

Community Wealth Building Action Plan for South Ribble

Executive Summary

South Ribble Borough Council is seeking to change the way in which it undertakes Economic Development. We want to make our approach more focused upon cooperation between partners and citizens and with a greater emphasis upon delivering maximum benefit for the South Ribble economy and our residents in economic, social and environmental terms.

The above is why we have chosen a new approach shaped around the principles of Community Wealth Building of 'triple bottom line' outcomes, cooperation, localisation, and harnessing the potential of Anchor Institutions. The following Community Wealth Building Action Plan therefore sets out a series of actions for the next five years to make this new approach a reality, including details of roles and responsibilities and timeframes. In particular it details:

- How we will change our own procurement processes to ensure that as well as buying goods, service and works, they also deliver social and environmental value. We will also encourage other Anchor Institutions to adopt this approach;
- How we will ensure that our own workforce and those of South Ribble based organisations are treated fairly, paid a decent wage, and supported with the opportunity to progress;
- How we will put in place the conditions that will enable new forms of organisation to flourish in South Ribble, including Worker Owned Cooperatives;
- How we will ensure that all new developments in South Ribble and the occupiers of such developments will bring wider community benefits through their activities;
- How we will ensure that our financial power reaches more South Ribble residents through enhancing Credit Unions and bringing certain services back in-house.

Central to our Community Wealth Building Action Plan is communication. We want this Action Plan to not only be the domain of those working in Economic Development, but something that resonates across all Council Departments; South Ribble based Anchor Institutions, business and voluntary and community sector organisations; and most importantly residents.

We look forward to cooperating with you to deliver it.

1. Introduction

1.1 Introducing the South Ribble Community Wealth Building Action Plan

Over the last year, South Ribble Borough Council has started to think differently about its approach to Economic Development. Inspired by the ambitions of Members and Officers, and the activities of the [Centre for Local Economic Strategies \(CLES\)](https://cles.org.uk/the-community-wealth-building-centre-of-excellence/)¹, neighbouring [Preston City Council](https://www.preston.gov.uk/communitywealthbuilding)² and other local authorities across the UK, South Ribble Borough has started to move to an approach framed by the principles of Community Wealth Building.

South Ribble Borough Council, as evidenced in the emerging new Corporate Plan and [Community Strategy](http://southribblepartnership.org.uk/wp-content/uploads/2019/11/7613_South_Ribble_Community_Strategy_July_2019_online.pdf)³, has an ambition and vision for Economic Development activity to be undertaken in a cooperative way involving a range of public, commercial and social sector partners and residents of the Borough. It also has the ambition that all activities undertaken by these partners should bring maximum local economic, social, democratic, cultural and environmental benefit for South Ribble and its residents.

This Community Wealth Building Action Plan, which is framed by the emerging new Corporate Plan and the existing Community Strategy, together with learning from elsewhere, therefore sets out South Ribble's approach over the next five years to further shifting our approach from one of 'Traditional' Economic Development to one of Community Wealth Building.

1.2 The sections of the South Ribble Community Wealth Building Action Plan

The Action Plan has been developed collaboratively by Members and Officers at South Ribble Borough Council (with the support of Matthew Baqueriza-Jackson⁴) and has been accelerated by the present and future challenges facing our local economy and residents as a result of Covid-19. The Action Plan consists of four key sections:

- Section 2 sets out the context to Community Wealth Building through comparing its approach to that of 'Traditional' Economic Development;
- Section 3 sets the local South Ribble context to this Community Wealth Building Action Plan, including its framing within the Corporate Plan, Community Strategy, wider partnership working, and wider services;
- Section 4 introduces the Action Plan itself and for each of the five 'Pillars' of Community Wealth Building sets out:
 - A description of the 'Pillar';
 - A baseline position for South Ribble, in terms of what is already happening in relation to that 'Pillar';
 - A table relating to that 'Pillar' and which includes South Ribble specific actions, activities, timeframes, responsibilities, and resource implications;
- Section 5 details some immediate next steps and recommendations in terms of the implementation of the Action Plan.

¹ <https://cles.org.uk/the-community-wealth-building-centre-of-excellence/>

² <https://www.preston.gov.uk/communitywealthbuilding>

³ http://southribblepartnership.org.uk/wp-content/uploads/2019/11/7613_South_Ribble_Community_Strategy_July_2019_online.pdf

⁴ Matthew Baqueriza-Jackson is an Independent Policy Advisor. Matthew previously worked at CLES and has helped numerous Municipalities across the UK and Europe to change their approaches to Procurement, a key component of Community Wealth Building.

2. The context to Community Wealth Building

This section of the South Ribble Community Wealth Building Action Plan sets the context to Community Wealth Building by highlighting why it is different to the ‘Traditional’ approach to Economic Development, and by outlining the key principles and ‘Pillars’ of Community Wealth Building.

2.1 The ‘Traditional’ Economic Development critique

The key differences between the ‘Traditional’ Economic Development approach and that of Community Wealth Building is detailed in the table below.

Table 1 – ‘Traditional’ Economic Development versus Community Wealth Building

‘Traditional’ Economic Development	Community Wealth Building
Private sector led	Framed by Cooperation
Extraction of wealth	Localising wealth
Some Area Based Regeneration	Anchor Institution led regeneration
Limited outcomes	Multiple outcomes
Silo working	Collaborative working
External agencies rather than local government	Local government as place maker
Growth focused	Social and Environmentally focused
Big infrastructure	Blended infrastructure

Over the course of the last 40 years, local authorities across England have adopted a relatively ‘Traditional’ approach to Economic Development and Regeneration. In particular, there has been a focus upon utilising physical regeneration projects and incentives as a way of attracting inward investment to places in the form of global corporations. This ‘Traditional’ approach subsequently assumes that the benefits of such inward investment will pass to residents through the creation of jobs and other outcomes.

Whilst the ‘Traditional’ approach has been successful in parts, it can be argued that local economies and residents have not always benefited from such approaches as much as they could have done. Significant amounts of the wealth generated through inward investment is extracted out of the local economy in question, given the very nature of the way in which global corporations operate, and many of our places are still categorised by significant inequalities in health, wealth, income, and employment terms.

Community Wealth Building seeks to challenge the orthodoxy of the ‘Traditional’ approach to Economic Development as described above. As opposed to the extraction of wealth and trickle-down benefits, a Community Wealth Building approach seeks to harness more effectively existing wealth for the benefits of residents, the local economy and in addressing social and environmental challenges.

