



COMMUNITY WEALTH BUILDING



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Introduction

Welcome to the Edinburgh and South East of Scotland City Region Deal (ESES CRD) Community Wealth Building Toolkit.

The ESES City Region Deal is a £1.3 billion investment from the Scottish and UK governments to accelerate growth, create new economic opportunities, and meaningful new jobs that will help to reduce inequalities in Edinburgh, Fife, The Lothians and Scottish Borders.

The purpose of this toolkit is to;

- Put Community Wealth Building in simple terms
- Explain the impact that Community Wealth Building can have
- Break down the 5 principles of Community Wealth Building and show what these looks like in the real world for community groups, businesses, public services, and the average person
- Showcase examples of successful projects and efforts

What is Community Wealth Building?

Community Wealth Building is an approach to economic activity that prioritises wellbeing, putting people and planet over profit. Economic activity can be defined as; what businesses exist and operate in an area, the financial investment and power that they bring to the local area, and the other social benefits that they bring to the communities they operate within.

Community Benefits are what we call the social benefits that come out of contracts. If a big business comes in from outwith the area to complete contracts and will then have to give back to the community.

This can be done in many different ways – providing resources to local groups, giving volunteer hours to local campaigns, employing or training local people, investing in local businesses, using local suppliers, and bringing resources to the area so that all the profits from their contract do not leak out when they leave.

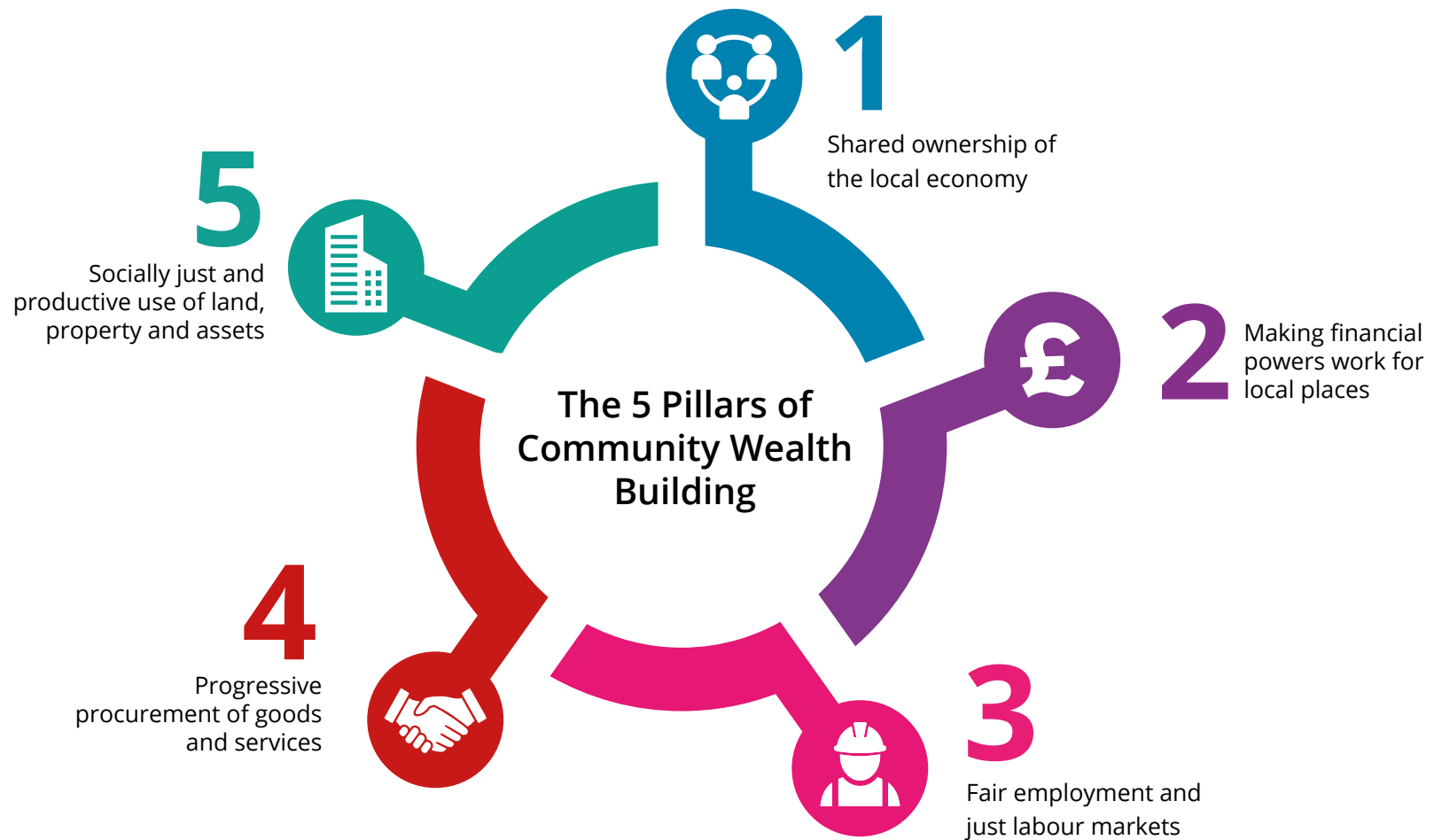
Community Wealth Building and Community Benefits each provide inward investment for communities. This means that they take the wealth that would usually 'leak out' of the area and keep it local. Therefore, the money that's made by local businesses and projects stays local – this could be from spending profits at local businesses, investing profits, time, and resources in community projects, and making the local area a more attractive place to do business. By investing in communities, we can help them to grow into thriving and connected places to live, work, spend and socialise.



