



Your hopes for today

On post-it notes, please write down...

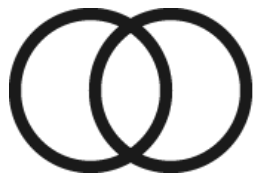
1. What does community wealth building mean to you
2. What you would like to get out of today



Developing an anchor institution approach

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CLES

progressive economics
for people and place



@CLEStinkdo



Plan for today

- Introductions
- Overview of Community Wealth Building
 - The economy is not working for many people and places
 - From inclusive growth to inclusive economy
 - The 5 principles of Community Wealth Building
 - The power of anchor institutions
- 10 steps to an effective anchor network
 - Baseline, Evidence, Mapping, Strategy, Partnership, Leadership, Buy in, Policy, Implementation, Evaluation

Introductions



About us



We are a think and do tank.

Through our work we aim to achieve social justice, good local economies and effective public services for everyone everywhere.

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Community Wealth Building

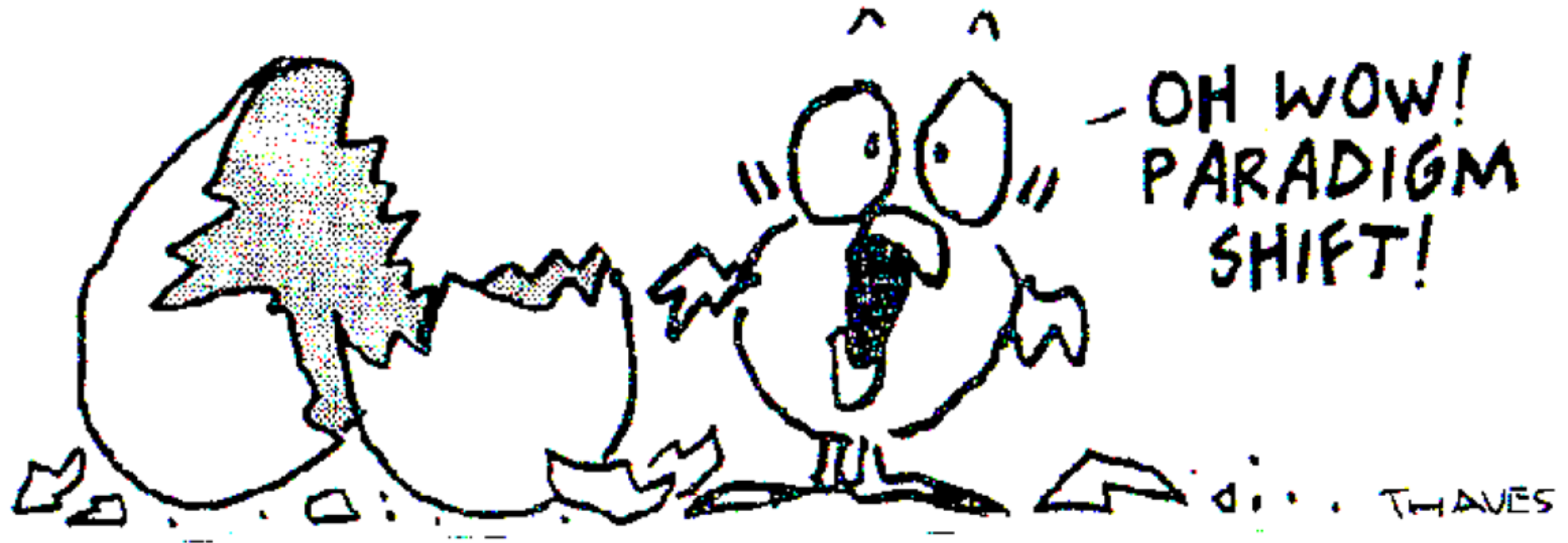


Our current economic model is failing





A new economic model is emerging





This is NOT the inclusive growth agenda







Community Wealth Building 5 principles

Community wealth building

Five principles



Fair employment and just labour markets

Anchor institutions have a defining impact on the prospects of local people. Recruitment from lower incomes areas, paying the living wage and building progression routes all improve local economies.

Progressive procurement of goods and services

Developing dense local supply chains of businesses likely to support local employment and retain wealth locally: SMEs; employee-owned businesses; social enterprises, cooperatives and community business.

Plural ownership of the economy

Developing and growing small enterprises, community organisations, cooperatives and municipal ownership is important because they are more financially generative for the local economy – locking wealth in place.

