Regional Anchors Share & Connect

Community Wealth Building – Delivering and Measuring Impact

The Edinburgh Anchor Network



Agenda



- Introduction from the Edinburgh Anchor Network
- Talk from Neil McInroy - Global Lead for Community Wealth Building at The Democracy Collaborative
- Talk from Stephen White - Head of Community Wealth Building Unit at the Scottish Government
- Facilitated Networking
- Break
- Talk from Kate Wimpress (Director of North Edinburgh Arts) and Biddy Kelly (CEO of Fresh Start)
- Facilitated Networking
- Session Close
- Informal Networking

The Edinburgh Anchor Network



- A **collaboration** of organisations working in Edinburgh on Community Wealth Building and Anchor approaches.
- Coming together to support **a city-wide CWB and anchor movement** to benefit local communities.

The University of Edinburgh	NHS Lothian	The City of Edinburgh Council
CCP/ESES Communities	EVOC	Edinburgh Social Enterprise Network

Session purpose



- Develop **connections** with other organisations interested in CWB based in Edinburgh and the South East Scotland City Region.
- Develop an **understanding of the ambitions** for CWB in Edinburgh and Scotland.
- Share **learning** about how to **measure success** and evidence the impact of CWB.

Describe how you're feeling about today's event in one sentence.

Neil McInroy

Global Lead for Community Wealth Building at the Democracy Collaborative

DEMOCRACY COLLABORATIVE

Community Wealth Building: The impact

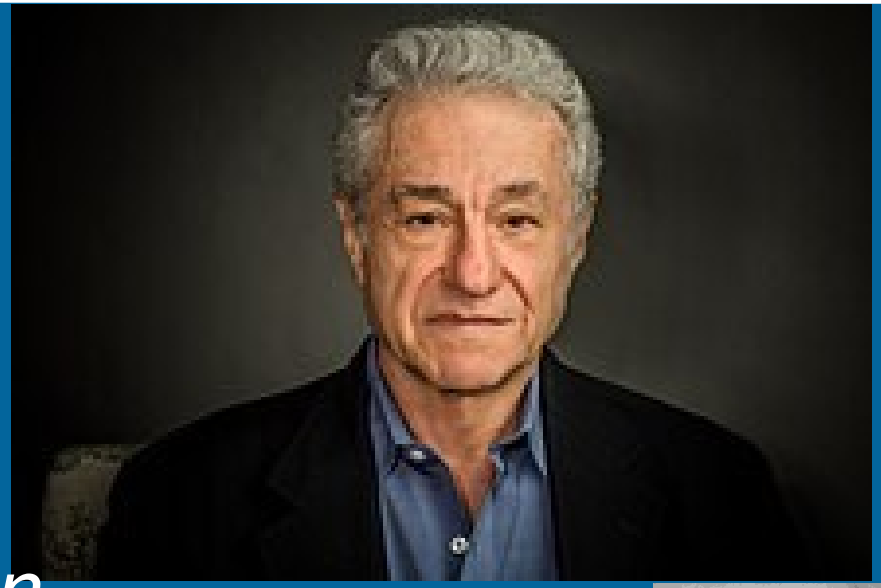
Neil McInroy
Global Lead for Community Wealth Building



