



OUR LOCAL ECONOMIES

COMMUNITIES
BUILDING PROSPERITY





OVERVIEW



This manifesto emerged from the Building a New Local Economy in Wales conference which we held in October 2017.

This manifesto emerged from the Building a New Local Economy in Wales conference which we held in October 2017.

The event, which was popular beyond our most optimistic expectations, looked at examples of where different communities in Wales (and beyond) were taking action to strengthen their local economies. We saw examples of great success and heard about barriers that are stopping more people from emulating them.

It is also closely linked to emerging thinking on more sustainable local economies around the Foundational Economy and the recent publication *Creating an Inclusive Economy for Wales* published by the Wales Cooperative Centre. We have much in common with this thinking and cooperate with many others on this work, but our starting point has been to build

upon the real existing practice and action of specific communities across Wales and beyond rather than with policy.

Our Local Economies comes from the thinking that was shared at the conference from a wide range of people and projects that were achieving great things in their localities. We want to share their successes and help create the conditions for more people to do similar things in their communities.

The ideas and achievements we discuss here have been inspired by a wide range of organisations who helped make this possible, but final responsibility for contents lies with BCT and CLES.

Context

The economic changes wrought by the financial crash and the flawed nature of the subsequent recoveryⁱ has created a need for a new look at how economies are developed and supported.

The post-crash 'recovery' may have led to a rise in employment – albeit increasingly insecure – but it has been accompanied by stagnant wages, rising living costs and a higher level of precariousness than many have known for a generationⁱⁱ.

Across much of Wales the economic outlook is poorⁱⁱⁱ with post-industrial areas still suffering from high levels of unemployment, while wages in rural areas are among the lowest in the UK.^{iv} And given the nature of many Welsh jobs, automation will also throw up major challenges for a range of jobs in services and lead to further changes in manufacturing. Ironically perhaps, lower paying jobs in care, tourism and smaller

scale retail are likely to be less affected by automation, though productivity in these areas will probably remain low.

These are not problems unique to Wales and a wave of new economic thinking and practice has risen up in response.^{vi} This includes thinking around Local Wealth Building and the Foundational Economy and a new focus on the roles of local government and community businesses. Much of this work seeks to enhance the social benefits of economic activity, retaining more of them in local communities and also reducing environmental costs.

CASE STUDY

Partneriaeth Ogwen

Partneriaeth Ogwen was established in Bethesda in the Ogwen Valley in 2013 by Bethesda, Llanllechid and Llandygai Community Councils whose funding (in return for clerking services) gives a sustainable source of income topped up by a diverse range of grants for specific activities.



The organisation runs a one-stop shop on Bethesda High Street, which houses services including the Police, Citizens Advice, Hugh James Law, Grŵp Cynefin Housing Group Energy Wardens, Nest & Energy Local, as well as the community council.

It also owns and rents out four residential flats and six commercial outlets on Bethesda High Street to local companies and social enterprises. The rent is set below the private rental average. The commercial tenants are a mix of businesses, artists and social enterprises including the Bethesda Pay as You Feel Cafe, Cwrw Ogwen (micro brewery), Dyfal Donc (Studio) and 9Bach (Studio).

Partneriaeth Ogwen is also responsible for establishing and developing Siop Ogwen - a Welsh books and craft shop on Bethesda High Street, giving 20 local crafters and artists a platform to sell their work.



However, the main regeneration projects over the past two years have been in the field of renewable energy. Ynni Ogwen is a community hydro scheme, originally funded by a local share offer scheme and now incorporated as a separate Community Benefit Society. It also works on a regional basis as part of a consortium of community hydro organisations, and has successfully lobbied for changes in the way business rates apply to community energy schemes, allowing them to retain more of their surpluses for reinvestment into their localities.

Partneriaeth Ogwen is also a partner in the trailblazing Cyd Ynni – Ynni Lleol pilot, a community project that matches electricity use with power from a local hydro plant owned by the National Trust. This will enable local people to take control of their electricity bills while supporting local renewable energy.

www.ogwen.org

Opportunity and Challenge

What we are seeing in many areas are the beginnings of a different approach to building local economies. The Wales TUC expressed its main goal as “better jobs, closer to home” and we would also see it as an economy in which people have more influence over their working lives and their local economies.