Socially just use of land and property

Deepening the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens. Develop and extend community use – public sector land and facilities as part of “the commons”.

Making financial power work for local places

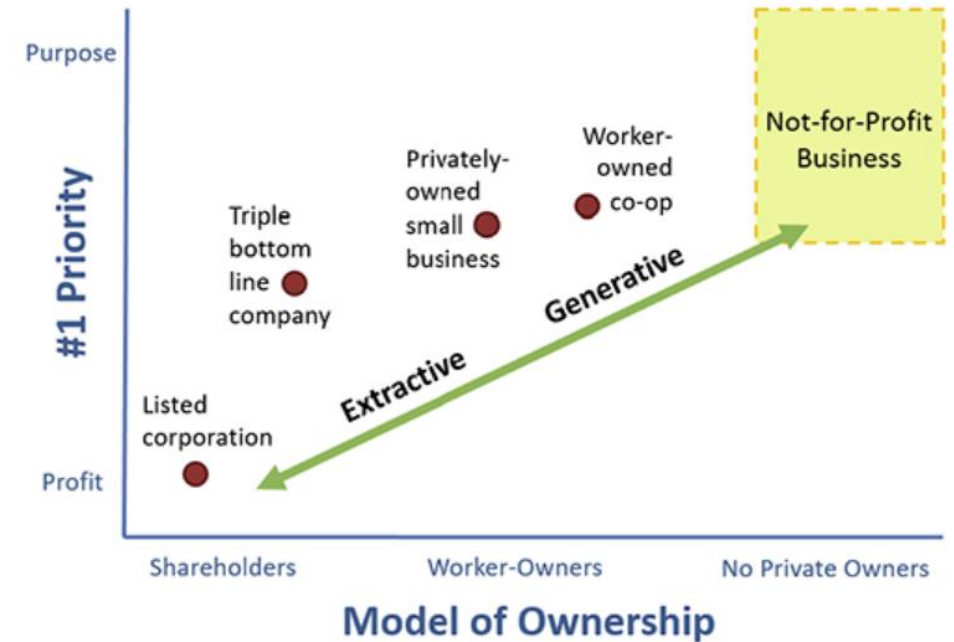
Increase flows of investment within local economies by harnessing and recirculating the wealth that exists, as opposed to attracting capital. This includes redirecting local authority pension funds, supporting mutually owned banks.





Plural ownership of economy

- Many municipalities now insourcing
- Cooperative development
- Social enterprise, community businesses'
- Conversion of local small business to workers coops
- Growth of social and solidarity economy





Making financial power work for local places

- Community banks (i.e Lancashire, Wales)
- Using more pension funds for local investment (i.e Strathclyde Pension Fund)
- Beefed up Credit Unions
- Peer lending, crowd funding



Socially just use of land and property

- Municipally owned development vehicles
- New social value assessment and process for municipality land and property assets (i.e Wirral)
- Hardwiring social value justice into planning frameworks (i.e Islington)
- Thinking around Public-Commons Partnerships (i.e Lancaster)



Fair employment and just labour markets

- Development of local labour markets to grow workforce from poorer areas, underserved sections of population (i.e some hospital trusts across England)
- Living wage (i.e support from living wage foundation)
- Living hours
- Progression in work



Progressive procurement of goods and services

- Hundreds of municipalities now have progressive purchasing plans and policies.
- Many now linking this to market development, with joint purchasing across anchors (i.e Wales)
- Starting to link purchasing with economic development



The power of Anchor Institutions



What is an anchor institution?



ANCHOR INSTITUTION

Spatial immobility: these organisations have strong ties to the geographic area in which they are based through invested capital, mission and relationship to customers and employees

Size: anchor institutions tend to be large employers and have significant purchasing power. Both these factors influence the level of impact these institutions can have on the local economy



The power of anchor institutions





Example: Oldham Anchor Network

- Investment in community wealth building spearheaded by the local authority
- Established a baseline and shared with local partners on their existing leadership board
- Collective understanding and commitment to community wealth building principles established at the board
- Baselines established across a series of Oldham anchors
 - Oldham Council
 - Oldham Royal
 - Oldham Community Leisure
 - Oldham College