THEORY OF CHANGE

Gar Alperovitz Co Founder TDC

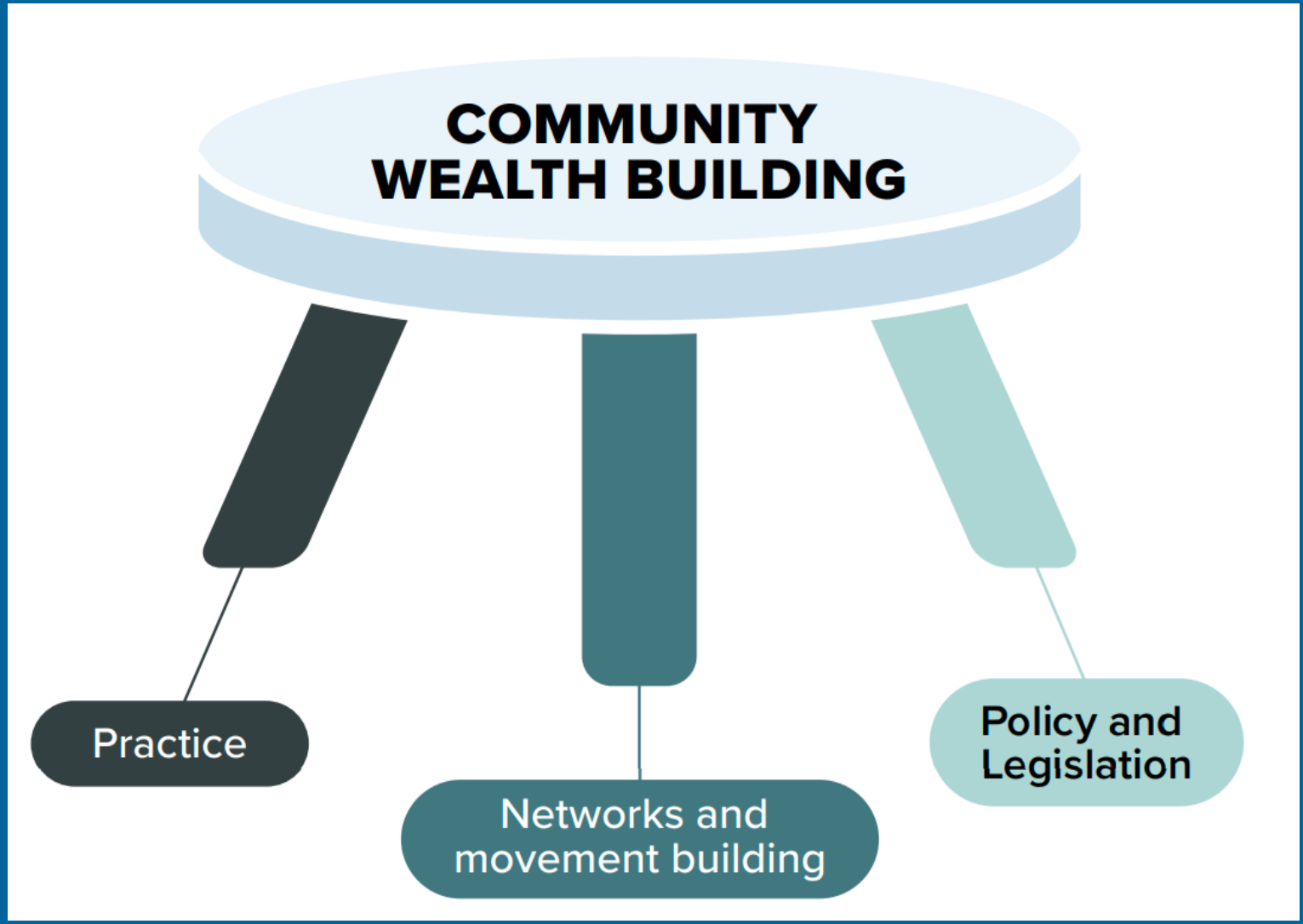
"Important to break down the idea that we either have only incremental reform or revolution. [….] We have another way. I like to call it "evolutionary reconstruction."





	REFORM Improve the existing system	EVOLUTIONARY RECONSTRUCTION Build a different system from within and beyond the existing one	REVOLUTION Replace the existing system through rupture
CORE APPROACH	Improve the existing system	Build a different system from within and beyond the existing one	Replace the existing system through rupture
VIEW OF CURRENT SYSTEM	Basically sound; can be improved through better policies and management	System is failing many people and places and must be transformed through new institutions and practices	System is fundamentally unjust or unfixable; it must be overthrown
METHOD OF CHANGE	Policy reform, regulation, redistribution, and incremental adjustments	Institution-building, new ownership models, democratic enterprise, community control, and cultural change	Mass mobilisation, confrontation, displacement, or replacement of existing power structures
PACE OF CHANGE	Gradual and incremental	Steady, cumulative, and strategic ("evolutionary")	Rapid and decisive
POWER DYNAMICS	Existing power structures largely remain intact	Power is gradually redistributed through new institutions and participation	Power is rapidly displaced and replaced
FOCUS	Fix problems and improve outcomes within the system	Create new economic and democratic foundations that gradually become dominant	Overthrow the old order and establish a new one
QUESTION ASKED	*"How do we make the current system work better?"*	*"How do we build the future within the present?"*	*"How do we overturn the old system?"*

MODEL: SUCCESS NEEDS 3 LEGS TO THE STOOL



COMMUNITY WEALTH BUILDING



MOVEMENT
The Wind

The energy of all people including activists and campaigners who seek and demand change.

It creates direction and momentum.

POLICY
The Hull

Legislation.
The policy that enables creates the supportive structure and frame.