Developments to build new local economic opportunities are visible in many parts of Wales and elsewhere across the UK and internationally. In this, local governments, businesses and communities are no longer stepping back, but stepping forward, operating as the active enablers, encouraging and inspiring local economic activity, and new forms of supply and economic ownership.

As we heard in our conference *Building a New Local Economy in Wales* last October, these initiatives range from community-owned tourism ventures (which retain profits locally), to small business incubation hubs run by social enterprises, to community energy schemes, social care ventures and locally-focused procurement initiatives. All of these initiatives, be they led by community groups, small businesses or local authorities, have made conspicuous efforts to localise both jobs and spend. This newfound action has for too long been under-recognised and used, but now it offers a renewal of economic and social hope, even in an environment where the capacity of government is constrained.

The Welsh policy framework is generally supportive of these activities even if policy makers in many areas don't fully recognise the ambition of local initiatives and the value they add. The Welsh Government's key strategy document *Prosperity for All* identifies the importance of a number of key strands for building stronger local economies, including maximising the local value for procurement, providing more social care locally, and supporting the retention and wider use of community assets.

The more recent draft *Economic Action Plan* identifies the importance of developing strong regional economies which utilise their specific local opportunities and explicitly recognises the importance of developing the Foundational Economy for the first time.

The introduction of the *Well-being of Future Generations Act* in 2015, placed a duty on public bodies to consider sustainable development and how they work towards improving the economic, social, environmental and cultural well-being of Wales.

The Act identifies goals which give equal weighting to all four of the well-being elements mentioned above, moving away from the traditional prioritisation of economic well-being over everything else.

Additionally the principles of working required by the Act include the need for long-term thinking, integration, collaboration and involvement. If applied appropriately this would support the types of local economy mentioned in this manifesto.

However, there is an obvious risk that too much is expected of the consequences of the Act: local Well-being Plans do not have to address all aspects of work undertaken by public bodies, and the understanding and ambition of those plans is inevitably very varied. At present City Deals, which drive regional economic strategies, are barely covered within them.

Notoriously, Wales has no shortage of progressive legislation and strong policies, but it is behaviours and actions that improve lives; policies are a start – but not a guarantee – of progress.

And there are a number of cultural barriers that remain when it comes to implementing policies which place well-being at the heart of thinking about economics.

Three stand out:

1. Regulatory inertia.

Policy improvements that would aid community-level or local enterprise remain slow to turn into meaningful action. This covers activity ranging from social care to renewable energy, asset transfer, and commissioning and procurement.

2. The restrictions of traditional economic thinking, particularly around agglomeration economics which drive the City Region thinking. This may bring some benefits in more urban areas, but as an approach for much of Wales it is highly limiting. Alternatives currently on the fringe, such as Foundational Economics and local wealth building, need to become more prominent.

3. An unwillingness to innovate and take risks.

The assumption that because resources are tight they can't be used for risky activities, creates a likelihood that innovation will be ignored and the resources that non-state actors might leverage will be ignored.

These final two points are linked by a failure to make best use of new knowledge or expertise, leaving policies or delivery mechanisms using methods that have been proven to be of limited effectiveness.

Despite all these barriers, the empirical evidence shows that there is a lot of local enterprise of all types, building social and economic value in localities across Wales. However, it too often struggles to gain support to develop or expand. In this document we explain what can be done to make the initiatives we have already seen much more commonplace to the benefit of many Welsh citizens.



FOUR PRINCIPLES

FOR ACTION





**We believe
that developing an
economy that works
for everyone needs to
be based on key
principles which
must underpin policy
and action.**

1. Focus Locally

We need to recognise and build upon local strengths. Central Government economic policy, be it made in Cardiff or London, is often characterised by big promises around the transformative effects of hard infrastructure, major inward investment or the rapid adoption of new technologies.