The 5 Pillars of Community Wealth Building

The 5 Pillars of Community Wealth Building

The 5 Pillars were created by the Centre for Local Economic Strategies (CLES) after extensive research and insight from pilots like the Preston model, with an aim to collaborate to understand challenges, develop strategies and policies that deliver practical actions which impact the lives of communities.



Shared ownership of the local economy

Shared ownership or plural ownership enables communities to generate income and the ability to retain the wealth in that area.

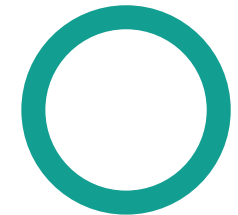
Development of community led SMEs (Small to medium sized enterprises) and social enterprises can have a massive impact on the wealth retention of a community. Existing businesses with a history of longevity in local communities should be emulated and replicated. The profits can be used to benefit the community through fair wages, reduced cost to consumers and reinvestment of profits in the community.

- Encourage the use and development of social enterprises and Community Interest Companies (CIC).
- Enabling workers the ability to create more employee owned companies.
- By moving towards public ownership where the wealth flows around the community, which helps stop wealth extraction.





Shared ownership of the local economy



An example of a project who are trying to address the balance between where land and property are owned by local people/communities/groups as opposed to only local authorities, private and businesses is in the area.

WHALE Arts in based in Wester Hailes, are currently working with anchor networks like the local council, towards owning the land the building sits on so that the organisation and local community can have more scope and input on how the space and building is used for the better of the community.

WHALEARTS •

“We feel that plural ownership of the economy provides the safest means of securing fair outcomes for the people of the Dunbar and East Linton ward into the future.”

Kate Darrah, The Ridge, Dunbar

“As a mutual society we are all about shared ownership as we ourselves are owned by our members and are there for our members, we look to support our members, be those individuals or businesses providing good value savings and loans fair and square.”

Adrian Sargent, Castle Community Bank, Leith

Making financial powers work for local places

The aim of this pillar is to generate additional wealth from the money already circulating within a community and prevent transfer of wealth to a shareholder or business who is not based or invested in your area. You can influence this by choosing where to spend our disposable income. In addition, where a person chooses to store their savings can have a significant and long-term impact on your community's ability to utilise and retain wealth.

Purchase Locally: By choosing your local shops and businesses to purchase products from, rather than opting to buy online from large national retailers. Where convenient to do so, decline to purchase a You'll be spending your money in a business that employs someone in your community who will then also spend their pay in the local area.





Save Locally: Consider using community banks or credit unions instead of high street banks, which ensures that money stays within the community.

Invest Locally: By choosing your local shops and businesses to purchase products from, rather than opting to buy online from large national retailers can make a huge impact to a community. By spending your money in a business based in your community, that will often employ local staff who will most likely spend their disposable income in the local area.



“Financial power at the heart of the community is key to all we do for our members, helping them save and if necessary, borrow in times of need.”

Adrian Sargent, Castle Community Bank, Leith

“Making financial power work for the Dunbar and East Linton ward includes developers being required to make proportionately significant contributions to real improvements locally, directed by the community. It also includes partnership working across public/private/third sectors to empower the local community to play a strong part in design and delivery of the services it knows it needs.”

Kate Darrah, The Ridge, Dunbar

Fair employment and just labour markets

Workers play a huge part in the circular economy and ensuring that they are working in favourable conditions, have good development prospects, access to union rights and fair wages should be paramount for all employers in order for us to build a resilient and skilled local workforce.

How can this be achieved?

- Taking an inclusive approach to ensure that there are job pathways or upskilling opportunities for all.
- Transparency and procedures in place to ensure that all staff receive fair treatment, including the recruitment process.
- Encourage the adoption of Fair Work to ensure that workers rights are protected. The Framework aims for jobs that provide; Respect, Opportunity, Fulfilment, Job Security and an Effective Voice.
- Making a conscious effort to move away from zero hour contracts.
- Real Living Wage – There has been a solid uptake of employers becoming accredited and offering a wage which is above the set government minimum and takes in to account the overall cost of living, to tackle poverty and provide workers with a better standard of living.
- Encouraging employers and employees to open the dialogue regarding Flexible working. Whilst hybrid working may have highlighted this in past few years, there are still many keen to work but are unable to commit to the standard 9-5.



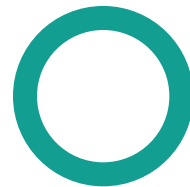
“Recognising the adaptability of our workforce, we decided to pilot a 4 day week: This has been well received, staff are feeling the benefit of a supported work life balance, productivity has remained constant and there has been no impact to customer service.”

Caroline McFarlane,
Director, Limelight Careers



The Importance of the Fair Work Convention

- The Fair Work Convention has been in place since April 2015 and acts as an independent advisory body to Scottish Ministers
- The Fair Work Vision By 2025, people in Scotland will have a world-leading working life where Fair Work drives success, wellbeing and prosperity for individuals, businesses, organisations and society.
- Definition Fair work is work that offers all individuals effective voice, opportunity, security, fulfilment and respect.
- Purpose To balance the rights and responsibilities of employers and workers which can generate benefits for individuals, organisations and society.



There are 5 Indicators of Fair Work

1	Improving Respect at Work <ul style="list-style-type: none"> • Closing the Pay Gap • Health, Safety & Wellbeing
2	Improving Security at Work <ul style="list-style-type: none"> • Offering Stable Contracts • Paying Real Living Wage
3	Improving Opportunity at Work <ul style="list-style-type: none"> • Employing and Retaining a Diverse Workforce • Flexible Working
4	Improving Fulfilment at Work <ul style="list-style-type: none"> • Access to Training & Development • Encouraging Personal Growth and Career Progression
5	Improving Effective Voices at Work <ul style="list-style-type: none"> • Trade Union or Employee Representation • Clear Communication Channels

Extensive research has shown that the outcomes of implementing fair work practices include

Improved mental wellbeing	Reduced in-work poverty
Increased talent retention	Improved employee skills
Increased job satisfaction	Increased productivity

Importance of an Inclusive Workforce

The Equality Act came into place in 2010 and aims to protect people from discrimination, harassment and victimisation.