2.2 The Principles of Community Wealth Building

Community Wealth Building is therefore framed by four key principles and factors:

- **Principle 1: ‘Triple Bottom Line’ Outcomes** – Community Wealth Building is framed not by Gross Domestic Product (GDP) being a measure of success. Instead, success is the realisation of a range of social, environmental, health and well-being, cultural, and community outcomes.
- **Principle 2: Cooperation** – Community Wealth Building is framed by different partners and organisations working together in a locality and in a cooperative manner. By this, we mean

organisations across the public, commercial and social sectors working together with residents to change the economic destiny of a place;

- **Principle 3: Localisation** – Community Wealth Building is framed by a recognition that whilst wealth exists in many places, it is often extracted to external organisations and shareholders. Community Wealth Building seeks to understand wealth more effectively and harness wealth for the benefit of a local economy;
- **Principle 4: Anchor Institutions** – Community Wealth Building is framed by the role of key Anchor Institutions based in a place and shifting their behaviour so that greater benefit is realised. Anchor Institutions are big, often public sector Institutions (but not always) which have a significant stake in place because they spend lots of money buying goods and services, they employ lots of people, they own lots of land and assets, they often have a democratic mandate, and they are unlikely to go anywhere;

2.3 The Pillars of Community Wealth Building

The principles of Community Wealth Building are often realised through delivering activities associated with five broad 'Pillars' which are components of a Community Wealth Building approach:

- **Pillar 1: Progressive Procurement** – this is about ensuring that the approach of local authorities and other Anchor Institutions to buying goods and services is done in a way which enables local organisations the opportunity to compete and bid, and in a way which brings wider social and environmental benefits.
- **Pillar 2: Advancing fairer employment and just labour markets** – this is about ensuring that the approach of local authorities, Anchor Institutions and wider business to employment and recruitment is undertaken in a fair and equitable way. This includes ensuring employees are paid a Living Wage (as accredited by the Living Wage Foundation) and have access to good terms and conditions;
- **Pillar 3: Plural ownership of the economy** – this is about ensuring that more democratic forms of businesses such as Worker Owned Cooperatives, Social Enterprise, and Community Interest Companies are provided with the conditions in which to flourish. It is also about reducing extractive practices such as outsourcing and bringing services back in-house, where appropriate;
- **Pillar 4: Socially just use of land** – this is about utilising the assets of local authorities and other Anchor Institutions in a more community focused way. This includes ensuring that all planning and development decisions bring community benefits, and utilising existing assets for community energy schemes, for example;
- **Pillar 5: Making financial power work for local places** – this is about utilising existing resources such as pension funds in a more community focused and democratic way. It is also about creating new ways of resourcing SMEs and communities, including Community Banks and Credit Unions.

Generally, a Community Wealth building approach or Action Plan will include objectives and activities around a blend of the above 'Pillars'.

3. The South Ribble Context

This section of the South Ribble Community Wealth Building Action Plan sets the context to the Plan, in terms of its links to our Corporate Plan, Community Strategy, and wider partnership working and service delivery.

3.1 Towards Cooperation

This Community Wealth Building Action Plan for South Ribble sits in the context of a number of wider factors and contexts. Primarily, the Community Wealth Building Action Plan is the means to realising the vision and priorities of the South Ribble Borough Council Corporate Plan and the South Ribble Partnership Community Strategy.

Both of these strategic documents set out high level objectives for a more cooperative, economically resilient, carbon neutral South Ribble and one where partnership working and collaboration brings maximum local economic, social and environmental benefit for South Ribble and its residents. The South Ribble Community Wealth Building Action Plan is designed to complement this strategic context and effectively be part of the suite of activities that enable the outcomes to be delivered.

Central to the strategic context and this Action Plan is creating a ‘spirit of cooperation’ in South Ribble. By this, we mean South Ribble Borough Council, other Anchor Institutions, businesses, the voluntary and community sector, and citizens working together to deliver services and activities that benefit our local economy.

This ‘spirit of cooperation’ is even more important in the context of Covid-19, as institutions and citizens need to work together to enable economic, social, health and environmental recovery. This Action Plan and its five ‘Pillars’ are therefore integral to realising the objectives of Corporate and Community Strategy, Climate Emergency, and COVID-19 response.

3.2 Corporate Plan

South Ribble Borough Council is currently in the process of redrafting its Corporate Plan, with the following Vision and Priorities draft. The draft vision is **‘A healthy and happy community, flourishing together in a safer and fairer borough that is led by a council recognised for being innovative, financially sustainable and accountable’**. This is accompanied by four draft priorities of: ‘an exemplary council’; ‘thriving communities’; ‘a fair local economy that works for everyone’; and ‘good homes, green spaces, well places’. In the Draft Corporate Plan, Community Wealth Building is seen as cross-cutting and something which can contribute towards the realisation of the Priorities.

3.3 Community Strategy

The South Ribble Partnership Community Strategy is framed by four themes:

- **Effective Partnerships** – ‘a place where service providers, businesses and communities work together effectively so that people have access to the local services they need and get a helping hand when they need it’;
- **Growth** – ‘a place where people can realise their ambitions and access the opportunities the City Deal presents; where skills, education and job opportunities reflect local people’s ambitions and promote social mobility’;
- **Connected Communities** – ‘a place where community leaders, organisations and groups have the resources and tools they need so that our communities are connected to what’s going on and people can actively participate in building the resilient communities they aspire to’;

- **Place** – ‘a place known locally, regionally and nationally for its green spaces, its welcoming and friendly communities, a vibrant cultural offer and a place that is well connected to major transport routes providing opportunities to live and do business well’.

4 The South Ribble Community Wealth Building Action Plan

This section of the South Ribble Community Wealth Building Action Plan is the core component of the Plan and outlines information about each 'Pillar', the baseline position of South Ribble, in relation to each 'Pillar', and the key actions moving forward.

4.1 Pillar 1 – Progressive Procurement

About the Pillar

Procurement is the process used by South Ribble Borough Council and other Anchor Institutions, and businesses to buy goods, services, and works. Traditionally, procurement decisions have been made on the basis of price and quality. However, the introduction of the Public Services (Social Value) Act 2012, meant that public institutions also had to consider how procurement would contribute to wider outcomes around economic and wider social and environmental benefits.