However, this long-standing approach has had patchy success and often falls short. And where it does succeed in its own terms it often provides quite limited benefits to employees, communities and citizens.

Instead we need a new approach in which we marry economic and social development in localities. They are interdependent and both critical to promoting wellbeing – the principle at the core of Welsh policy.

By focusing locally we can use the expertise and understanding that local people and organisations have of their places and the different assets they possess. The local state, with local social and business partners, should take a more prominent role to secure or stimulate local economic and social benefit. Done at this level there is also much more likely to be a recognition of the interdependence of economic and social development which are both critical to promoting wellbeing.

And this is why the growing focus on the Foundational Economy is so promising: economics which focuses specifically on local opportunities and assets is highly likely to lead to local jobs, benefit local supply chains and address local needs.

Strengthening the Foundational Economy in Blaenau Gwent

Foundational economy thinking provides a way of looking at what wealth and prosperity looks like, focusing on ‘the mundane production of everyday necessities’, the part of the economy that creates and distributes goods and services consumed by everyone, whatever their income. These include essential goods and services such as care, retail, food and construction, which are significant local employers.

Four housing anchor organisations in Blaenau Gwent (Linc Cymru, Melin Homes, Tai Calon and United Welsh), along with Blaenau Gwent Council Economic Development Unit, Wales Coop Centre and Coalfields Regeneration Trust have joined up to look at opportunities to work together – with support from Cardiff and Manchester Universities.

The aim is to

- Understand the assets housing associations bring to the foundational economy of Blaenau Gwent.
- Identify projects where greater collaboration between housing associations and other partners could build foundational economy opportunities.

We agreed to focus our efforts on what we can do to support small businesses in Blaenau Gwent to thrive; almost 90% of businesses based in Blaenau Gwent are very small firms with a workforce of under nine people and they are the backbone of the local economy.

Why focus on Housing Associations?

Housing Associations working in Blaenau Gwent:

- Hold significant assets (homes and land), have extensive supply chains and are big employers in their own right.
- Are currently delivering a range of housing and non-housing services and work in partnership with many organisations who impact on the lives of local residents, providing vital and valued services for local residents.
- Are committed to the area for the long term - offshoring/disinvestment is not an option.

Where Are We Now?

We are mapping our supply chains and have started ‘what matters to me’ conversations with Blaenau Gwent SMEs working in the foundational economy. We are tracking £4 million worth of contracts with over 100 rooted small businesses based in Blaenau Gwent. Common themes and recommendations will be shared with the four housing associations, the local authority and business support organisations. It is likely that they will include making recommendations about housing association procurement arrangements, the need for more enterprise facilitation networks and more creative use of housing association underutilised assets – including land, buildings and people.



Sustaining strong communities is not possible without an effective local economy.

2. Stronger Economies and Stronger Communities Grow Together

Strong local economies, where people can earn a Living Wage^{vii} make a major contribution to people's wellbeing, especially in more peripheral areas with more limited access to larger urban centres. Long commutes are feasible for people who either earn good money or have low costs (e.g. young people living at home), but for many they are not.

Stronger communities are often an important prop to functioning local economies. In particular, strong community networks play a major role in supporting economic activity. Businesses functioning in effective local markets are able to promote their work more effectively and to collaborate together and across sectors (as exemplified in many local tourism centres). Companies, especially small ones, with a clear stake in their locality are likely to be responsive to local concerns, creating strong incentives to provide good customer service.

And communities need to have a voice to influence what happens in their localities. On initiatives like Wellbeing Plans and City Region strategies, the community voice needs to be heard to ensure that the priorities are not just those of larger business and institutions (as argued by the Wales Cooperative Centre^{viii}) and are designed to bring real benefits to localities. Currently this involvement is largely aspirational in the case of Well-being Plans and totally absent in the case of City Deals.

3. Put People at the Centre of Economic Priorities

Economic priorities should focus on what benefits people.