PRACTICE
The Sails

The on the ground practice across the five pillars.

It turns practice into forward system change motion.

MOVEMENT *(The Wind)*
Creates direction and momentum

PRACTICE *(The Sails)*
Transforms energy into forward motion

POLICY *(The Hull)*
Provides stability, structure and protection

FRAMING IMPACT

Mainstream economic approaches are rarely asked to explain:

- Persistent regional inequality, Concentrated wealth and ownership, Continuing child poverty, Economic leakage from communities, Rising insecurity despite economic growth

- **If evidence is required for change, evidence should also be required for continuing with approaches that are not delivering?**

Reframing the debate

- **The question is not only:** *"Does Community Wealth Building work?"*
- **It is also:** *"Why do we keep backing economic models that continue to produce inequality, poverty and powerlessness?“*

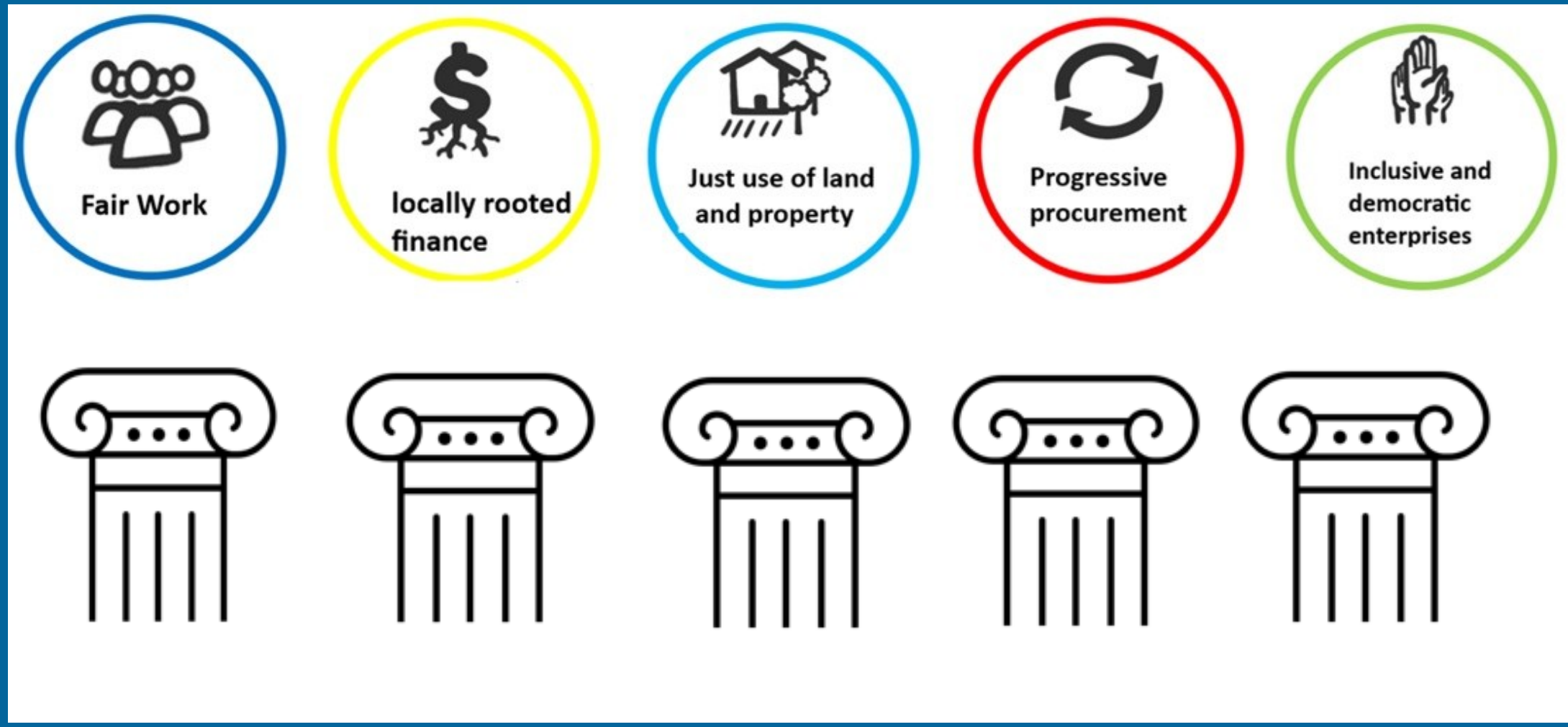
Innovation carries the burden of proof. Orthodoxy rarely carries the burden of accountability!