The Progressive Procurement 'Pillar' of Community Wealth Building seeks to embed Social Value into the procurement process, but also shift practice so that local businesses and SMEs are more aware of procurement opportunities, and so that unethical organisations are restricted in their capability to bid for and win public contracts. There are a number of activities which other authorities and areas have undertaken around the Progressive Procurement 'Pillar' including:

- Measuring where procurement spend goes geographically, sectorally, and in business type terms;
- Setting up cross Anchor Institution procurement working groups, focused upon changing cultures, behaviours and practice around procurement;
- Developing Social Value Procurement Frameworks which outline: the outcomes that they want to achieve through procurement, the goods, services and works which those outcomes are relevant for, the questions to be asked during tendering, means of evaluation, and indicators for monitoring;
- Developing a better understanding of local business and SMEs, and supporting their capability to bid through awareness raising of procurement opportunities and capacity building;
- Influencing supplier behaviour, so they deliver a range of wider outcomes, regardless of where they are based.

The Baseline Position in South Ribble

Over the last couple of years, South Ribble Borough Council has started to think about how it can progress the way in which it undertakes procurement. The Council has been involved in Preston City Council's Procurement Practitioners Group, which has been focused upon Spend Analysis and measuring where procurement spend goes. This Group has also included other Anchor Institutions and Business Representative Organisations, so the Council has learnt about and engaged with them as to how they are looking to progress procurement, including through the development of Social Value Procurement Frameworks.

In 2019/2020, South Ribble Borough Council also participated in a piece of work funded by the Lancashire Economic Development Officers Group (LED OG), exploring procurement processes and practices across Lancashire's 15 local authorities. The work particularly explored the extent to which each local authority had embedded considerations of Social Value into each of the stages of the procurement cycle. The findings of the South Ribble assessment are detailed in Appendix 1 of this Community Wealth Building Action Plan, with this Appendix effectively being the baseline position.

South Ribble Borough Council is responding to the recommendations of this work organically through looking to change procurement processes and developing more effective relationships with other buyers in other Anchor Institutions and with the local business community. South Ribble Borough Council has many of the projects already in place to deliver upon Social Value outcomes, particularly around Apprenticeships and the Apprenticeship Factory. South Ribble Borough Council has also started the process of developing a Social Value Policy, which is linked to the priorities of the Corporate Plan and will be accompanied by Key Performance Indicators.

Actions in South Ribble

The below table and text outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 1 of Community Wealth Building around progressive procurement:

- Action 1 is to ***develop a South Ribble Social Value Procurement Framework*** – this will outline:
 - The wider outcomes which South Ribble Borough Council would like procurement spend to contribute towards delivering;
 - The questions which South Ribble Borough Council will ask during procurement exercises around the outcomes;
 - A matrix detailing the goods, services, and works for which each outcome is relevant;
 - Means through which responses to the questions can be evaluated;
 - A monitoring tool for collecting data from suppliers during the delivery of a procurement contract for each outcome.
- Action 2 is to ***train all Commissioners at South Ribble Borough Council in the implementation of the South Ribble Social Value Procurement Framework***, so that Social Value is considered in the purchase of all goods, services, and works;
- Action 3 is to ***set up a Cross Anchor Institution Procurement Working Group (or integrate further with the existing Preston group)***, which transfers the practice of South Ribble Borough Council to other Anchor Institutions in South Ribble;
- Action 4 is to ***implement the South Ribble Social Value Procurement Framework across other South Ribble Anchor Institutions***, utilising the Working Group detailed in Action 3 as the mechanism for doing so;
- Action 5 is to ***develop a Social Value Toolkit for Suppliers***, which explain the types of Social Value which South Ribble Borough Council are seeking through procurement, and which provides sign-posting to organisations which may be able to provide support to suppliers to deliver on Social Value commitments;
- Action 6 is to ***provide support and awareness raising to businesses and other organisations in South Ribble*** to enable them to bid for opportunities with South Ribble Borough Council and other Anchor Institutions.

Table 1 – Progressive Procurement Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Develop South Ribble Social Value Procurement Framework	<ul style="list-style-type: none"> - Identify Outcomes for Framework - Develop Questions and Evaluation techniques around Outcomes - Develop Outcome to goods and services Matrix - Identify initial Monitoring indicators 	<ul style="list-style-type: none"> - External Support (Matthew Baqueriza-Jackson) to draft - Janet Hinds, Jonathan Noad, Jennifer Clough, David Whelan to review during workshops - External Support (Matthew Baqueriza-Jackson) to finalise - Janet Hinds to have further conversations with Social Value Portal - Janet Hinds to 'own' Framework 	Summer/Autumn 2020	<ul style="list-style-type: none"> - As part of existing arrangement with Matthew Baqueriza-Jackson - Officer time - Social Value Portal costs
Train all Commissioners in implementation of South Ribble Social Value Procurement Framework	<ul style="list-style-type: none"> - Develop training materials - Deliver training to all Commissioners 	<ul style="list-style-type: none"> - Janet Hinds, David Whelan and Community Wealth Building Implementation and Social Value Officer (see recommendation 2 in Section 5) 	Autumn 2020 and into 2021	<ul style="list-style-type: none"> - New Community Wealth Building Implementation Officer post created - New Social Value Officer post created
Set up Cross Anchor Institution Procurement Working Group or Integrate further with existing Preston group	<ul style="list-style-type: none"> - Review membership and potential of Preston City Council existing Procurement Practitioner Group - Identify Procurement Officers in each Institution 	<ul style="list-style-type: none"> - Jennifer Clough and Janet Hinds to undertake review - Janet Hinds to identify additions - Janet Hinds and Jennifer Clough to attend meetings 	Autumn 2020 and into 2021 and ongoing	<ul style="list-style-type: none"> - Officer time - Potential cost of hosting meetings

	<ul style="list-style-type: none"> - Hold meetings of Working Group/engage with existing meetings 			
Implement South Ribble Social Value Procurement Framework across Anchor Institutions	<ul style="list-style-type: none"> - Through Working Group 	<ul style="list-style-type: none"> - Procurement Working Group Chair 	Later in 2021 and ongoing	<ul style="list-style-type: none"> - Officer time
Develop South Ribble Social Value Toolkit for Suppliers	<ul style="list-style-type: none"> - Undertake research around existing Toolkits - Develop South Ribble Toolkit 	<ul style="list-style-type: none"> - Community Wealth Building Implementation Officer and Social Value Officer, working in collaboration with Jonathan Noad and Jennifer Clough 	Throughout 2021	<ul style="list-style-type: none"> - Officer time - Design, print and website costs
Undertake market engagement	<ul style="list-style-type: none"> - Meet the market events with South Ribble business - Communications Campaign 	<ul style="list-style-type: none"> - Janet Hinds, David Whelan and Jennifer Clough - Vicky Willett 	Throughout 2021 and ongoing	<ul style="list-style-type: none"> - Officer time - Venue costs - Communications costs

4.2 Pillar 2 – Advancing Fairer Employment

About the Pillar

The Advancing Fairer Employment ‘Pillar’ of Community Wealth Building is about changing the practices of employers including those of local authorities, other Anchor Institutions and business, so that their workforces are paid a fair wage and treated appropriately. The ‘Pillar’ is also about recruitment practices and ensuring both equality in the process and that those from and living in deprived and priority neighbourhoods have access to opportunity. Finally, the ‘Pillar’ is about health and well-being and ensuring Anchor Institutions and businesses promote the importance of healthy lifestyles to their workforces.