The 9 protected characteristics under the Equality act are; **Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.**

An inclusive workforce should provide a diverse and inclusive workforce, which acknowledges and celebrates individuality.



the Original Roslyn Inn

Richard Harris, Director at Roslyn Inn Ltd, explains how their long-established family business has found strength by having an inclusive workforce;



“We believe an inclusive workforce is a stronger workforce. The fulfilment of witnessing people grow in ability and assuredness is one of the most rewarding achievements in hospitality. Through patience, supportive coaching, understanding limitations, and addressing individual concerns we can plan a bespoke route that develops a happy, productive team member.

Belonging to a progressive positive culture helps candidates lacking in confidence, realise accomplishments and builds personal belief.

The growth that comes with helping others develops empathy in the workforce, benefiting customers and team members alike. We have found the rewards of this approach generates contented, motivated, fulfilled loyal employees.”



Importance of the real Living Wage

With over 2800 accredited employers in Scotland paying the real Living Wage, they employers are choosing to ensure their employees can earn a wage that supports a decent standard of living.

Workers who have from their employer's commitment to paying the real Living Wage have told us how this has impacted them both personally and professionally.

By paying a wage that accurately the cost of living, we can help to create a more just and compassionate society that promotes inclusivity and wellbeing. The real Living Wage continues to be a successful tool in thousands of people from the grip of in-work poverty throughout Scotland.

These benefits include:

- Fewer financial pressures/worries
- Ability to save and plan for the future
- Ability to afford the 'little extras'
- Feeling more valued by their employer
- Increased motivation at work
- Enhanced team relationships and cohesiveness

“Ensuring that staff are paid at least the real Living Wage is the single most important thing employers can do to support their people with rising living costs and plays a significant role in creating the just labour market we all want to see. Living Wage accredited employers across Scotland, including Edinburgh and the Southeast, recognise that paying a wage that covers everyday needs is a necessary and vital investment in their workforce.”

“Not only is it the right thing to do, businesses that pay the real Living Wage reap the benefits in terms of better recruitment and retention, less sickness absence and a more motivated workforce.”

Christine McCaig

Interim Manager, Living Wage Scotland

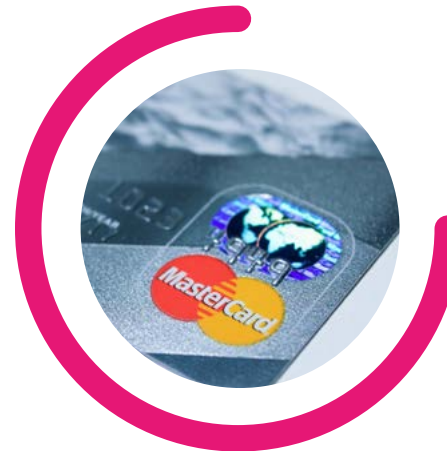


Progressive Procurement

Anchor organisations within the region like Councils, NHS, Police, Universities, Colleges etc, provide a huge buying power locally, and can make a massive impact on the local economy.

Working together with local businesses, SME's, thirds sector organisations, social enterprises, employee or community owned businesses helps to develop a resilient local supply chain to retain wealth within the local area.

- Encourage social value frameworks, and raising awareness of the impact of community benefits.
- Anchor organisations engaging with potential local suppliers and social enterprises to help to explain the requirements to become a preferred supplier, thus opening up the possibilities to have a more inclusive and resilient supply chain.
- Utilising suppliers who are pro-active in sustainability, social impact and community wellbeing. By choosing to use suppliers who demonstrate these values, we are encouraging a positive and ethical legacy.





“A great example of progressive procurement working well currently within the local area is the Broomhouse/Sighthill Community One Stop Shop service. They offer food packages at low affordable rates – generally food from local shops which is close to its sell by date and also regularly have community meals which use locally grown food from community gardens. They also offer a local self-referral food bank, advice services and outreach work. As well as this, they also offer employability support.”

Gemma Smith, GoBeyond, Edinburgh

“Progressive procurement of goods and services is desperately needed. Where local skills and capacity are available and offer the best solution, obstructive procurement practices hamper this being delivered. 'Computer says no' will rarely produce the best value for money solution, particularly at a local community level. Current procurement rules are not fit for purpose and often produce the opposite of what they set out to do.”

Kate Darrah, The Ridge, Dunbar

Community Benefits

“Community benefits” are the method by which local communities and good causes can receive additional social value from public spending, and are now mandatory to consider across the majority of public sector procurement.

(Procurement Reform (Scotland) Act 2014)

Traditionally this includes businesses committing to creating local jobs and apprenticeships, engaging with schools and employability projects, hosting work placements and using local supply chains as much as possible.

Another strand of community benefits however is also tied to benefitting local people, places and good causes. This includes volunteering, improvements to public indoor/ outdoor spaces, environmental initiatives, support for local charities and voluntary groups.

University of Edinburgh’s new Usher Institute is being constructed by **McLaughlin & Harvey** and will become a world-leading facility for over 900 scientists, health & social care researchers and colleagues from the public, private and third sectors.

As part of community benefits, McLaughlin & Harvey have undertaken work with schools, attended a careers roadshow with Developing the Young Workforce and helped local young people progress from a work placements onsite into a pathway to an apprenticeship.

McLaughlin and Harvey understand the importance of engaging with local social enterprises in their supply chain. They have worked with Move On to utilise waste materials from their project, thus reducing the environmental impact and enabling Move On to help strengthen their business model.