FRAMING IMPACT OF CWB

CWB A Different Way to Grow the Economy
Five Questions

- **Who owns wealth?**
- **Who controls investment?**
- **Who benefits from spending?**
- **Who owns land and assets?**
- **What kind of jobs are created?**

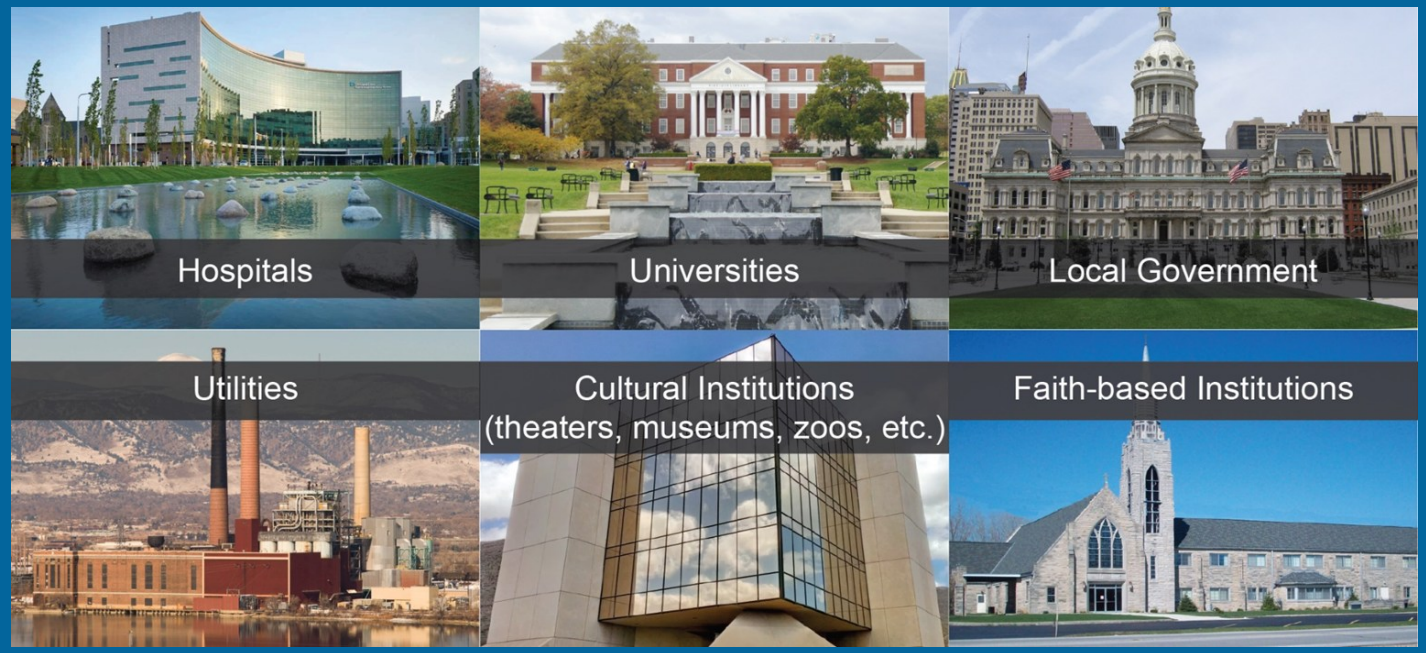
THE FIVE PILLARS/PIPES



FRAMING IMPACT: PATHWAYS

- Local authority/Political leadership
- Anchor institution (non Local authority)
- Activists
- Neigbourhood regeneration
- Sector issue led

ANCHOR INSTITUTIONS



- "Sticky capital"
- Economic engine: employer and purchaser
- Vested interest in surrounding communities
- Large public and nonprofit institutions with a mission to serve.