There are a number of activities which other authorities and areas have undertaken around the Advancing Fairer Employment ‘Pillar’ including:

- Understanding where direct employees live and mapping that to areas of deprivation and priority neighbourhoods;
- Understanding the extent to which direct employees re-spend back in a local economy through an employee survey;
- Ensuring that they themselves as local authorities pay their direct employees the Living Wage (as accredited by the Living Wage Foundation) and fair terms and conditions;
- Developing Living Wage Action Plans and Employment Charters that influence other Anchor Institutions, business and the voluntary and community sector to adopt the payment of the Living Wage (as accredited by the Living Wage Foundation) and fair terms and conditions;
- Advancing health and well-being across the direct workforce and promoting these activities to suppliers through a Social Value Procurement Framework) and other Anchor Institutions, business and the voluntary and community sector;
- Recruiting directly from deprived neighbourhoods and traditionally low-income areas.

The Baseline Position in South Ribble

Over the last few years, South Ribble Borough Council has actively sought to get its ‘own house in order’ when it comes to advancing fairer employment. All direct employees of the Council are paid the Living Wage (as accredited by the Living Wage Foundation), including Apprentices. The Council has also sought to influence those providing outsourced services to do the same, and suppliers of goods, services, and works.

In terms of health and well-being of the workforce, the Chief Executive of the Council holds regular all staff conferences to discuss issues and concerns; with this supplementing a staff survey. Both these activities have led to the provision of direct support around health care, mental health, and debt advice. South Ribble Borough Council has sought to transfer this practice to other Anchor Institutions in particular through the Local Government Associations pilot authorities work around mental health. Importantly, these activities are led by the workforce itself, with ideas implemented by the leadership. This has enabled a culture of health and well-being to be developed.

In terms of recruiting from priority and low-income areas, South Ribble Borough Council has devised and delivered a number of programmes at both South Ribble and wider Central Lancashire levels, which are designed to enhance employability and skills. This includes the South Ribble, Preston and Chorley Supplementary Planning Document around employment and skills, the Central Lancashire Employment Taskforce, and the Apprentice Factory. South Ribble Borough Council has also sought to link the above activities around employability and skills to the volunteering strategy, with volunteering

very much seen as part of the journey to employment. The challenge for South Ribble Borough Council is largely around transferring these behaviours around advancing fairer employment to other Anchor Institutions, suppliers, businesses and voluntary and community sector organisations based in South Ribble.

Actions in South Ribble

The below text and table therefore outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 2 of Community Wealth Building around advancing fairer employment:

- Action 1 is to ***develop a South Ribble Borough Council Workforce Strategy***. This recognises that whilst the Council has undertaken a lot of work in recent years in getting its 'own house in order' with initiatives around fair pay and health and well-being, these initiatives do not sit in a coherent Workforce Strategy.
- Action 2 is to ***embed employment basics into existing business support offers***. There is a recognition that whilst South Ribble Borough Council now offers excellent workforce practice, this does not always transfer to the wider business community. The action will seek to transfer practice around HR, fair pay, and health and well-being to other organisations through South Ribble Borough Council's enabling role.
- Action 3 is to ***develop a South Ribble Social Responsibility Charter (the South Ribble Deal)*** – this will outline the expected behaviours of South Ribble based organisations when it comes to their employment practices and other aspects of social responsibility (including volunteering, environment etc). The employment part of the Charter could be loosely framed around the Greater Manchester Employment Charter and its elements of: secure work, flexible work, a Real Living Wage, workplace engagement and voice, excellent recruitment practices and progression, excellent people management, and productive and healthy workplace. Other aspects could be framed by the outcomes and activities of the Social Value Procurement Framework, as described in 'Pillar' 1. The Social Responsibility Charter will effectively be a new way in which organisations can realise their social responsibility in South Ribble.
- Action 4 is to ***develop a Living Wage Action Plan for South Ribble*** – this will be a sub-set of the Social Responsibility Charter (as described above) and will seek to influence other Anchor Institutions, businesses and voluntary and community sector organisations in South Ribble to become Living Wage employers and accredited with the Living Wage Foundation.
- Action 5 is to ***enhance existing employment and skills programmes in South Ribble***, and particularly widen their reach to businesses. These programmes and projects should be linked to any emerging Intermediate Labour Market (ILM) schemes and to the if successful Town Deal bid for funding. The Leyland Town Centre Base will effectively act as the central hub for such employment, skills, enterprise, and volunteering support, with a role also for the emerging neighbourhood level Community Involvement Hubs.

Table 2 – Advancing Fairer Employment Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Develop a South Ribble Borough Council Workforce Strategy	<ul style="list-style-type: none"> - Identify all existing workforce practices and initiatives - Develop Workforce Strategy 	<ul style="list-style-type: none"> - Vicky Willett, Gail Collins 	Autumn 2020 and Winter 2021	<ul style="list-style-type: none"> - Officer time
Embed employment basics into existing business support offers	<ul style="list-style-type: none"> - Identify activities that need transferring - Build into existing business support offer 	<ul style="list-style-type: none"> - Jonathan Noad, Jennifer Clough, Bernadette Markham - BOOST team 	2021 and ongoing	<ul style="list-style-type: none"> - Officer time
Develop Social Responsibility Charter for South Ribble (South Ribble Deal)	<ul style="list-style-type: none"> - Research other Social Responsibility and Employment Charters - Identify existing Social Responsibility practice by South Ribble organisations - Develop component parts of Charter - Consult upon component parts of Charter - Implement Social Responsibility Charter for South Ribble 	<ul style="list-style-type: none"> - Community Wealth Building Implementation Officer, Social Value Officer, Vicky Willett, Howard Anthony, Janet Hinds (for link to Social Value Procurement Framework) 	Autumn 2020 and 2021, with implementation ongoing	<ul style="list-style-type: none"> - Officer time
Develop a Living Wage Action Plan for South Ribble	<ul style="list-style-type: none"> - Research other Living Wage Action Plans - Hold Living Wage Action Plan Event 	<ul style="list-style-type: none"> - Community Wealth Building Implementation Officer and Social Value Officer 	2021, with implementation ongoing	<ul style="list-style-type: none"> - Officer time

