

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Cabinet Member for Communities, Social Justice and Wealth Building)	Scrutiny Committee	Thursday, 17 March 2022

Community Wealth Building

Is this report confidential?	Yes/Partly/ No
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Is this decision key?	Yes/No/ Not applicable
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Purpose of the Report

1. To present an update of the Community Wealth Building project to South Ribble Borough Council Scrutiny Committee.

Recommendations to Scrutiny Committee

2. The recommendation is that the committee notes the report as an update.

Corporate priorities

3. The report relates to the following corporate priorities: (please bold all those applicable):

An exemplary council	Thriving communities
A fair local economy that works for everyone	Good homes, green spaces, healthy places

Background to the report

4. The Community Wealth Building project is making good progress against the implementation plan with many key deliverables achieved and active progress on several remaining actions. Key milestones to date include the successful implementation of the Social Value Portal helping the council ensure procurement is completed progressively. We have also established the Unify Credit Union which has empowered local financial decision making by giving residents access to community based financial services and products. Commitments from the Council as an organisation include Living Wage accreditation being achieved and the creation of staff e-learning modules on Community Wealth Building principles, and the use of the Social Value Portal as a procurement tool. Some actions assigned to the business support team have been impacted by resource being prioritised for business grants but are now back on track including the social value toolkit. Risk to overall project delay was mitigated by active project management and alternative support mechanisms allowing for the Social Value Portal to be delivered ahead of the Toolkit.

Key Actions Delivered

5. Progressive Procurement

- We have established the Social Value Portal as part of the tendering process, allowing the council to objectively measure social impact as part of its larger procurements, better informing the council in how it can use existing spending to better drive local employment opportunities and investment in its communities. There are now several commissioning processes actively underway using the portal.
- The Measures and Outcomes from the Social Value Portal have been mapped directly to wider corporate strategy priorities, allowing the impacts of community wealth to be measured across wider organisational objectives.
- Officer training has been developed and delivered with good attendance covering wider teams that complete procurement activities, allowing for understanding process and its aims among the wider organisation.
- A Shared Social Value Policy has been delivered offering a framework for officers in the Council and guidance on the use of the Portal to deliver additional social value locally.

6. Business Engagement

- Research and scoping for the Social Value Toolkit has been completed by the Business Support Team and a draft is currently under review.
- Content for a handout tailored to engaging businesses has been drafted, the one-page summary will be adapted to create a handout for engaging businesses at future business events.

7. Establishment of a Credit Union accessible to residents of South Ribble

- Refurbishment to an existing asset was completed to create a central space for the Unify Credit Union to operate from.
- Two employees have been recruited for the local branch with a third employee set to be recruited as an apprentice, creating quality opportunities in the local community.
- Referral pathways between the Council and partner services have been established allowing for local financial accessibility to be improved.

- A monitoring process for the Credit Union has been agreed and implemented with performance on track to meet the Y1 target of 200 new savers.
- Promotion of the Credit Union offer has recently been widely circulated to residents with the annual Council Tax leaflet.

8. Organisation Development and Partnership Working

- Accreditation as a Living Wage employer has been achieved, ensuring the Council sets a good example of fair employment and leads the way for local partners.
- e-learning modules and staff communications have been created to increase knowledge of both Community Wealth Building and the Social Value Process.
- A simple one-page summary of Community Wealth Building has been finalised in a Council branded format allowing key messaging about the project to be quickly communicated.
- Engagement with other councils and external organisations which support Community Wealth Building has been undertaken using a co-operative ethos through the CCIN (Cooperative Councils Innovation Network) to learn from others and share best practices.
- SRBC is now embedded within the Preston Anchor Network and has invited South Ribble anchor groups previously not included, working on this footprint provides a more practical geography to work with external partners.
- Engagement with Runshaw College has begun to seek the possibility to include course content on understanding of social value and alternative business models.
- A project to support local cooperatives has been scoped and a delivery plan created with initial discussions with community groups showing promising engagement and enthusiasm for the spirit of cooperation in the borough.

Next Steps

9. Forward Plan

- Deliver the corporate strategy project for supporting communities to access community cooperatives to develop the skills needed for a fairer and more varied local and fairer local economy.
- The Supplier Social Value Toolkit will be released ensuring that local businesses understand what role they can play in improving the quality of work in the local economy.
- Community Wealth to be further promoted to local businesses using existing business support functions and at events such as the “Meet the Buyer” events for the Town Deal.
- An evaluation of the ambitions of Community Wealth Building and the original CLES (Centre for Local Economic Strategies) model against progress made in year one, reviewing wider council priorities and re-aligning outstanding actions with wider planned workstreams.
- Further evaluate and review processes and measures to ensure they are fit for purpose including reviewing the Social Value Portal procurement value threshold.
- Scope options for how new assets such as those created through the Town Deal will be owned and/or transferred that accounts for retention of wealth within the borough.
- Further targeting of key groups for the Credit Union offer and engagement with local employers to promote payroll deduction memberships.

Summary of Year 1 Position

10. Delivery of Year 1 of the Community Wealth Building Project has ensured the Council has solid foundations on which to sustainably develop Community Wealth over the long term. The principles of Community Wealth have been successfully embedded into the Councils culture, practices, and processes, ensuring lasting change. The Council, itself now an example of good practice, stands well positioned to shape the local economy by spreading practices through cooperation with its partners, the community, and local businesses.