They have also been proactive in engaging with local good causes above and beyond the standard frameworks to ensure that they are making a positive difference to the local areas of their projects.



Edinburgh School Uniform Bank:
£500 donation to provide school clothing and essentials for low income families across Edinburgh.



Move On Wood Recycling:
Social enterprise in Usher supply chain processing waste site wood to support employability and homelessness projects.



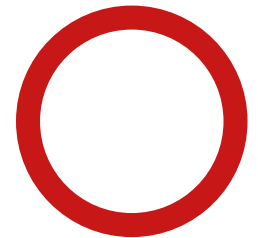
Socially productive use of land, property and assets

Our land is a valuable commodity - even more so after the focus of COP26/27 which have helped to highlight the climate emergency. Coupled with the need for more housing for an ever growing population, means that as a society we need to address these challenges to ensure that we can all benefit from this resource.

- Asset Transfers – Community buyouts of public and private land in order to protect the land and ensure it remains of benefit to all.
- Collaboration with landlords (private and public sector) for the use of vacant premises with rebates or rent reductions for local businesses, social enterprises etc to encouraging a thriving high streets, which ties in to the ethos of '20 minute neighbourhoods'
- Promote 'Reuse, Repurpose and Reduce' to reduce the waste going to landfill.
- Rewilding – increased tree planting, reintroduction of native species and encouraging biodiversity across the variety of regions landscape.
- Regulation of land rights to ensure more productive use of local land, whilst encouraging an environmental approach.



"Making productive use of forgotten places and spaces for us all to enjoy."



Where unused local places and spaces are used by communities, businesses and organisations for social, community, health and/or educational activities, events and employment opportunities. An example of this can be found in the Go Beyond case study about Dumbeg Park.

“The Edinburgh Community Solar Co-operative has built a socially-owned institution which enables the people of Edinburgh to derive community benefit from an asset which was already in place – the City of Edinburgh Council buildings – while providing green energy to the city’s principal institution – the City of Edinburgh Council”.

Drew Murphy, Edinburgh Community Solar Co-op

Local Authorities



Community Wealth Building Approaches

The five pillars of community wealth building help the Council to realise the changes they can make to grow a strong local economy.

Spending

Maximising community benefits through procurement and commissioning, developing good enterprises, fair work and shorter supply chains. The Council have continued to develop the use of local supply chains. This year the Council ran a local butcher meat project where we sourced all fresh meat for 2 of our secondary schools and one primary school for 10 weeks from 2 local butchers. It was a huge success and we have extended the trial with a single supplier for a further 9 months to all 9 secondary schools. This progressive procurement project has supported local employment, made sustainability progress and helped to keep wealth within the Scottish borders community.



Inclusive Ownership

Developing more local and social enterprises which generate community wealth, including social enterprises, employee owned firms and cooperatives.

Workforce

Increasing fair work and developing local labour markets that support the wellbeing of communities.

The Council is committed to encouraging the adoption of Fair Work Practices. When relevant, suppliers bidding for public contracts should adopt fair working practices, specifically: appropriate channels for effective voice, investment in workforce development, no inappropriate use of zero hours contracts, action to tackle the gender pay gap and create a more diverse and inclusive workplace, providing fair pay for worker, offer flexible and family friendly working practices for all workers, oppose the use of fire and rehire practices. As an accredited real living wage employer the Council is committed to encouraging the wider adoption of the real living wage. This is an hourly rate set by the living wage foundation. The current rate is £10.90. (October 2022).

Finance

Ensuring that flows of investment and financial institutions work for local people, communities and businesses.

Land and Property

Growing social, ecological, financial and economic value that local communities gain from land and property assets.



The West Lothian Approach

West Lothian Council started to look at Community Wealth Building in the summer of 2021 with initial recruitment of Community Wealth Building Officer through the Edinburgh & South East Scotland City Region Deal and opening applications for the Scottish Government's Place Based Investment Capital Grants 2021/22 for projects with the goal of building Community Wealth.

Through the programme 5 projects were selected that reflected the set criteria of the 5 pillars.

The successful applicants were;

- Craigsfarm Community Development Project awarded £129,602 to enhance existing facilities.
- West Calder HUB awarded £140,265 to be utilised for the enhancement of existing indoor and outdoor facilities potential creation of jobs for local people.
- West Lothian College, were awarded £493,436 to construct an Eco-House education and training centre.
- West Lothian Foodbank awarded £188,697 for a Market Garden project which will benefit the foodbank network across West Lothian, enabling the employment of a local young person and provide work placements for college students.
- Crofthead Community Education Association awarded £350,000 for the creation of new community facilities and improving and growing existing property and services, as well as enhancing its cycle track facility.



In late 2021 the Council commenced work with CLES to consult on and develop an Action Plan for implementing Community Wealth Building in West Lothian.

In April 2022 a further round of Place Based Investment funding was allocated for 2022/23 for projects with the goal of building community wealth around the 5 pillars.

The successful applicants were:

- Almond Valley Heritage Trust were awarded £153,000 to upgrade their carpark to enable access to green space and provide a new entrance way to the facility in order to enable free access via future developments.
- Craigsfarm Community Development Project were awarded £146,494 to carry out internal upgrades of the café area, flooring and doors and to undertake a feasibility study of a nearby sports pavilion with a view to looking at community ownership.
- The Larder were awarded £182, 879 to develop and upgrade their bakery including the development of a shop front, upgrade training facilities to make them accessible to clients with additional support needs and will create a community support hub, including a community café.
- The Bridge Community Project were awarded £83,627 to install renewable energy into their wellbeing hub base owned by the organisation.