	<ul style="list-style-type: none"> - Develop and implement Living Wage Action Plan for South Ribble 			
Enhance existing employment and skills programmes in South Ribble	<ul style="list-style-type: none"> - Map existing employment and skills programmes and projects - Engage with Anchor Institutions, business and voluntary and community sector - Provide support through Leyland Town Centre Base and Community Involvement Hubs 	<ul style="list-style-type: none"> - Jonathan Noad, Jennifer Clough, Bernadette Markham 	2021 and ongoing	<ul style="list-style-type: none"> - Officer time

4.3 Pillar 3 – Plural Ownership of the Economy

About the Pillar

The Plural Ownership of the Economy ‘Pillar’ of Community Wealth Building is about ensuring there is democratic ownership of the economy through diversifying the types of businesses and organisations which are present and through promoting a sense of cooperation across organisations and citizens. This ‘Pillar’ is framed by practice focused upon the development of Worker Owned Cooperatives in Cleveland, United States and Mondragon in the Basque Country, Spain.

The ‘Pillar’ seeks to reduce the extraction of wealth and encourage businesses to re-shape their business models, so that workers have a greater stake, and encourage citizens to cooperate with others to develop Worker Owned Cooperatives, where everyone has ownership and a stake. The whole purpose of the ‘Pillar’ is to support more ownership from citizens of the economy, as opposed to having a swathe of multinationals and shareholders which own it.

There are a number of activities which other authorities and areas have undertaken around the Plural Ownership of the Economy ‘Pillar’ including:

- Undertaking research to understand the existing business base, including identifying the extent to which the local economy is made up of Multinationals and SMEs, and where there is potentially scope for Cooperative conversions and the formulation of Worker Owned Cooperatives;
- Working with Universities and Citizens to develop new Worker Owned Cooperatives in sectors where there are identified gaps in the existing market. For example, there has been a recent growth in the formulation of Worker Owned Food and IT Cooperatives;
- Converting existing businesses into Cooperatives, particularly in incidences of where business owners have or are looking to retire. Conversion enables the business to continue, but with a different form of ownership;
- Supporting existing Cooperatives, whether Worker Owned or otherwise to become aware of and bid for procurement opportunities with local authorities and other Anchor Institutions. This involves capacity building work with Cooperatives to develop their skills, capacity and capability.

The Baseline Position in South Ribble

South Ribble Borough Council recognises that the formulation of Worker Owned Cooperatives is a key component part of Community Wealth Building and that it is a ‘Pillar’ in which there is increasing development in other places. However, it also recognises that the formulation of Worker Owned Cooperatives is incredibly difficult and something that requires time, resource, and specialist capacity.

In terms of a baseline position, South Ribble Borough Council has not yet worked with citizens and existing businesses to set up Worker Owned Cooperatives or convert existing businesses into Cooperatives. However, South Ribble Borough Council has undertaken a lot of work to evolve a ‘spirit of cooperation’ in the locality. This includes the formulation of the South Ribble Partnership and its accompanying Community Strategy and the development of Community Involvement Hubs.

In addition to this ‘spirit of cooperation, South Ribble Borough Council has also undertaken some anecdotal work to identify sectors where there is potential for Worker Owned Cooperatives, including around hairdressing, and the potential to co-run Salons. South Ribble Borough Council also actively encourages businesses to participate in the Lancashire business support programme, BOOST; something which could be extended to emerging Cooperatives.

The challenge for South Ribble Borough Council is largely around transferring these baseline principles around plural ownership of the economy into practical reality.

Actions in South Ribble

The below text and table therefore outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 3 of Community Wealth Building around plural ownership of the economy:

- Action 1 is to ***further activities around promoting a 'spirit of cooperation' in South Ribble*** – this includes continuing to engage with and contribute towards the realisation of the priorities of the South Ribble Partnership and the accompanying Community Strategy, and continuing to evolve Community Involvement Hubs;
- Action 2 is to ***put in place the conditions that will enable plural ownership of the economy to flourish*** – this will include as part of the Town Deal, developing and re-purposing space in Leyland Town Centre for the purposes of co-working and for Worker Owned Cooperatives and Social Enterprise;
- Action 3 is to ***undertake specific research around the scope for Worker Owned Cooperative formulation and Cooperative conversions***. This will seek to further identify sectors and opportunities for more plural ownership of the economy;
- Action 4 is to ***influence and develop capacity building support for those interested in setting up a Worker Owned Cooperative or converting an existing business into a Cooperative***. This is to be done through influencing the BOOST Programme, through the Community Involvement Hubs, and through employment and skills activities at the Leyland Town Centre Base (subject to successful Town Deal bid).

Table 3 – Plural Ownership of the Economy Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Further activities around promoting a 'spirit of cooperation' in South Ribble	<ul style="list-style-type: none"> - Further develop Community Involvement Hubs - Further engage with and support South Ribble Partnership 	<ul style="list-style-type: none"> - Rebecca Heap - Vicky Willett, Howard Anthony 	Autumn 2020 and ongoing	<ul style="list-style-type: none"> - Officer time
Put in place the conditions that will enable plural ownership of the economy to flourish	<ul style="list-style-type: none"> - As part of review of land and assets (as discussed in 'Pillar' 4) scope the potential for asset use by Cooperatives and Social Enterprise 	<ul style="list-style-type: none"> - Jonathan Noad 	Autumn 2020 and ongoing	<ul style="list-style-type: none"> - Officer time
Undertake specific research around the scope for Worker Owned Cooperative formulation and Cooperative conversions	<ul style="list-style-type: none"> - Identify sectors where there are gaps in South Ribble and potential for Worker Owned Cooperatives - Identify existing sectors and individual businesses where there is scope for converting businesses (where owners are retiring) into Cooperatives - Identify potential sources of external funding to support this 	<ul style="list-style-type: none"> - Economic Development Team - External Academic and Practical Support - Community Wealth Building Implementation Officer and Social Value Officer 	2021	<ul style="list-style-type: none"> - Officer time - Cost of Academic and Practical Expertise
Influence and develop capacity building support for those interested in setting	<ul style="list-style-type: none"> - Discuss with BOOST Programme management team the 	<ul style="list-style-type: none"> - Jonathan Noad, Jennifer Clough, Bernadette Markham 	2021 and ongoing	<ul style="list-style-type: none"> - Officer time - BOOST Programme

up a Worker Owned Cooperative or converting an existing business into a Cooperative	<p>scope to include modules around Cooperatives into business support activities and particularly at start-up</p> <ul style="list-style-type: none"> - Embed Cooperative formulation as a component part of employment and skills activities offered through the Leyland Town Centre Base 			
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4.4 Pillar 4 – Socially Just Use of Land

About the Pillar

The Socially Just Use of Land ‘Pillar’ of Community Wealth Building is about changing the way in which local authorities, other Anchor Institutions, and other land owners utilise their land and assets, and so they do so in a more socially responsible and community beneficial way. In many localities, the vast majority of land will be owned by the public sector and private sector developers; and the vast majority of assets will be run and managed by Anchor Institutions and private business. This means that residents and the community have little sense of ownership of land and are dictated to as to the times they can use assets.

