and with Scottish Government.

An update on the background to the project and the development of the project to date was provided. Emerging proposals around the project were outlined, including:

- A regional approach to working with public and private sector anchor institutions to:
- Work within localities to facilitate CWB activities on procurement, employment, assets and ownership.
- Promote Fair Work practices and position Ayrshire as a Fair Work region.
- Support and fund CWB activities including social enterprises, employee ownership and procurement collaboration activities.
- Encourage and support anchors, and wider AGD projects leads, to ensure their procurement practices and community benefits approach align to wider Ayrshire inclusive growth, community wealth building and locality priorities.

Julie added that the project was being developed with a view for it to be agreed and signed off by the Scottish Government by the end of the year.

The discussion following the presentation focused on:

- A suggestion that Elected Members are provided with a briefing and update on the work being done on Community Wealth Building.
- Concern that City and Growth Deals had not traditionally focused on addressing child poverty and the AGD has to be different. A measurement framework has to pay attention to this.
- Should explore if there need to be asks of Scottish Government to flex anchor institution spend.

Action: Economic Policy officers to organise an Elected Member briefing event on Community Wealth Building.

Action: A project update will be provided to the next Commission meeting in December.

7. AOB

The Chair asked if there was any further business. It was suggested that there may be potential opportunities in terms of combined spending power across the partners for purchasing utilities and so on. The Commission asked that presentations were shared. CLES offered to play a role moving forward where appropriate including facilitating meetings and training.

Action: Secretariat to share presentations.

8. Date of next meeting: Tuesday 3rd December 2019, Cunninghame House

Table 1: List of Actions

Action	Owner	Timescale
Organise a CWB procurement workshop via the CPP senior officer's group, in advance of the next Commission meeting in December.	Andrew Noble/All to invite procurement leads	November/December 2019
A North Ayrshire strategy and action plan will be agreed by March 2020.	Julie McLachlan	March 2020
Organise an Elected Member briefing event on Community Wealth Building.	Andrew Noble/Julie McLachlan	December 2019
An AGD project update will be provided to the next Commission meeting in December.	Julie McLachlan	December 2019
Presentations to be shared.	Andrew Noble/Julie McLachlan	By next meeting