One anchor can change organisational practice. A network of anchors can change a local economy

TYPES OF MEASUREMENT

PILLAR	WHAT SUCCESS LOOKS LIKE	EXAMPLE MEASURES
🏦 **Finance**	More capital circulating locally and supporting productive investment.	✓ Ethical lending ↑ ✓ Local pension investment ↑ ✓ Financial insecurity ↓
🤝 **Inclusive & Democratic ownership**	More people owning and controlling the economy.	✓ Cooperatives ↑ ✓ Employee-owned firms ↑ ✓ Employee ownership conversions ↑
⚖️ **Workforce-Fair work**	Better wages, stronger worker voice and reduced inequality.	✓ Living Wage coverage ↑ ✓ Unionisation ↑ ✓ Average wages ↑ ✓ Gender and racial pay gaps ↓
🏘️ **Just use of Land & property**	Community control of assets and climate-conscious development.	✓ Community-owned assets ↑ ✓ Socially beneficial land use ↑ ✓ Affordable housing ↑
🛒 **Spending - Progressive Procurement**	Public spending supporting local wealth creation, circulation and retention.	✓ Local spend ↑ ✓ Spend with SMEs, cooperatives and social enterprises ↑ ✓ Supply-chain jobs ↑

Impact Area	Evidence of Impact	Example
Local Procurement	Coordinated anchor purchasing . I.e Birmingham Anchor Network - collective procurement as a mechanism for local economic recovery and community wealth building.	
Employment & Skills	Anchor networks align recruitment, apprenticeships and workforce development, helping disadvantaged residents access quality jobs. I.e NHS organisations and universities increasingly collaborate as anchors to improve local labour market outcomes.	
Business Growth	Joint supplier development programmes create new markets for local firms, co-operatives and social enterprises. i.e US Healthcare Anchor Network and regional anchor collaborations have developed local vendor programmes and inclusive procurement approaches.	
Land & Assets	Coordinated management of estates and property can support regeneration, community ownership I.eAnchor institutions use land and property strategically to support local economic development and community benefit.	
Health & Wellbeing	Better jobs, income and local investment improve the social determinants of health. I.e Public Health Scotland identifies anchor institutions as having significant capacity to influence community health through employment, procurement and investment decisions.	
System Change	Acting collectively enables institutions to achieve impacts beyond what individual organisations can deliver alone. i.e Formal anchor networks create a shared economic strategy across a place, aligning spending, employment, assets and investment.	
Institutional Leadership	Networks foster collaboration, creating place-based leadership capacity. I.e Public Health Scotland promotes anchor collaboration as a core mechanism for advancing Community Wealth Building.	

EXAMPLES OF IMPACT: GENERAL

Key Finding:

- Public Health Scotland concluded that Community Wealth Building (CWB) has **significant potential to improve population health and reduce health inequalities**, and should be viewed as both an economic and public health intervention. [

Health Impacts Expected from CWB

✅ Higher incomes
✅ Better quality and more secure jobs
✅ Reduced poverty and financial stress
✅ Improved mental wellbeing
✅ Reduced health inequalities
✅ Stronger, more resilient communities [

Source: Community Wealth Building in Scotland: A health impact assessment, Public Health Scotland, December 2024. https://publichealthscotland.scot/publications/community-wealth-building-in-scotland-a-health-impact-assessment/

EXAMPLES OF IMPACT: GENERAL

THE LANCET
Public Health

- CWB programme In Preston was also associated with a **9% increase in life satisfaction** and an **11% increase in median wages**, suggesting that Community Wealth Building can improve wellbeing by strengthening local economic conditions and incomes..

Source: The mental health and wellbeing impact of a Community Wealth Building programme in England: a difference-in-differences study. - Abstract - Europe PMC

- **A 4.1% increase in employment**, **£38 per week increase in wages**, compared with similar areas.

- The programme also generated more inclusive local economic development, with **around 20 additional non-profit enterprises**