The Socially Just Use of Land ‘Pillar’ seeks to therefore enable that the ‘Community’ has a greater sense of ownership of land within the locality in which they live; that the development of land brings greater benefits in local economic, social, community and environmental terms; and that assets are utilised for and transferred to community use.

This ‘Pillar’ of Community Wealth Building is particularly prevalent, given the recent growth in housebuilding nationally, in relation to the development of Local Plans, and given recent Government announcements around planning reform.

There are a number of activities which other authorities and areas have undertaken around the Socially Just Use of Land ‘Pillar’ including:

- Developing Community Benefit Frameworks and Clauses on major developments in their localities, to ensure that Developers adhere to requirements around wider local economic, social and environmental outcomes. This is often linked to existing planning powers and the priorities of the Local Plan;
- Undertaking reviews of land and asset ownership and use in order to understand who owns it and the potential scope for other forms of use;
- Supporting the formulation of Community Land Trusts, where independent vehicles are set up encompassing a range of stakeholders and led by the community which inform land ownership, use, and decision-making;
- Transferring the ownership of local authority and other Anchor Institutions assets to voluntary and community sector organisations and the wider community;
- Opening up privately owned land to the public through the notion of the ‘Commons’ and changing the use and timings of the use of Anchor Institution assets such as buildings and green space.

The Baseline Position in South Ribble

South Ribble Borough Council has already undertaken significant work to ensure that their planning practices bring wider benefits for residents. The Local Plan (which is currently being refreshed and which includes Preston and Chorley) is accompanied by a Supplementary Planning Document (SPD) on Employment and Skills. This seeks to ensure that any development that does take place in this ‘Central Lancashire’ area creates jobs for local residents and enables the upskilling of the local population. The SPD is accompanied by a mechanism for monitoring outputs and the numbers of jobs created, for example.

South Ribble Borough Council is also part of the Preston and South Ribble City Deal which is seeking to put in place the infrastructure required in the area to enable economic growth. The SPD and its principles are a key area for the Council in seeking to influence such infrastructure development. South Ribble, like many areas of Lancashire is also seeking to develop new homes, with the Council seeking

to ensure that as many of these are as affordable as possible, and that the process of development brings maximum local economic, social and environmental benefits, together with benefits for residents.

There are also a number of Anchor Institutions present in South Ribble which own and manage land and assets. There is however a challenge in harnessing the potential of this land and assets for the benefit of the community.

Actions in South Ribble

The below text and table therefore outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 4 of Community Wealth Building around socially just use of land:

- Action 1 is to ***develop a Community Benefit Framework as part of the refresh of the Local Plan*** – this will build upon the existing SPD around Employment and Skills, the Social Value Procurement Framework (as outlined in 'Pillar' 1), and the Social Responsibility Charter (as outlined in 'Pillar' 2). Instead of being focused upon developers, the Framework will be focused upon the occupiers of new developments and will outline a series of expectations in relation to local economic, social and environmental outcomes;
- Action 2 is to ***set up a local authority owned development company for developing affordable housing*** – as discussed in the baseline, South Ribble Borough Council has already started to think about how more affordable housing can be created in the area, including 15 units in Bamber Bridge. The setting up of a development company would enable direct labour to deliver upon development projects, with associated benefits for local employment and apprenticeships;
- Action 3 is to ***support the development of a Community Land Trust in South Ribble*** – this will enable a wider set of stakeholders and the community to have an influence over development decisions and activities and over the ownership and use of land;
- Action 4 is to ***undertake a review of Land and Assets in South Ribble*** – this will enable South Ribble Borough Council to understand more effectively who owns land and how assets are used. This can then in turn influence potential asset transfer and change the behaviour of both Anchor Institutions and private business as to how and when assets are utilised by the community.

Table 4 – Socially Just Use of Land Actions

Action	Activities	People Responsible	Timeframes	Resource Implications
Develop a Community Benefit Framework as part of the refresh of the Local Plan	<ul style="list-style-type: none"> - Research other Community Benefit Frameworks - Draft South Ribble Community Benefit Framework with links to Local Plan, Employment and Skills SPD, Social Value Procurement Framework ('Pillar' 1), and Social Responsibility Charter ('Pillar' 2) - Implement into planning process with a focus upon the occupiers of new developments 	<ul style="list-style-type: none"> - Community Wealth Building Implementation Officer and Social Value Officer - Jonathan Noad, Jennifer Clough, David Whelan 	Autumn 2020 and Ongoing	<ul style="list-style-type: none"> - Officer time
Set up a local authority owned development company for development of affordable housing	<ul style="list-style-type: none"> - Research other local authority owned economic development companies - Develop business case for a South Ribble Economic Development Company; - Set up South Ribble Economic Development Company 	<ul style="list-style-type: none"> - Jonathan Noad 	Autumn 2020 and Ongoing	<ul style="list-style-type: none"> - Officer time
Support the development of a Community Land Trust in South Ribble	<ul style="list-style-type: none"> - Identify stakeholders for including in Community Land Trust 	<ul style="list-style-type: none"> - Jonathan Noad - External Practical Support 	2021 and Ongoing	<ul style="list-style-type: none"> - Officer time - Cost of Practical Expertise

	- Support the development of Community Land Trust			
Undertake a review of land and assets in South Ribble	- Undertake study to understand land and asset ownership and use	- Jonathan Noad - External Practical Support	2021 and Ongoing	- Officer time - Cost of Practical Expertise

4.5 Pillar 5 – Making Financial Power work for Local Places

About the Pillar

The Making Financial Power work for Local Places ‘Pillar’ of Community Wealth Building is about ensuring that existing financial power and wealth in places is distributed and utilised in more socially responsible and equitable ways. All places will have significant financial power in the form of public sector Pension Funds, Banks, and other forms of public and private wealth. The challenge with this resource is that it is often reinvested and spent in unequitable ways and it is not distributed fairly.