Example: Birmingham Anchor Network

- Grant funding from Barrow Cadbury allowed CLEES to begin the development of a Birmingham Anchor Network – starting with the local authority
- The council pulled together a steering group to develop an anchor map
- Using this map and local economic data CLEES identified and approached a series of anchors to offer them a space on the network
- CLEES worked with each anchor to develop a baseline on a pillar of their choice
 - Birmingham City Council
 - University of Birmingham
 - West Midlands Police and Crime Commissioner
 - Pioneer Group
 - University Hospitals Birmingham
 - BMet College



Example: Preston Anchor Network

Preston City Council
Lancashire County Council,
Preston's College,
Community Gateway,
Cardinal Newman College the
Office of the Lancashire Police and Crime
Commissioner
UCLan



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10 steps

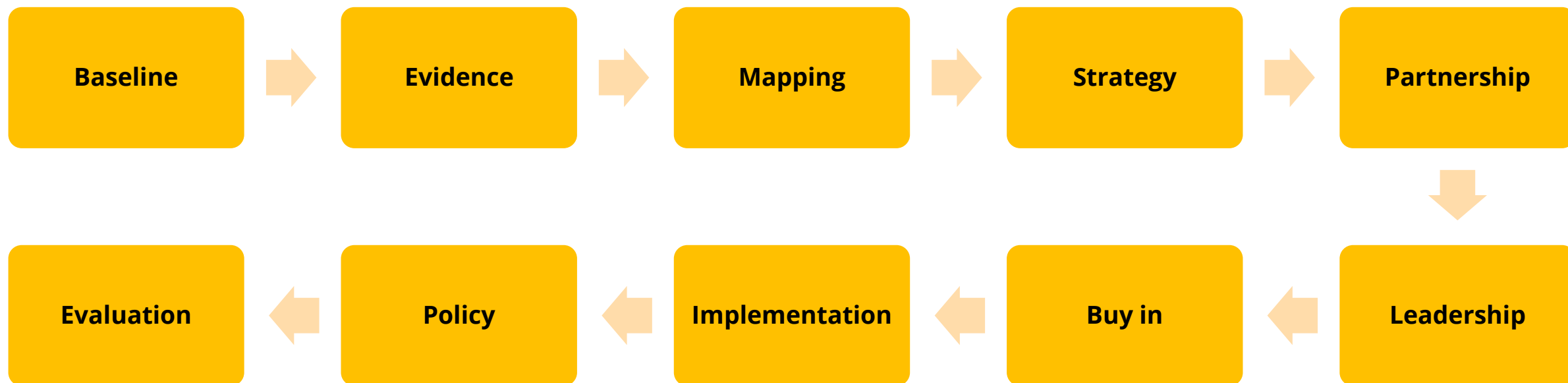


10 steps

1. How do you understand wealth in your local economy? (Baseline)
2. Understanding your anchor footprint (Evidence)
3. Who are the anchors who can shape your economy (Mapping)
4. What collective/shared priorities do you have with other Anchors in your area? (Strategy)
5. What existing partnership mechanisms exist to build community wealth? (Partnership)
6. Where is leadership going to come from? (Leadership)
7. How do we build cross sectoral buy in/commitment? (Buy in)
8. What resources can we draw on to deliver on the ground? (Implementation)
9. How do we develop a shared policy frame around community wealth? (Policy)
10. How do we monitor growing community wealth? (Evaluation)