In July 2022, following desktop research plus engagement with key services, stakeholders and Elected Members, CLES finalised their report 'Advancing Community Wealth Building in West Lothian'. The report highlights a number of key existing positive actions which have been taken in West Lothian already to support Community Wealth Building. It also set out a number of recommendations on actions that could be implemented to take forward an approach to Community Wealth Building. More information is available here:

<https://westlothian.gov.uk/article/73135/Community-Wealth-Building>



More information to follow on the Community Wealth Building strategies for the following regions – so please check back to stay up to date.



City of Edinburgh Council
<https://www.edinburgh.gov.uk/>



East Lothian Council
<https://www.eastlothian.gov.uk/>



Midlothian Council
https://www.midlothian.gov.uk/download/downloads/id/3922/midlothian_strategy_for_growth_2020_-_2025.pdf



Fife Council
<https://www.fife.gov.uk/>

Case Studies

Castle Community Bank



Shared Ownership – wholly aligned to the purpose and values of Castle Community Bank. We are here for members and want to give back and build our local community. We are local enterprise and very proud of our Leith heritage and to give back and work with local businesses, local social enterprises and not for profits in the area to grow that wealth.

We're a credit union dedicated to bringing people an alternative home for their savings and loans. We don't have mysterious shareholders. Instead, we're owned and run by our members, creating a shared financial community across the UK, which is accessible to everyone.

Community is something we strongly believe in; banking doesn't have to be done with a massive corporation. Instead,

we take away the barriers. We're bringing the focus back to helping people, so we strive to be accessible, applicable, and affordable for all our members.

We are incorporated through the Credit Union Act and regulated by the Prudential

Regulatory Authority as well as the Financial Conduct Authority as are all banks and building societies. All financial services need to be regulated to ensure we are doing the right thing for our customers, protecting their money and safeguarding their interests. The Credit Union Movement has been around for a long time and aims to serve locally and be there for the members and give back to the local community.

Credit Unions are there to provide a way for members to save money, for the benefit of the members and to lend out to members who need money in hard times. Reducing the cost of lending and giving a good return on the money they have deposited with the Credit Union.

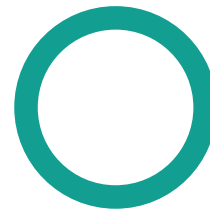
For Castle Community Bank, the local community and community wealth building are really important. It links in with the values and purpose of Credit Unions and Castle Community Bank. We are Leith, Edinburgh Head Quartered and very proud of the community we

are based in. We have a long history of being based in North Edinburgh, we want to give back to that local community. Giving back by supporting local social enterprises helping financially educate in the local area, whatever we can do to help with our financial expertise. We can take deposits and lend to local enterprises who need help to move to next level and create that virtuous circle where everyone is better off.

Community Wealth Building is about keeping the wealth, money, or economy local. By keeping things local it allows the money to circulate around the local economy.

The money goes back in people's pockets and back into local businesses. By keeping it a local community level means that it doesn't get extracted away to other head offices of corporations that are not based in the local community. Grow the local community and it makes it more resilient and a better place for people to be.

Making Financial Power Work – We are a financial institution and wish to give back to the local community, financial inclusion, lending can benefit the community.





How does a credit union work?

A credit union is a financial institution which is owned by its members and is registered on the FCA Mutual Register as entity 0019CUS. From a governance perspective, Castle Community Bank is supported by both the Prudential Regulation Authority and the Financial Conduct Authority with registration reference 213877

Things work a little differently at Castle Community Bank. We don't have mysterious shareholders. Instead, we're owned and run by our members, creating a shared financial community across the UK, which is accessible to everyone. Community is something we strongly believe in; banking

doesn't have to be done with a massive corporation. Instead, we take away the barriers. We're bringing the focus back to helping people, so we strive to be accessible, applicable and affordable for all of our customers.

Castle Community Bank provides both loans and savings for members across the UK within their Common Bond*. All savings up to £85,000 are fully protected by the Financial Savings Compensation Scheme.

* The Common Bond means a member/depositor must be eligible by their employment code or by membership in a recognised institution such as the Co-Op or National Trust.

The objectives of the Credit Union are:

- The promotion of thrift among its Members of the society by the accumulation of their savings;
- The creation of sources of credit for the benefits of its Members at a fair and reasonable rate of interest;
- The use and control of Members' savings for their mutual benefit; and
- The training and education of Members in the wise use of money and in the management of their financial affairs.

What are the benefits of using a credit union over commercial bank?

You are using a Financial Institution who strives to do the best for their members and who use surplus funds for the benefit of their members and the community in which they operate.

The Edinburgh Community Energy Co-operative



“The Edinburgh Community Energy Co-operative is the epitome of community wealth building. Community shares and one-member-one-vote provide plural ownership and make financial power work for local places while the relationship with City of Edinburgh Council, whose buildings form the basis of the project, enables socially just use of land and property and provides a route to progressive procurement of goods and services.”

The Edinburgh Community Solar Co-operative is a community benefit society whose 683 members have invested £2.1 million in 30 solar arrays across Edinburgh which are generating 1.5GWh of green energy per year.

The co-op was set up to provide a democratic structure through which the people of Edinburgh could help meet the energy needs of the city.

The co-op has the very ambitious objective of developing a community owned renewable energy project which will enable the citizens of Edinburgh to sustainably support the energy needs of Edinburgh, growing the project over time to meet more of that need.

This has been done in partnership with City of Edinburgh Council on whose buildings all of the arrays installed to date are placed. However, the co-op is seeking to build partnerships across the public, private and third sectors, democratising energy provision as it builds and develops.

What does Community Wealth Building mean to your organisation and how are you putting that into practice?

Edinburgh Community Solar Co-op would see community wealth building as an intrinsic part of what it does. The money for this project was raised through two community share offers. The first share offer in 2015 raised around 70% of the capital from people in Edinburgh and the second share offer raised 100% of the capital from Edinburgh people. This money is the savings of people in Edinburgh which is being spent in Edinburgh. The financial surplus from the co-op is used for community benefit within the city with grants going to groups across the city.