In terms of Pension Funds for example, investment is often undertaken in fossil fuels and tobacco, as opposed to local regeneration and economic development schemes. In terms of Banks for example, investment and lending is often not made to SMEs and Cooperatives due to risk. In terms of wealth for example, this is often held by a very small number of people which exacerbates inequality. In terms of public services for example, vast swathes of these can often be outsourced to global companies in the interests of efficiency gains

The Socially Just Use of Land ‘Pillar’ seeks to therefore change the way in which power and wealth is held, distributed and invested so that it brings greater benefits for the local economy and people. Unlike the previous four ‘Pillars’ the geography of this pillar is important to outline. It is going to be very difficult for a small District Council, for example, to influence the way in which Pension Funds are reinvested or the way in which Banking is undertaken. Instead, there is a real need to cooperate across local authority boundaries and even regions to enable successful change.

Taking this geographical consideration in mind, there are a number of activities which other authorities and areas have undertaken around the Making Financial Power work for Local Places ‘Pillar’ including:

- Undertaking research around existing financial power and wealth in their localities and particularly understanding who owns it and how it is invested;
- Reviewing the delivery of outsourced public services and where appropriate bringing them back in-house;
- Working with neighbouring authorities and across the region to develop Community Banks, with a focus upon bringing locally owned banks to the high street and lending to SMEs and Cooperatives, in particular;
- Influencing Pension Fund investments, so they are reinvested in local relevant regeneration and economic development activities;
- Setting up Credit Unions to enable access to finance and savings facilities for those living largely in deprived areas.

It is also important to note that many of the activities are more political in their nature than some of the other ‘Pillars’.

The Baseline Position in South Ribble

For South Ribble Borough Council, this is the least developed of the five ‘Pillars’ of Community Wealth Building. There is an existing Credit Union ‘Blues and Twos’ which is focused upon public service workers and emergency service workers. It has over 8500 members and joining the Credit Union is a benefit of working for South Ribble Borough Council. South Ribble Borough Council has also commenced work to both shift the behaviour of those providing outsourced services and also start the process of trying to bring them back in-house. South Ribble Borough Council has done little work around the development of Community Banks and influencing Pension Funds.

Actions in South Ribble

The actions for this 'Pillar' are slightly different in that the first one is more around political level engagement at Lancashire and wider Regional levels. The first Action is that the Leader of the Council and the Cabinet Member for Community Wealth Building continue to engage with conversations with Preston City Council around the formulation of a Regional Community Bank and with the Lancashire Leaders Group around Pension Fund Investment and the scope for a Community Wealth Fund for Lancashire.

In addition, the below text and table outlines the key actions which South Ribble Borough Council and other key Anchor Institutions and organisations need to undertake to further develop 'Pillar' 5 of Community Wealth Building around making financial power work for local places:

- Action 1 is to ***enhance the scope and membership of Credit Unions in South Ribble*** – this will build upon the Blues and Twos Credit Union, but also seek to broaden out its membership through a focus upon some of the more deprived areas in the Borough. The emerging Community Involvement Hubs and the potential Leyland Town Centre Base, provide such opportunity;
- Action 2 is to ***further advance the process of bringing certain services back in-house*** – this will particularly focus upon leisure services and will work to bring those services back under the direct control and direct labour force of South Ribble Borough Council.

Actions in South Ribble

Action	Activities	People Responsible	Timeframes	Resource Implications
Enhance the scope and membership of Credit Unions in South Ribble	<ul style="list-style-type: none"> - Scope potential to transfer the principles of the existing 'Blues and Twos' Credit Union to a wider membership base - Utilise emerging and existing assets as the base for Credit Union activities including the Community Involvement Hubs and Leyland Town Centre Base 	<ul style="list-style-type: none"> - Gail Collins, Rebecca Heap - Jonathan Noad, Jennifer Clough, Bernadette Markham 	2021 and ongoing	<ul style="list-style-type: none"> - Officer time
Further advance the process of bringing certain services back in-house	<ul style="list-style-type: none"> - Work with external expertise to commence the process of bringing Leisure Services back in-house 	<ul style="list-style-type: none"> - Head of Leisure Services - External support such as Association for Public Service Excellence (APSE) 	Autumn 2020 and ongoing	<ul style="list-style-type: none"> - Officer time - Costs associated with external expertise

5 Next Steps and Recommendations

This final section of the South Ribble Community Wealth Building Action Plan does two things. First, it sets out a series of immediate next steps in relation to finalising and consulting upon the Action Plan. Second, it details three key recommendations for moving the Action Plan forward in the future.

5.1 Immediate Next Steps

The South Ribble Community Wealth Building Action Plan is shaped by the need for effective communication and consultation. The immediate next steps in this process are therefore focused upon consulting wider upon this draft Action Plan and further presenting its content. In particular, South Ribble Borough Council (working with Matthew Baqueriza-Jackson) will:

- Share the draft Action Plan with Officers and Members which participated in an initial session in July 2020 on 'what is Community Wealth Building';
- Speak with these Officers and Members at a dedicated workshop at the end of September 2020 to gather their feedback;
- Consult with a sample of South Ribble based businesses on the Action Plan at a dedicated workshop at the end of September 2020;
- Make any amends to the Action Plan, based upon this feedback;
- Present the Final Action Plan to Informal Cabinet in October 2020.

5.2 Recommendations

In addition to the immediate next steps outlined above, there are also three key recommendations for South Ribble Borough Council associated with the implementation of the Community Wealth Building Action Plan:

Recommendation 1 – First, South Ribble Borough Council needs to adopt the South Ribble Community Wealth Building Action Plan at both Member and Senior Officer level. This will enable the actions and associated roles and responsibilities to be embedded into the workloads of relevant Officers and enable budget lines to be set against it.

Recommendation 2 – Second, South Ribble Borough Council needs to commit to recruiting two new Officers in relation to Community Wealth Building. The first post would be for a Community Wealth Building Implementation Officer, whose responsibility would be to lead on the implementation of the Action Plan over the next 5 years. The second post would be for a Social Value Officer, whose responsibility would be for supporting the implementation of the Action Plan but would predominantly focus upon gathering evidence around the impact of the actions of the Plan.

Recommendation 3 – Third, South Ribble Borough Council needs to communicate and promote the Community Wealth Building Action Plan to both South Ribble based business and residents. The Plan should also be promoted nationally through CLES' Community Wealth Building Centre of Excellence.