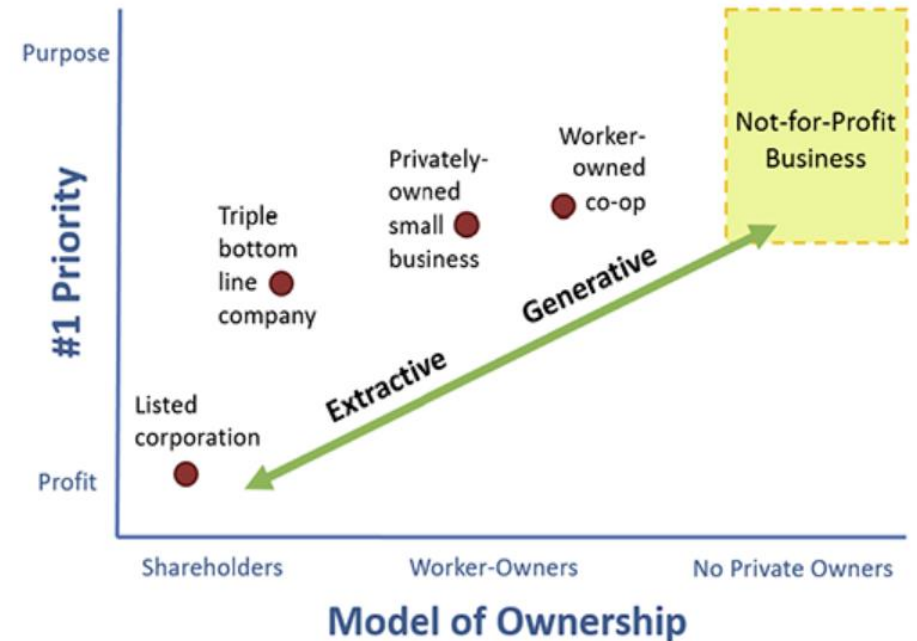
10 steps





1. Baseline

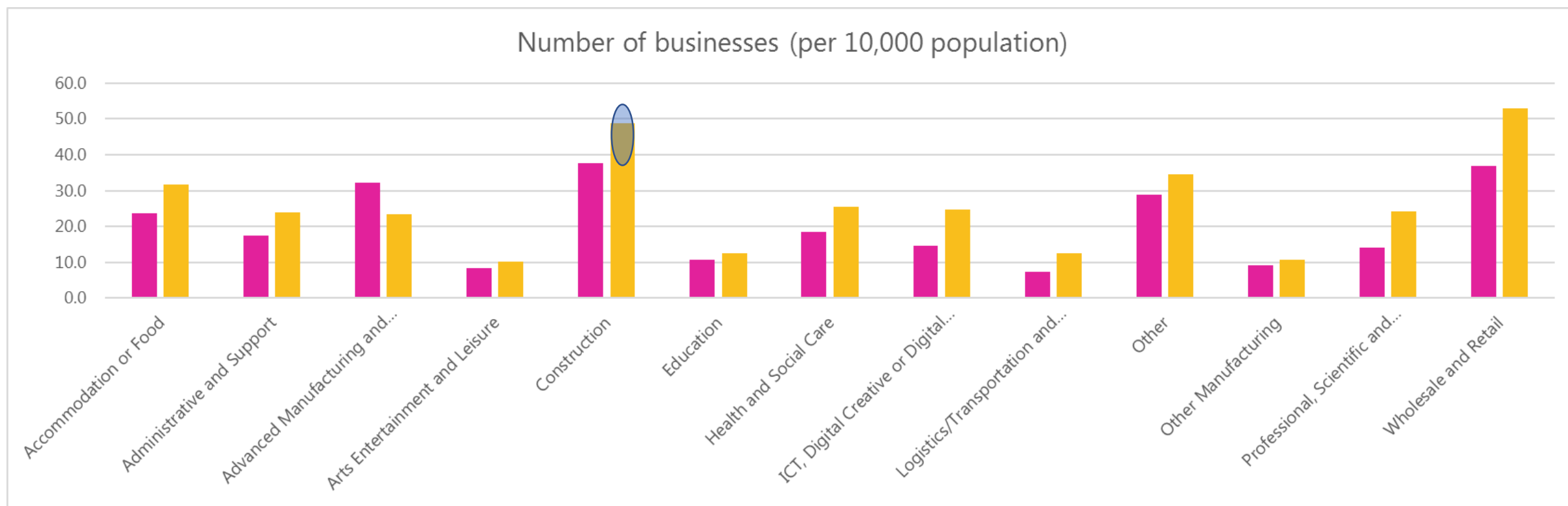
- How do you define your economy?
 - Geographical footprint
- Where is wealth held?
- What does the business base of your economy look like?
- Which sectors are growing/shrinking?
- How extractive is your economy?
- What socio economic challenges does your place have?



Consider how you might start to answer these questions



Example: Market supply analysis





2. Evidence

- CWB is a plural approach in which core principles are blended and animated in a way which is different in every place.
- Key questions to get you started;

Workforce

- What proportion of your workforce lives in your local area?
- How many of these live in the most disadvantaged neighbourhoods of your locality?

Procurement

- What proportion of your spend on goods and services goes to locally based businesses?

Consider how you might start to answer these questions

Land & assets

- To what extent and in what ways does the way you manage your land and buildings and financial assets generate social, economic and environmental benefits for your local community?