While the City of Edinburgh Council were extremely supportive, and indeed the project would have been unable to succeed without their support, the issue of procurement was a difficult one for both the co-op and the City of Edinburgh Council. A strict interpretation of procurement rules might suggest that the community co-op should compete with large, private businesses for the right to install solar panels on City of Edinburgh Council roofs with the council deciding mainly on price. The City of Edinburgh Council and the co-op worked together to enable the project to happen but it took a great deal of input from the council to make this possible.



“The Edinburgh Community Solar Co-operative has built a socially-owned institution which enables the people of Edinburgh to derive community benefit from an asset which was already in place – the City of Edinburgh Council buildings – while providing green energy to the city’s principal institution – the City of Edinburgh Council.”

Drew Murphy – Chair of Edinburgh Community Solar Co-operative



A Greener Hawick



A Greener Hawick is a community body that has undertaken a number of successful projects in the fields of renewable energy and climate change mitigation. The acceleration of the climate emergency caused a rethink of strategy which led to a decision in October 2019 to revise the governing document to enable the organisation to focus on active and sustainable climate change mitigation.

We are the Hawick environmental anchor. Our aim is to make Hawick an even better place to live by Inspiring actions that reduce Hawick's contribution to Global warming and address the impact of Climate Change on Hawick through promoting community investments which put our aims into action.

Community Wealth Building is a people-centred approach to local development, which redirects wealth back into the local economy, places control and benefits into the local people. It's one of the pillars on which a Greener Hawick is built, the other being Wellbeing. They go together because lack of one makes the other worthless.

From this process we developed a new mission statement:

To improve community wellbeing in Hawick through the acquisition of derelict land and buildings which, rejuvenated using techniques focused on climate change mitigation will form a property portfolio dedicated to the sustainability of the Hawick community

Our revised constitution qualified us as a community body in terms of the Land Reform and Community Empowerment Acts enabling us to take advantage of opportunities they present.

Development

Administrative changes provided a foundation for future growth. Research then focused on how the community might be convinced of its role in improving wellbeing. How community directed improvements in biodiversity, climate change mitigation and local food production can together create community wealth which will improve wellbeing and create a more confident future-focused community. The conclusion was that concentration on easily identified improvements like the reuse of vacant and derelict property will improve understanding of place and focus on a vision for that place.

Having defined A Greener Hawick's strategy to consider long term benefit before short term gain, we recognised the need to prove our ability to deliver tangible community benefit. To demonstrate to both community and the wider development world we chose to tackle a highly visible project which presented many challenges. Overcoming these would, we recognised, create a positive image for the new anchor organisation and provide us with many learning opportunities.

A community organisation must recognise the needs of the community as paramount to success. Our first lesson was how to understand the needs of the community and how solutions can be effectively delivered in a town the size of Hawick. This led to the ideas that the greater the significance of a project to its immediate area the more successfully it would attract support and the closer decision-making is to one's own front door the greater will be the feeling of ownership. Advice from Scottish Government reinforced this and so Silverbuthall Community Development Trust Limited was born; initially to lead our first project.

The Silverbuthall Trust was designed by Silverbuthall people who also registered the company and wrote its Articles of Association. A Greener Hawick continues to provide support with legislation and funding. The natural symbiosis between Silverbuthall and A Greener Hawick has also delivered benefits for the town-wide organisation including a growth in capacity.

An objective of creating a neighbourhood body is to demonstrate how a specific project develops both community confidence and confidence in a new organisation. The neighbourhood body then feels empowered to identify further projects known to meet the expressed needs of their community. The Silverbuthall structure provides full control to the community but embeds a connection with the anchor organisation by requiring the appointment of two directors by A Greener Hawick.

Part of this journey has been the building of relationships with national organisations: DTAS, SLF, Trellis, SF&G, CES and the very helpful Community Right to Buy team at Scottish Government. We learned how to capture discounted and pro-bono professional advice. We have developed connections with specialists: highly qualified environmentalists, renewable energy engineers, land contamination experts and most important of all, the community because who knows their area better. Along the way we have quadrupled our membership and it continues to grow



Flexibility Works

Who Are We?

Flexibility Works is a Glasgow based social enterprise led by Nikki Slowey and Lisa Gallagher, Scotland's leading experts in flexible working.

Our Purpose, Vision & Mission

Purpose

Enriching people's lives by transforming the way we work.

Vision

Creating a working culture that truly values work life harmony, enabling all people and businesses to thrive.

Mission

To accelerate the adoption of flexible and new ways of working in Scotland, by sharing advice, insight and best practice, which improve business success, employee engagement and wellbeing.

5 Pillars - Progressing procurement

- We network within Scotland and try to ensure that we support Scottish based businesses
- When purchasing thank you gifts for event speakers, we have sourced local, women-led businesses to support



Our Values

1. We are mission-drive and prioritise wellbeing and work life harmony for all
2. With a creative mindset, we offer a safe, enjoyable space for all our customers, colleagues and employers
3. We are curious and take time to understand your story and deliver customised solutions
4. We build relationships and bring people together to collaborate and share best practice
5. We take action by rolling up our sleeves and getting stuff done
6. We care deeply about equality, justice and improving people's lives

Fair employment and just labour markets

- We invest in the training and development of our staff as we know that they are our strongest asset.
- We allocate an annual training allowance for every member of staff.
- None of our staff are on zero hours contracts.
- All of our staff earn above the Living Wage.
- At our very core, Flexibility Works are a flexible organisation. All jobs are advertised as flexible and from day one, flexible working is discussed with our staff.
- We offer various working patterns to suit all family and caring responsibilities.
- Most of our staff work part time and all currently work remotely.
- We offer enhanced sick pay and are reviewing our family friendly policies and pay so that we can be market leading for an organisation of our size.