Appendix 1 – Assessment of South Ribble’s Procurement Processes and Practice

South Ribble Borough Council is a District Council with an annual spend of around £15Million. It is important to note that South Ribble Borough Council shares its procurement function with Chorley Council.

South Ribble’s baseline position

The following tables set out South Ribble’s baseline position in relation to the activities for progressing procurement.

Theme 1 – Governance and Strategy		
Activity	Assessment	Commentary
Political buy-in		South Ribble Borough Council changed political leadership in May 2019. This has meant that the authority’s outlook towards particular policy agendas have changed. There is a new emphasis upon Social Justice and Community Wealth Building, with a dedicated Cabinet Member for this purpose. The importance of procurement as a lever to address wider economic and social issues is growing, with a particular emphasis upon jobs and skills. This links procurement to the wider Economic Strategy and Local Plan, currently being produced in collaboration with Preston City Council and Chorley Council. Consistency in political leadership across the three local authorities is shaping policy which is focused upon supporting the most disadvantaged.
Spend Analysis		In respect of Spend analysis, South Ribble Borough Council has developed inhouse and recently rolled out a new Contract Management System. This will enable data to be collected and reported in different ways; including in order to undertake Analysis of where procurement spend goes geographically, sectorally, and in terms of business type. The system has recently been rolled out and is in the process of being populated. Additionally, the Council has recently developed reporting functionality on the financial system to measure both Borough level and Lancashire wide spend. This will be subject to testing and data cleansing in 2020.
Social Value focused Procurement Strategy		South Ribble Borough Council has developed a joint procurement policy with Chorley Council. The Policy is shaped by the principles and themes of the National Procurement Strategy, and places specific emphasis on themes such as ‘inclusive’, ‘responsible’, and ‘sustainable’. The Procurement Policy is not a static approach and the two Councils are currently adapting it to take account of issues such as Climate Emergency.
Social Value Procurement Framework		The Joint Procurement Policy links to a number of wider outcomes which South Ribble Borough Council is seeking to achieve including around jobs and skills, reductions in emissions, work experience opportunities for young people, and those associated with Climate Emergency. The outcomes do not however translate into a Framework of Indicators and Questions for using in tender exercises.

Socially Trained Procurement Officers		South Ribble Borough Council has recently delivered training to contract managers at the launch of the new contract management system, raising awareness of the Council's priority in respect of procurement, which is inclusive, sustainable and socially responsible. Support is provided to procuring officers on a one to one basis for individual procurements. Guides and toolkits have been written and are available on the Council's intranet. Other formal procurement training sessions have not happened for a while but are currently being arranged for early in 2020.
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Theme 2 – Commissioning		
Activity	Assessment	Commentary
Service User engagement		South Ribble Borough Council does undertake some engagement with service users as part of the design of goods and services. It does however very much depend on the nature of the good or service being procured. For example, consultation has been undertaken with communities on playground and leisure projects and with businesses around the Town Deal.
Cross Departmental relationships		There are extremely positive cross departmental relationships at South Ribble Borough Council, with this most evident between the Procurement and Economic Development Team. This in particular is assisted by strong business networks in the locality, so there is knowledge of the types of goods and services which businesses can potentially deliver, and of economic, social and environmental challenges that can potentially be addressed through procurement.
Early market engagement and innovation		South Ribble Borough Council does not undertake many procurements which are above the OJEU thresholds and compared to other larger authorities has a relatively low level of overall procurement spend. Therefore, any early market engagement is rare and only undertaken where relevant. However, market engagement has been taken place with providers prior to developing and issuing specifications for Grounds Maintenance equipment. Procurement advice is offered at relevant business events, which are run by the Council. For example, the Lancashire County Council procurement team has exhibited at the Central Lancashire Business Events and South Ribble Borough Council have also run procurement advice workshops in the past.
Lotting and thresholds		Whilst there is limited scope due to size and nature of projects, South Ribble Borough Council seeks to break contracts into smaller lots where appropriate. Examples include vehicles and grounds maintenance equipment. They have also previously undertaken this in collaboration with neighbouring Chorley Council and Preston City Council in respect of a Repairs and Maintenance framework (now expired). In addition, South Ribble Borough Council utilises different requirements for different sizes of procurements. For opportunities below £100k, there is a requirement for at least 1 local organisation to be invited to bid.

		However, there is a recognition that the local marketplace does not always exist for all sectors or opportunities.
Social value weighting		South Ribble Borough Council does not have a formally agreed weighting around Social Value. However, it does utilise a 5% weighting around transport emissions. They ask a relatively general question around Social Value during procurement and recognise that they are increasingly getting better responses from potential suppliers.

Theme 3 – Pre-Procurement		
Activity	Assessment	Commentary
Information provision		South Ribble Borough Council utilises a range of means of advertising procurement opportunities and raising awareness at different geographical levels. All opportunities are promoted through Contracts Finder and the CHEST, the regional Portal. In addition, the Council has significant information on its website about the process of procurement, including a 'Selling to the Council' guide.
Meet the market events		The shared procurement team have attended events in the past which have generally been arranged by others, e.g. Chamber of Commerce, but nothing recently. They would engage in another such event where considered appropriate. Procurement advice is offered at relevant business events, which are run by the Council. For example, the Lancashire County Council procurement team has exhibited at the Central Lancashire Business Events and the Council have also run procurement advice workshops directly in the past.

Theme 4 – Procurement and Decision-Making		
Activity	Assessment	Commentary
Social Value questions		South Ribble Borough Council asks a relatively broad question around Social Value and where relevant. The questioning is largely related to what suppliers are going to do to deliver Social Value outcomes.
Qualitative and quantitative evaluation		South Ribble Borough Council evaluates tender responses using both qualitative and quantitative methods.

Theme 5 – Delivery		
Activity	Assessment	Commentary
Legal and contractual terms		Method Statements produced by suppliers as part of the procurement process are automatically translated into legal and contractual terms with South Ribble Borough Council. This includes any Social Value activities and means that contractors are obliged to treat them as contractual commitments.
Social Value brokerage		Through its Economic Development function, South Ribble Borough Council provides a range of support to businesses. This includes both suppliers and businesses that are not necessarily engaged in the procurement process. This support comes through

		the Apprenticeship Factory and through organisations such as Calico who provide support around jobs and skills.
Monitoring		South Ribble Borough Council is not currently undertaking any contract monitoring of suppliers Social Value commitments. This is largely down to a lack of capacity to do so and the lack of an effective methodology.
Supplier networks		South Ribble Borough Council does not currently facilitate any supplier networks.