Example: Procurement spend

	Procurement spend
Birmingham City Council	£1,100,000,000
Pioneer Group	£6,000,000
Birmingham Metropolitan College	£27,000,000
University of Birmingham	£800,000,000
Queen Elizabeth Hospital	£780,000,000
	£2.7bn



3. Mapping

- Who are the anchors who can shape your economy?
 - Geographical footprint
- Identify other anchors who you could work with:
 - Hospitals
 - Housing associations
 - Police forces
 - Colleges
 - Universities
 - Local authorities
 - Etc etc
- Who are your major private sector anchors?
 - Large employers
 - Airports
 - Sports teams
- Identify your local 'community wealth builders':
 - Local businesses
 - Co-ops
 - VCSE organisations

Start to develop your stakeholder map



Example: Birmingham Anchor Mapping

- Example of an anchor network

Public	Private	Voluntary & Community
Local authority	>1,500 employees (16)	Acorns Hospice
Universities & HE (5)	1,000-1,500 employees (12)	Birmingham Settlement
Schools	>1,000 employees (6)	Pioneer Group
NHS (5)		BVSC
Police & Probation (3)		Age Concern Birmingham
Housing groups (11)		St Mary's Hospice



4. Strategy

- What collective/shared priorities do you have with other Anchors in your area?
- What strategy documents is your institution working towards?
- What are the headline objectives?
- How do these map onto the priorities of other anchors in your area?
- Where are the biggest areas of crossover?

Google a strategy document from another Anchor and see if you can identify any shared priorities with your own institution



Example: Strategy/vision/mission



Manchester 2020

The University of Manchester's
Strategic Plan



Goal 3 **Social responsibility**

- Research with impact
- Responsible graduates
- Engaging communities
- Responsible processes
- Environmental sustainability



5. Partnership

- What existing partnership mechanisms exist to build community wealth?
 - Which ones are you aware of?
 - Place boards
 - Leadership forums
 - Health & Wellbeing Board
 - Etc...
 - Who would know what exists locally?
 - How will you find out?
 - Does it need to be something new?

What forums exist in your area?
Who attends them?



Example: Oldham Partnership

- The Oldham Partnership brings together proactive and engaged public, private, voluntary and community organisations in Oldham. All of these partners share the common vision 'to make Oldham a place of ambition' and are committed to working with each other and with the people of Oldham to create a productive place with healthy, aspirational and sustainable communities.
- Oldham Council, Action Together, Pennine Care, First Choice Homes, Oldham Clinical Commissioning Group, Greater Manchester Fire & Rescue, Oldham Community Leisure, Pennine Acute, Department of Work and Pensions (JCP), Citizens Advice, Oldham Business Leaders, Collaborate, Oldham College, Greater Manchester Police, Oldham Sixth Form College, Oldham CCG, Probation



Break



6. Leadership

- Where is leadership going to come from?
- Who is going to drive this agenda?
- How do we build institutional buy in?
- How does Community Wealth Building align with political priorities
 - What language/framing can we use to build political buy in?

What's the political messaging in your area? Where does it align with Community Wealth Building?



Example: North of Tyne Mayor



**PROSPERITY
YOU CAN BE
PART OF**

JAMIE DRISCOLL

Labour's First North of Tyne Mayor





Example: Brecon & Radnorshire

⑤ Stand up for Welsh farmers and local jobs

Jane is proud of the hardworking spirit of people across Brecon and Radnorshire.

From our hill farmers to our independent shopkeepers, to our small online retailers - all these enterprises keep our community going.

As a Powys resident and the granddaughter of a Welsh farmer, Jane understands the challenges faced by those living in our wonderful rural communities.

Long hours and tough working conditions are leaving many Welsh farmers struggling to survive. And the Conservatives at Westminster are just making it worse.



As our MP Jane will fight Conservative plans for an additional 40% tax on farming. Jane will also work with our farming communities to ensure they have the support to diversify.

Jane will also be a strong advocate for enhancing and developing new industries. She wants to help support the development of ecotourism, the green energy sector and other high-tech industries. Jane will lead a campaign to reintroduce subsidies for green energy and press the case for the Swansea tidal lagoon - that would help increase jobs across Wales.



Example: Tees Valley Mayor

Ben Houchen

Tees Valley Mayor



Teesside
International



Ben Houchen - Tee...