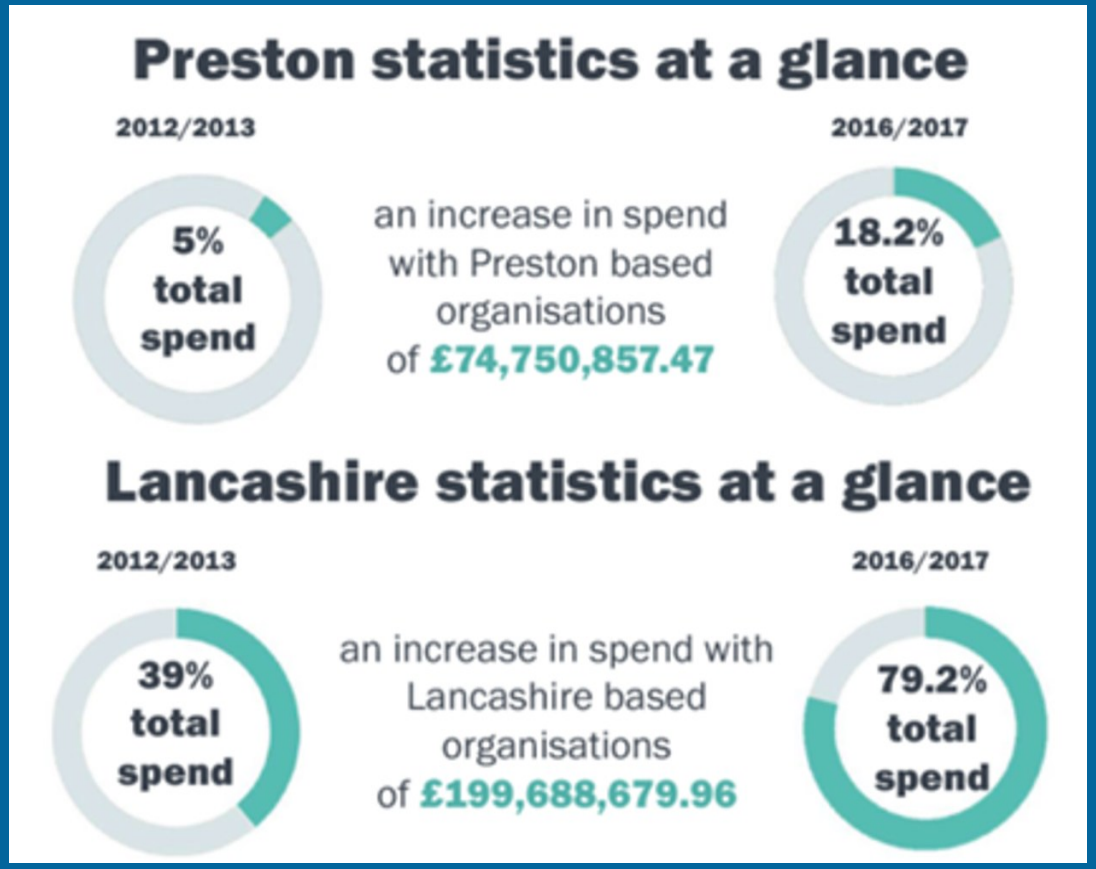
Source: **https://www.journalslibrary.nihr.ac.uk/phr/GJBB2107**

EXAMPLES OF IMPACT: PLACE SPECIFIC: PRESTON

Preston named as most improved city in UK

Labour-run council with localist economic policies tops Good Growth for Cities index





Around 4,000 additional workers were estimated to be receiving the Real Living Wage.

No new money was required. Existing public expenditure was used more effectively to build local wealth

EXAMPLES OF IMPACT: BY PILLAR

Progressive Procurement

- North Ayrshire increased local procurement to **£71.5 million spent with 879 local suppliers** in 2023/24, an increase of **£14 million in a single year**,
- In Fife, the Dunfermline Learning Campus project generated **£33.4 million of social and local economic value**, including **£21.36 million awarded to local enterprises** and **£20.81 million spent through local supply chains**.
- Clackmannanshire - a **4% increase in procurement spend retained locally**

Fair Work & Employment

- North Ayrshire: safeguarded **1,027 jobs safeguarded**, **164 projected new jobs**, and **270 businesses implementing Fair Work Action Plans**.
- Dunfermline Learning Campus created **107 local jobs**, **31 direct local employees**, and delivered **1,883 apprenticeship weeks**.
- Scotland has **more than 4,000 accredited Real Living Wage employers**, which have delivered pay rises to **72,000 workers**, putting over **£680 million of additional wages** into the pockets of low-paid workers.

EXAMPLES OF IMPACT: BY PILLAR

Ownership

- The Ayrshire Community Wealth Building Programme supported **27 businesses to transition to employee or co-operative ownership**, spreading wealth and decision-making more widely. [
- Scotland has developed **113MW of community-owned renewable energy capacity** and **855 community and locally owned energy projects**, demonstrating substantial growth in community ownership of productive assets.
- Scotland has seen significant growth in **development trusts, community anchor organisations, and community land ownership**, with local organisations increasingly owning land, buildings, renewable energy assets, housing and trading enterprises. [

Land & Property

- Clackmannanshire has advanced community ownership and stewardship of assets including the Tullibody Civic Centre and community garden projects as part of its Community Wealth Building programme.
- In the Western Isles, community ownership of land and property has become a central mechanism for retaining wealth locally and supporting housing, economic development, renewable energy and community resilience. [

EXAMPLES OF IMPACT: BY PILLAR

5. Finance

- Around **500,000 Scots** are members of approximately **120 credit unions**, giving Scotland the highest per-capita credit union membership in the UK
- The Ayrshire Community Wealth Building Programme supported **1,152 enterprises** and provided grants or specialist support to **286 businesses**
- Scotland now has **113MW of community-owned renewable energy capacity**, generating long-term revenue streams that are reinvested into housing, community facilities, transport, childcare, climate action, local enterprise support and other community priorities.
- The Local Energy Scotland register reports over **£40.6 million of community benefits committed in a single year**, helping communities finance local development and regeneration activity.