As the Welsh Government themselves say: “Prosperity is not just about material wealth – it is about every one of us having a good quality of life, and living in strong, safe communities.^{ix}” The priority, and this is now in Welsh law, must be to promote wellbeing and to maximise the social value of economic activities, especially those stimulated by public sector activity.

It means rethinking how we understand what is important. Constantly increasing GDP does not necessarily translate to higher living standards if the gains are concentrated grossly unequally and if it means destroying precious natural resources. New measures of economic value are being developed which look at issues central to quality of life, including wealth distribution, poverty and environmental sustainability, and they need to be used to understand what is important in economies in Wales.^x

4. Promote Community Ownership and Asset Security

Community organisations have a critical role to play in providing local services and creating new economic opportunities.

These can range from social activities promoting wellbeing, to training and advice services, to business incubation and small scale renewables. They also have the ability to lever in much wider resources, both finance and people power. However, if they are going to prosper in the long term, they need to be able to have long term access to, and security over, key assets to manage and run these actions which benefit their communities.

This has been recognised in policy for a long time, but in practice an innate conservatism within many public bodies has slowed down transfers and significantly inhibited community enterprise.



THREE AREAS

FOR DEVELOPMENT



I dig
Caerau

We have identified three main areas of activity which can be developed to help meet these principles and which have strong potential to unlock existing strengths in many localities.

1. Local Wealth Building

Local Wealth Building is at the heart of a new economics in which social outcomes are inbuilt into economic activity.

Key is a recognition that many places already have substantial financial, physical and social assets within their local institutions, firms and people. The key challenge is to identify these assets and harness them for deeper economic, social and environmental benefit.

There are three key elements to local wealth building, with the blend of activity depending on the individual circumstances of each place.

Utilise the power of local economic anchor institutions

These are large local public, social and commercial organisations which are unavoidably rooted in their localities (e.g. local authorities, health bodies, universities and housing associations, as well as, immobile private companies^(x)). They have significant economic and social power within their locality. The idea is to harness their power and presence for local economic and social benefit.

This includes:

- **Maximising local benefits from their purchasing (procurement) power.** What the anchors spend is important, as regards supporting the supply chain, including local business and creating local benefits in the form of jobs, skills development and enhancing the sustainability of business. On a slightly larger geographical basis the Welsh Government's *Better Jobs, Closer to Home* Initiative offers an example of how procurement can be used by the public sector to stimulate supply chain development.
- **Maximising the local employment dimension of anchors.** Anchors employ many people and should do their utmost in supporting local employment on decent terms and conditions.

Advance local ownership of land, property and investments

Many anchors are large holders of land and property and have investment resources such as local pension funds. These should be utilised in ways which benefit local communities and people; this includes examining options for physical assets being joint owned and shared with local communities. It also includes harnessing elements of local pension fund investments for local development opportunities.

Advance wider community and local ownership of economic activity

The aspiration here is to ensure that local enterprise is developed, so it is fit to feed into the supply chain needs of the anchors. This includes work and support to the local business base, cooperatives and other forms of community enterprises as regards developing their capacity, and opening up procurement opportunities so they can bid for contracts and goods needed by the anchors.

Recommendations



Welsh Government, in partnership with local government, instigate a local wealth building pilot programme in up to six areas. In this there would be an analysis of existing activities of key anchor organisations.

And then a programme of work which includes:

- Analysis of workforce strategies across local anchors, and changes to ensure more local people get jobs.
- Analysis of procurement spend, and changes to ensure more local business, social and community enterprises supply more goods and services into the supply.
- Identifying and nurturing capacity – Governments and large public institutions should identify opportunities for local firms to deliver contracts. Where this capacity does not exist, procurement should seek to build such a capacity. In this respect, local authorities and health boards in Wales should learn from CLES' Preston Model and Welsh Government's *Better Jobs, Closer to Home* initiative, as well as specific local examples like Newport Council's work with Wastesavers.
- Analysis of local land, property and investments

There is currently a deficit in understanding about procurement capacity and supply chain and a learning programme for public bodies will be necessary to address this.