Comments of the Statutory Finance Officer

11. There are no direct financial implications of this report. Reserves of £150k each were created for both Community Wealth Building and Credit Union and are drawn down as required.

Comments of the Monitoring Officer

12. No comment.

Appendices

Appendix A – Community Wealth Building Implementation Plan

Report Author:	Email:	Telephone:	Date:
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Action	Description	Responsible	Status	End
Pillar 1 - Progressive Procurement				
Develop social value procurement framework	This will outline the additional social outcomes we to achieve through progressive procurement, the relevant tendering questions, how the answers will be evaluated and indicators for monitoring	JH, JC, JN, DW	Complete	Jun-2021
Implementation of framework	To ensure all commissioners at the council are trained in how to apply the above framework to ensure that social value is considered in all relevant purchasing	JH, DW, DB	Complete	Nov-2021
Integrate SR into Preston anchor institution group	Review the membership and potential of the existing Preston network identifying key contacts from each institution	JH, JC	Complete	Dec-2021
Implement SV framework across local anchor network	Encourage other SR anchor institutions to adopt a social value framework following our example	JH	To be taken forward Y2	Dec-2023
Develop suppliers social value toolkit	Toolkit explaining what SV we are seeking to achieve through procurement, signposting to organisations which may help support suppliers to deliver on their social value commitments	DB, JN, JC	Draft under review	Jan-2022
Undertake market engagement/communications	Raising awareness about our approach to procurement with businesses in SR and providing support to enable them to bid for opportunities both with us and other anchor institutions	JH, DW, JC, VW	Currently Progressing	Dec-2023

Pillar 2 - Advancing Fairer Employment

Develop workforce strategy	To review existing workforce practices that offer social value to employees and draw these together into a single coherent workforce strategy	VW, GC	Progressing	Nov-2021
Embed employment basics into existing business support	Identify and transfer best practices from SR council to local businesses through business support (HR policies, fair pay, health and wellbeing)	JN, JC, BM	To be taken forward Y2	Dec-2023
Social Responsibility Charter/SR Deal	A charter which outlines expected behaviours of SR organisations (both their employment practices and social/environmental responsibilities) This will provide a guide to SR organisations on how they can realise their social responsibility.	DB, VW, HA, JH	To be taken forward Y2	Nov-2021
Develop a Living Wage action plan	Using the Charter/deal, influence other anchor institutions and businesses to pay the real living wage/seek accreditation themselves	JB, Partnership	Accreditation achieved Y1	Dec-2023

Enhance existing employment/skills programmes	Enhance existing employment support schemes and widen reach. Link to Town Deal using Leyland as central hub for employment/skills support. (including Community Involvement Hubs)	Communities, JN, JC, BM	To be taken forward Y2	Dec-2023
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Pillar 3 - Plural Ownership of the Economy

Further promote a 'spirit of cooperation'	Build on progress made by the SR partnership working towards realisation of its Community Strategy and continuing to evolve Community Involvement Hubs	RH, VW, HA	Currently Progressing	Dec-2023
Develop the conditions for plural economic ownership	As part of the Town Deal develop and repurpose space in Leyland TC for the purpose of co-working and Worker Owned Co-ops/ Social Enterprise	JN	To be taken forward Y2	Dec-2023
Research scope for cooperative formation/conversion	Further research into which sectors have gaps locally and potential for co-op formation and conversion - i.e. Hairdressing/Salons	DB, Economic development team	Complete	Nov-2021
Develop capacity to support cooperative setup or conversion	Build co-op setup support capacity in existing business/employment support channels i.e. Boost Programme, Community Involvement Hubs, Town Deal skills hub, Runshaw	JN, JC, BM	Currently Progressing	Dec-2023

Pillar 4 - Socially Just Use of Land

Develop a community benefit framework for the local plan	Building on the existing SPD on employment and skills, the community benefit framework will seek focus on setting social and environmental expectations for the occupiers of new developments	CW, DB, JN, JC, DW	To be taken forward Y2	Dec-2023
Setup LA owned company for affordable housing development	A council owned development company will enable direct labour to deliver development projects allowing control over associated social benefits (local employment, apprenticeships etc)	ML	Currently Progressing	Dec-2023
Support the development of a community land trust	Widening and democratising the ownership and decision-making process over the use of public land	External support, JN	To be taken forward Y2	Dec-2023
Undertake a review of land and assets	Understand who owns land in SR and how it is used, influencing asset transfer and behaviour as to how and when assets are used by the community	External support, ML	To be taken forward Y2	Dec-2023

Pillar 5 - Making Financial Power Work for Local Places

Enhance the scope and membership of SR credit unions	Broaden access to a local and member owned (not for profit) financial service, this will include work to create a financial inclusion pathway for those who do not qualify for an account with a credit union and also work with community hubs to broaden geographical access	GC, RH, JN, JC, BM, HA	Completed	Dec-2023
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Further the process of bringing certain services back in-house	Focus on bringing leisure services back under local control with associated social benefits i.e. fairer direct employment	Head of leisure	Completed	Dec-2023
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