EXAMPLES OF IMPACT: USA

City	CWB Strategy	Impact Data
Cleveland	Worker-owned co-operatives linked to hospital and university procurement	Evergreen Cooperatives established a network of employee-owned businesses that are at least **80% worker-owned**, creating living-wage jobs and wealth-building opportunities in disadvantaged neighbourhoods.
Rochester, New York	Anchor institution procurement	Participating anchors **doubled spending with local suppliers** and **doubled the number of local businesses awarded contracts** in the programme's first year. Economic modelling suggests **2,035 additional businesses**, **45,000 jobs**, and **$2 billion in new wages** if ownership gaps are closed. [
Chicago, Illinois	City-wide Community Wealth Building investment	City committed **$15m**, including **$6m for 17 ecosystem organisations** and **$4m supporting 27 community ownership projects** across worker co-ops, land trusts and housing co-ops.
St Louis, Missouri	Anchor institution hiring and procurement	University of Missouri-St. Louis increased spending in target communities from **$3.7m to $6.4m** in one year (+73%) and employed **650+ residents** from disadvantaged ZIP codes.
Denver, Colorado	Worker ownership ecosystem	Colorado now has **40+ worker co-operatives**. Businesses receiving support reported an average **50% revenue increase**, with some co-ops doubling revenues.
Richmond, Virginia	Municipal anti-poverty and wealth-building office	First municipal Office of Community Wealth Building in the US. Programme designed to create enterprises capable of employing **50 residents** from high-poverty neighbourhoods at **$15/hour living wages**.
Twin Cities, Minnesota	Community-owned real estate and investment co-operatives	Community ownership initiatives emerged in response to over **$1 billion of property wealth extraction** from local communities through outside ownership.]

MEASURING THE IMPACT OF COMMUNITY WEALTH BUILDING

CWB = Economic System Change, Not Just Project Success

- **Measure economic outcomes**: ownership, wealth retention, good jobs, local investment
- **Track system change**: shifts in power, inequality, wellbeing and resilience

Measure micro & macro impacts:

- *Micro*: across five pillars
- *Macro*: inclusive growth, reduced poverty, stronger local economies
- **Demand accountability**: mainstream economic models should be judged against CWB outcomes too

- **Bottom Line**

The test of CWB is whether more wealth, assets and economic power are owned and controlled locally, creating a fairer and more resilient economy

CONTACT TDC

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Stephen White

Head of Community Wealth Building Unit at The Scottish Government

Edinburgh Anchor Network

Community Wealth Building: Legislation & Delivery

In the service of Scotland

Scottish Government
Riaghaltas na h-Alba

CWB (Scotland) Act 2026

Scottish Ministers

Duty to lay in Parliament a CWB statement and publish CWB guidance (both within 18 months of commencement)

CWB statement to be renewed at least every 5 years

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Scottish Government
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CWB Statement

The community wealth building statement must set out the measures that the Scottish Ministers are taking or intend to take to:

(a) reduce economic and wealth inequality between individuals and communities in and across Scotland, and

(b) support sustainable and inclusive economic growth in line with the United Nations sustainable development goals, **by facilitating and supporting the generation, circulation and retention of wealth in local and regional economies.**

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CWB Statement – The Detail

The measures **must** include—

(a) using public procurement to facilitate or support such generation, circulation and retention,

(b) promoting— (i) employment opportunity, (ii) workforce development, (iii) equality in the workplace,

(c) diversifying ownership of land, energy or other assets by facilitating or supporting community ownership,

(d) bringing vacant and derelict land back into use in a way that provides financial, social or environmental benefit to the community,

(e) encouraging local business start-ups or entrepreneurship,

(f) promoting or supporting the development of— (i) employee-owned businesses, (ii) co-operatives, including co-operative financial institutions, (iii) social enterprises, (iv) supported businesses, as defined by section 11(3) of the Procurement Reform (Scotland) Act 2014,

(fa) promoting access to investment opportunities that provide a benefit to the community and to local businesses,

(fb) supporting local climate resilience and mitigation of the effects of climate change,

(g) such other measures as the Scottish Ministers consider appropriate.