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About Ben

Mayor's Role

Record of delivery

Our Airport

About Tees Valley

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Your contact details are used in accordance with our Data Collection and Use policy. By clicking this button you agree to your email address being used in accordance with that policy.

Sign up

Our Airport

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An airport owned by the people.





7. Buy in

- How do we build cross sectoral buy in/commitment?
- Filter down
 - Strategic/high level
 - Middle managers
 - At the coalface
- Changing practice/behaviours takes time and commitment at all levels
- Value of sustained contact and dialogue

What barriers do you foresee?



How it worked in Preston

- The first 18 months were all about engagement and ensuring a common purpose
 - Face to face meetings with lead politicians and officers of anchors based in the city to ensure;
 - Establishing a baseline for every anchor
- The network formed around community wealth building was not framed by issues and challenges
- It was formed around changing practice and behaviours to create tangible outcomes for Preston
- This new approach gave them;
 - A common statement of intent
 - The Preston Procurement Practitioners group
 - Long term engagement of anchors through the Procure network



Preston Procurement Partnership

- Making Spend Matter- URBACT pan European Project
- *“Changing procurement, changing cities!”*
- Collaboration between 8 local anchor institutions
 - Preston City Council, University of Central Lancashire, Lancashire County Council, Preston’s College, Cardinal Newman College, Lancashire Constabulary, Community Gateway Association
 - Meet every six weeks
 - Lancaster City Council and Chorley & South Ribble have subsequently joined
 - Chamber and FSB also attending
 - Sharing experience and best practice
 - Common approaches to communicating procurement policy



8. Implementation

- What resources can we draw on to deliver on the ground?
 - Community Wealth Building needs resourcing
 - Where is the time going to come from?
 - What do we need to invest?
 - External support? e.g. CLÉS
 - Cabinet member for community wealth building
 - Freddie Bailey, Cabinet Member for CWB, Preston City Council
 - Johannes Read, Local Wealth Building Officer, Directorate of Economic Growth and Regeneration, Lancaster City Council
 - Sunderland Council, Wirral Council, Newham Council all considering a CWB Officer
 - Community wealth builder in residence?

What's your own capacity to move this forward?



Example: Cabinet member for Community Wealth Building

Brand new cabinet role on city council created to drive vision for Preston Model forward



Coun Brown says that ramping up the initiative means dedicating more time and energy to the project.

He said: "This is an exciting team, a forward-thinking team.

"We have got a set of ideas we strongly believe in. We believe its quite transformative. The idea behind it is to lift people up.

"We have got challenges in this city and we have got the courage to try something new."



Example: Local Wealth Building Officer



Employer: [Lancaster City Council](#)

Reference: 110a_18

Published: Tue 22/01/2019, 9:33 AM

Closing on: Tue 05/02/2019, 17:00 PM

Working Pattern: Part Time

Hours: 18.5 hours per week

Salary: £18,870 - £23,111 per annum, pro rata

DBS Check: No

Location: Lancashire

 [Apply Now](#) >

 [Save Job](#) >

 [Send To A Friend](#) >

Local Wealth Building Officer

An opportunity has arisen within the Economic Development Team for a Local Wealth Building Officer for 18 months.

This role is to support the work of the Economic Development team to work with others to deliver a range of local wealth building activities. Primary responsibilities will relate to working with community groups and businesses to support them in developing new businesses, community enterprises, jobs, training opportunities, developing a range of local spend initiatives and encouraging social value returns from economic growth activities.

The successful applicant will have a working knowledge of economic development policies and practice plus an understanding of the principle of local wealth building and an Inclusive Economy. Good research and interpretation skills will be important and a proven ability to work successfully with others in a range of situations.

The hours of work are 18.5 hours per week, with the working pattern to be agreed with the successful candidate. You will be based at Palatine Hall.

The Council currently operates a Flexible Working Hours Scheme.

Excellent benefits include: A Local Government Pension Scheme (the Council makes a 15.5% contribution). Discounted gym membership and discount on days out, activities and retail.

PLEASE DO NOT SEND A CV AS THIS WILL NOT BE CONSIDERED.



9. Policy

- How do we develop a shared policy frame around community wealth?
 - Understanding strategy cycles?
 - Alignment/sync?
 - Developing shared priorities into shared objectives
- We are not here yet, but its starting to happen...

When do you refresh your policy?
How does it sync with the earlier
example you googled?