Shared ownership of the local economy

- At Flexibility Works, we do not have shareholders. All profits are put back into the business to allow us to support more organisations on their flexible working journey.

“A thriving economy requires people who are skilled, motivated and engaged. We believe this can be achieved when business allows people to fulfil their potential and be in a position to choose both a career and a home life, while not being held back. More than ever, we need to be challenging the old-fashioned infrastructure of working being in a static location, 9 to 5. Working flexibly simply works better for all of us.”

Nikki Slowey & Lisa Gallagher, Directors and Co-Founders of Flexibility Works

- This allows us to employ more Scottish based people (we have just employed 3 new members of staff) and in turn, increase our capacity to work with more local businesses.

Socially just use of land and property

- We do not own any property or land, rather making use of co-working hubs in Glasgow and Edinburgh.
- We believe that this is the best model for flexible businesses as we are still based within the community and supporting locally owned co-working spaces.
- This allows us to be a part of the local social business community while allow ensuring that we are not wasting money on a fixed office that wouldn't be fully utilised.

Making financial power work for local places

- Our social business model allows us to employ more Scottish based people (we have just employed 3 new members of staff) and in turn, increase our capacity to work with more local businesses.





The Ridge

The Ridge was set up in 2012 in response to the lack of opportunities for local people to train/work locally. Over the years, our provision has extended massively in response to local needs, but at our core we are still very much focused on the provision of holistically supported skills training, with an ideal outcome for most people being attaining the dignity of properly paid work. A key aim is to empower people to

move from dependency to contribution, with all the fulfilment that can bring. Our support team works closely with a wide range of partner agencies to help address challenges, which can include mental health, substance abuse issues, social isolation, criminal justice involvement, housing/homelessness, debt, domestic abuse, lack of qualifications or skills etc. We have 2 community gardens which provide beautiful peaceful town centre

settings for learning and social interaction - volunteers grow produce and flowers for sale to local businesses, and make lovely spaces for the community to enjoy.

We have a lot of food-focused projects, helping people build the knowledge and skills to nurture themselves and their families, on healthy low cost food.





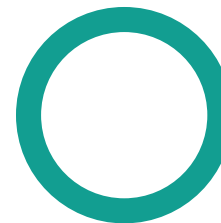
We are also an SQA-accredited organisation, so we can deliver certificated skills training, including Rural Skills and Construction.

Our Foundations team is a social enterprise construction company owned by the charity. They provide National Certificates in Construction to school pupils from across the county - mostly these youngsters are not thriving in (and in some cases not attending) school. In a practical, non-school setting, it's often possible for them to see themselves differently, to behave and learn in ways which reveal their potential and build their confidence, impacting positively also on attendance, behaviour and attendance in school. The Ridge Foundations has an apprenticeship programme for stonemasons and joiners.

The SCIO (charity) owns a number of sites, many including historic but derelict buildings and walls. The apprentices learn and hone their skills through restoration of these important pieces of our local heritage. Most are individuals who have experienced life on the margins of our community, and have not felt valued or included.

As the custodians of the historic built environment, their work is appreciated and praised, and we see the enormous benefits to self-worth and mental/physical wellbeing of the whole integrated experience for these increasingly skilled individuals. To sustain this work, we also undertake paid-for contracts locally, where people are delighted to be contributing to support of.

“The Ridge's work while getting high quality restoration undertaken. This also gives a broader experience to the apprentices and helps them prepare for a fulfilling future career beyond The Ridge.”

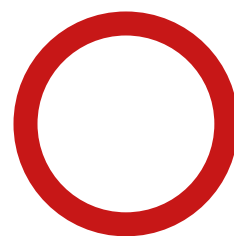


What does Community Wealth Building mean to your organisation and how are you putting that into practice?

We see Community Wealth as being embodied in the fulfilled potential of both people and place, and in the interactions between the two. It was through the need to repair the walls of our garden that we ended up providing stonemasonry apprenticeships - a short pilot project showed the huge impact on individuals' health and wellbeing of that focused engagement with the restoration of a broken historic wall. The connection to our past, to the current garden project, to the passers-by of every sort, to the physical fabric of the place was all so powerful in bringing people together to restore themselves in the process of restoring the place, and thereby restoring social bonds across the community. For us, this encapsulates so much of what we understand by Community Wealth Building. We are supporting people locally to build the skills they need to be able to live a fulfilling life as individuals but also as connected members of our community. We provide that skills training through work which has positive impact on shared spaces, and the net impact is an improved physical townscape from which all benefit. We have been able to take ownership of a number of sites on behalf of the community, creating assets protected from development or destruction, available in perpetuity for the community to use to meet its needs as it sees fit at the time. We have a strong focus also on the natural environment and on educating young people in particular about the importance of caring for it, specifically where we live and have direct responsibility.

Through the creation of beautiful biodiverse spaces, created and cared for by our youngsters and adult volunteers, we instil the sense of joy, pride and responsibility for the natural world which preserves the most fundamental aspects of our community's wealth, without which we cannot live. In the process, social

stratification, stigma and isolation are broken down, and we create a stronger, more resilient community which has the skills to look after itself. This includes that we create a place which is more financially stable and is an attractive destination for people to want to live, work and visit. We are building a kinder society, not least through a community-wide trauma-informed training rollout, and through regular events like the Recovery Cafe and one-offs like the Recovery Festival, where we aim to de-stigmatise issues around addiction and mental health, to emphasise the humanity of those struggling, and enlist the support and kindness of the wider community. We are also very lucky to be part of a town where many other groups are very effectively doing amazing things eg food bank, debt advice, men's shed, Community Woodland Group. For us, an important element of our community wealth building is about working together with other groups to support each other as we work to make our community a better, fairer, safer, resilient and sustainable place – investing in our community wealth into the future.