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CWB Bill Overview

CWB Partnership

Collective duty to develop

and implement a CWB action plan (to be published within 3 years of commencement and reviewed on a 5 yearly cycle)

Can involve neighbouring Councils working as a region

- Local authorities
- Highlands and Islands Enterprise
- South of Scotland Enterprise
- Scottish Enterprise
- Skills Development Scotland
- Territorial Health Boards
- Regional Colleges
- Regional Transport Partnerships

In the service of Scotland

Scottish Government
Riaghaltas na h-Alba

CWB Bill Overview

Specified Public Bodies

Must have regard to CWB guidance produced by Scottish Ministers when developing corporate plans or strategies

- British Waterways (Scottish Canals)
- Creative Scotland
- The Crofting Commission
- Crown Estate Scotland
- Highlands and Islands Airports
- Historic Environment Scotland
- Integration joint boards
- National Park authorities
- Police Service of Scotland
- The Scottish Courts and Tribunals Service
- The Scottish Environmental Protection Agency
- The Scottish Fire and Rescue Service
- The Scottish Further and Higher Education Funding Council
- Scottish Futures Trust Limited
- Scottish Land Commission
- Scottish National Investment Bank
- Scottish Natural Heritage
- Scottish Sports Council
- Scottish Water
- Special Health Boards
- VisitScotland

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Implementation: Next Steps

- Commencement of all Act provisions
- Statement & guidance timescale
- Public Service Reform
- SG collaboration on guidance
- The importance of measuring outputs and outcomes
- Designing a robust and flexible metrics

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Edinburgh Anchor Network

Community Wealth Building: Legislation & Delivery

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Facilitated Networking



- What could be different in Scotland if we really embraced CWB?
- How will we know that we're moving in the right direction?

Kate Wimpress

Director of North Edinburgh Arts

Biddy Kelly

CEO of Fresh Start

The ROBERTSON Trust

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

FreshStart
helping people make a home for themselves

MOVE ON

NCA

SPARTANS COMMUNITY FOUNDATION
Here for good.



NESSie CWB EDINBURGH ANCHOR NEWTORK EVENT SEPT 2026


NESSie is more than a support service—
it’s a living, adaptive system that
responds to people’s needs in real time
while driving systemic change through
shared learning, collaboration, and
advocacy.

CWB – PLACE BASED APPROACH

Practical examples:

- Land ownership – NEA, community asset transfer.
- LM3 research




CWBer in residence
Employment of local people
Place based focused on third sector
Support local people and organisation's – developing skills
Engaged over 100 people at a local level
Procurement - CLIP

Ongoing Projects with CCP

Short training for care and cooking to support our multicultural community.

Need for bilingual care staff is growing, as dementia can cause people to forget their second language (Edinburgh University research).

We partnered with CCP to offer bespoke training for bilingual individuals who can't work full-time, helping them gain skills, find work, and build social connections.

Women in similar situations will receive training in food hygiene, allergies, and customer service to start home-based food businesses, supported by multiple local organisations.

•Community-led projects:

- An allotment, set up by group members, is now self-sustaining.
- A group of talented makers will run a cabin at The Pitt, with my initial support in setting up, securing funding, and understanding business processes. They aim to run it independently by summer.



Key Learnings

- Blend of public spend
- Fair work
- LM3
- Public works
- Bringing CWB alive in local community

What makes it work at a local level



- Trusted relationships
- Vision
- Leadership
- Culture

Future Focus 25-30

Expanding our support through coaching and mentoring to address recurring crisis situations and strengthen self-sufficiency.

Community Wealth Building and pushing for community enterprises that provide employment and financial independence opportunities.

Scaling system change efforts, particularly in housing policies and employment pathways.

Enhancing collaboration with policymakers to integrate learning from NESSie into city-wide initiatives.

Any Questions?

biddy@freshstartweb.org.uk
director@northedinburgharts.co.uk

Facilitated Networking



- What should our ambitions for CWB in Edinburgh?
- How can we make this feel tangible for people?

Describe how you are feeling after today's event and do you have any reflections you would like to share?

Thank you for coming.

Please feel free to get in touch if you have any questions or feedback about the event or the network.



The Edinburgh Anchor Network

NHS Lothian

The University of Edinburgh

Edinburgh Voluntary Organisations' Council

ESES Communities/Capital City Partnership

Edinburgh Social Enterprise Network

The City of Edinburgh Council