Example: NHS Long Term Plan

NHS Long Term Plan

#NHSLongTermPlan

The NHS as an 'anchor institution'

18. **As an employer of 1.4 million people, with an annual budget of £114 billion in 2018/19, the health service creates social value in local communities.** Some NHS organisations are the largest local employer or procurer of services. For example, nearly one in five people employed in Blackpool work for the NHS and the Gross Value Added (GVA) from health spending is significantly higher than in areas in the south (over 17% vs 4% in London). Sandwell and West Birmingham Hospitals NHS Trust has committed to deploying 2% of its future annual budget with local suppliers, estimating it will add £5-8 million to the local economy. Leeds Teaching Hospitals NHS Trust is supporting the city's inclusive growth strategy by targeting its employability and schools outreach offer at neighbourhoods in the most deprived 1% nationally and is increasing its apprenticeship programmes by 51% year-on-year. In partnership with the Health Foundation, we will work with sites across the country to identify more of this good practice that can be adopted across England.



10. Evaluation

- How do we monitor growing community wealth?
 - Establishing a shared baseline is critical
 - Where have we come from
 - Developing Community Wealth Building indicators
 - How do we track wealth?
 - Where is the social value coming from?
 - How are you delivering social value?
 - Monitoring outcomes
 - Supply chain analysis

What would success look like in your place?



Example: Manchester City Council supply chain



1,302 jobs

Suppliers to Manchester City Council created an estimated 1,302 jobs in Manchester in 2017/18.



665 apprenticeships

Suppliers to Manchester City Council created an estimated 665 apprenticeships in Manchester in 2017/18.



1,788 opportunities

Suppliers to Manchester City Council created an estimated 1,788 employment opportunities for 'hard to reach' individuals in Greater Manchester in 2017/18.



158,591 hours support

Suppliers to Manchester City Council provided an estimated 158,591 hours of support to the voluntary and community sector in 2017/18.

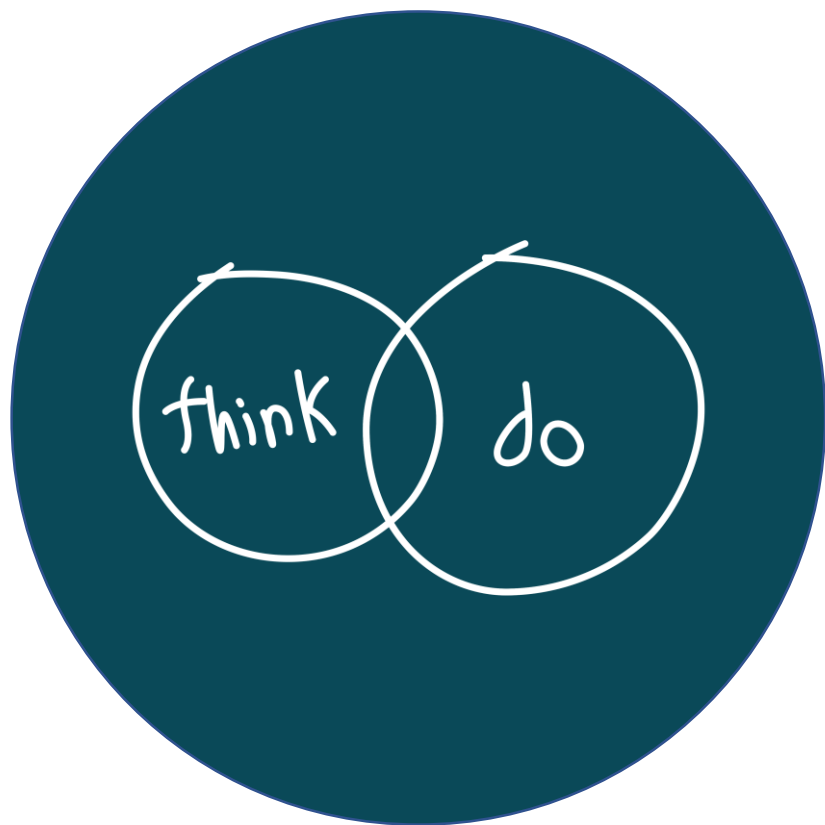


Reflection on your 10 steps

- Reflect on your notes
 - Where is the biggest opportunity for you to move this forward
 - Where do you need to do the most work?
 - What is going to be the most difficult?
 - Who do you need to engage with?
- Feedback to the group – What will you focus on first?



Thank you



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