Are there any specific examples of your CWB journey that you would like to mention to help inspire or educate other smaller groups? These could be barriers you have overcome or pitfalls you would try to avoid

Be open to different 'vehicles' in achieving your aims. Having a financially viable model is fundamentally important, so you need to identify what can be made sustainable beyond project grant funding. This may often require partnership working with eg your local council or a national body, and you may need help to get the necessary policies & procedures etc in place. For example, The Ridge became a Skills Based Academy for the Jobcentre Plus, and used the Employability Fund for a few years, as a means to support local people overcoming challenges to attaining properly paid work or training. This meant we had a basic amount of income, supplemented by project funding, so we could provide a much 'richer', more holistic and extended level of support than the EF contract required. It meant we could employ skilled trainers/support workers, and get results at a far higher level than would have been expected (87% rather than 30%) for the people who really needed it.

For The Ridge Foundations CIC to be able to afford to deliver apprenticeships, we needed the Construction Industry Training Board (who provide apprentice grants and support) to accept that we were 'in scope' as an employer. It was a HUGE fight, but so worth it, and we could not make the numbers add up without external commercial contracts alongside our in-house restoration projects. Having such financial underpinnings enables the necessary stability to be able to plan and deliver over time. That stability is an essential to delivering long-term transformational community wealth building, which is not entirely dependent on the increasingly scant and short-term grant funding cycles.



Community Renewal: Lifting Neighbourhoods Together



Community Renewal: Lifting Neighbourhoods Together (LNT) operates in the neighbourhoods of Bingham, Magdalene, and the Hays. The project is bringing everyone together to improve quality of life for those living in the area.

Lifting Neighbourhoods Together understands that life is complicated, and individuals may be dealing with multiple, sometimes interconnected issues all at one time. As a result, the project has assembled experts from all the local support services, organisations, and institutions into one neighbourhood team, to provide wrap-around, easily accessible support to residents.

They are currently helping residents in a range of areas including employment.

Their employment support is tailored to the individual, understanding everyone's situation is different, and barriers to

employment are multifaceted and interlinked. So, they use the wide range of expertise from the neighbourhood team to provide holistic support, addressing all the challenges a person may be facing. There may be health or social issues that would prevent a person from even thinking about work. Or someone may require training or work experience. The team is made up of people who can support any or all those issues.



To connect with as many people as possible, the LNT neighbourhood team host local events and knock-on every door in the area and are speaking with residents who aren't even aware of all the support that is available to them.

One such example was Keith who had been let go from his job due to childcare responsibilities and availability. Through compassionate listening, the LNT team member realised that before he could look for work, he needed to resolve urgent housing issues he was facing. He also needed legal help with childcare issues. Drawing on the knowledge of professionals from Shelter, Social Work Scotland, Children 1st, Edinburgh Guarantee and the local school, the client was able to access grants to provide financial support, secure better accommodation, gain school places for his children, and then find a job that fitted with his childcare responsibilities.



BENEFITS, BILLS AND MONEY



WORK AND PAY



HOUSING



HEALTH, MENTAL HEALTH AND WELLBEING



RELATIONSHIPS AND ISOLATION



EDUCATION AND TRAINING

Find out more about Community renewal Lifting Neighbourhoods Together visit liftingneighbourhoods.org.uk or call 0300 303 5296 (freephone)

Further Links

To find out more about Community Wealth Building you may wish to visit the sites below;

Scottish Government - Community Wealth Building	https://www.gov.scot/policies/cities-regions/community-wealth-building/
EDAS (Economic Development Association Scotland)	https://edas.org.uk/
CLES – The national organisation for local economies	https://cles.org.uk/
Scottish Land Commission	https://www.landcommission.gov.scot/
DTAS – Development Trusts Association Scotland, is the national member organisation for development trusts in Scotland	https://dtascot.org.uk/
Social Enterprise Scotland -	https://socialenterprise.scot/
The Democracy Collaborative - Learn about their ground breaking efforts in Community Wealth Building which started in Cleveland, Ohio	https://democracycollaborative.org/

Useful Employability Links

Fair Work Employer Support Tool, Scottish Enterprise	www.fairworktool.scot
2025 vision for Fair Work	www.gov.scot/publications/fair-work-action-plan
What is Fair Work?	www.fairworkconvention.scot/the-fair-work-framework/
Fair Work First Fair Work First: guidance – gov.scot	www.gov.scot
Become a living wage employer	https://www.livingwage.org.uk/what-real-living-wage
Commit to the Scottish Business Pledge	https://scottishbusinesspledge.scot/
Become a disability confident employer	https://www.gov.uk/government/collections/disability-confident-campaign
Find out about The Equality Act	https://www.legislation.gov.uk/ukpga/2010/15/contents
Learn more about the support available through Investors in People	https://www.investorsinpeople.com/
Find out about Flexibility Works	https://www.flexibilityworks.org/
Your business can benefit from 'Access to Work'	https://www.gov.uk/access-to-work

Other Links

A Greener Hawick	https://greenhawick.org/
Castle Community Bank	https://castlecommunitybank.co.uk/
Edinburgh School Uniform Bank	https://edinburghuniform.org/
GoBeyond	https://wearegobeyond.org/
Mclaughlin & Harvey Ltd	https://www.mclh.co.uk/
Move On Wood Recycling	https://moveonwood.org.uk/
The Edinburgh Solar Co-Operative	https://www.edinburghsolar.coop/
The Original Rosslyn Inn	https://theoriginalrosslyninn.co.uk/
The Ridge	https://the-ridge.org.uk/
The Ridge Foundations	https://the-ridge.org.uk/the-ridge-foundations/
Whale Arts	https://www.whalearts.co.uk/



COMMUNITY WEALTH BUILDING

The product has been supported by