CASE STUDY

Preston

At the vanguard of this local wealth building movement in the UK is Preston. For nearly five years, the Centre for Local Economic Strategies (CLES) has been working with Preston City Council and six other Preston-based public sector anchors on local wealth building.

The initial trigger for action in Preston came following the failings of traditional economic development plans to attract inward investment, and turn the economic and social fortunes of Preston around. The city needed a new approach, so Preston decided to pursue a vision to re-imagine the way in which economic development could be pursued. By drawing on learning from local wealth building activities taking place in the UK and beyond, Preston decided to challenge trickle-down economics and instead harness the potential of its existing wealth within its anchor institutions. CLES, who was already developing local wealth building and progressive procurement strategies with UK cities, was invited to work collaboratively with Preston to explore options for its local economy.

Since 2013



Over £70 million has been redirected back into the Preston economy



£200 million invested into the Lancashire economy



Spending behaviour within public bodies has been **transformed**



New tools for a fairer economy have been **developed**

The Preston Model has received national attention from press, government and towns and cities up and down the country, and it is shaping the narrative around what a new post-Brexit, devolved economy can look like.

Initially the work focused on the £750 million of collective spend of those six anchors. It has been a great success. Across the institutions, 18% of all procurement spend is now with Preston-based organisations, an increase from 5% in 2012/13. This percentage increase has come in times of cutbacks in total procurement spend; nonetheless, the 18% figure reflects an increase in spending in the Preston economy of some £70million. Spend in Lancashire has increased from 39% to 79%, an increase of some £200million in monetary terms. There have also been associated reductions in unemployment, deprivation and other social and environmental benefits.

This work has now been extended and now includes a range of activity which seeks to ensure more local business and local communities have a bigger share and stake in the local economy. The work includes an energy supply partnership, plans for a community bank, opportunities for local investment in the local government pension fund and the development of a cooperative network.

www.cles.org.uk

CASE STUDY

Social Enterprise in Bro Ffestiniog

Over the last 10 years community groups and local enterprises in the Bro Ffestiniog area have been building a stronger local economy to address the social and economic challenges arising from the decline of the traditional slate mining industry that dominated the area for so long.



There are now 14 established social enterprises spread across one small town and three villages – estimated to be the densest covering of active social enterprises in Wales. Their activities cover tourism and leisure, social care and environmental projects, youth work, arts and craft, and even an opera company.

Their achievements include: turning an old police station into a community cinema, upmarket bunkhouse and restaurant; taking over the town's tourist information centre and leisure centre; reopening and running a closed hotel (funded through community shares); and hosting the British downhill mountain biking championship several times.

They also provide quality support for adults with learning difficulties through several enterprises – a restaurant and hotel, recycling operations, a town centre shop and craft centre.

The town's leisure centre, once earmarked for closure is now run by the local high school and

often struggles to meet the high levels of demand for activities.

Support for environmental work has included river clean ups, initiatives to reduce food waste, support for residents to reduce fuel bills and the opening up of new allotments.

Initiatives to support young people range from work to tackle youth homelessness to the development of environmental and multimedia skills, and will soon be augmented by bespoke supported housing provision

The enterprises delivering this work are increasingly co-operating and co-ordinating their activities and are having a major social and economic impact on the area. Between them they employ around 150 residents. Last year more than £1.5 million – representing 53% of all the money spent on wages – was retained locally, as was nearly half their expenditure on goods and services as they recycled money by local purchasing.

2. Building Small Firms

Small firms provide locally rooted jobs and can accrue and retain economic value in their communities; many serve a network of other similar firms creating families of interdependent firms which support and reinforce each other.

They are the largest source of employment in all parts of Wales and are often better at retaining employees through recessions and downturns, and may use flexible working practices to achieve this.

Small firms provide a huge variety of essential services in our communities – from child care and social care, to hairdressing, garages, local shops and launderettes, and community hubs like pubs and cafes: most are in private hands but some operate as social enterprises.

These services are provided from within communities and serve a local market, but many are facing increasing pressures on their business models due to uncertain economic circumstances, public sector austerity and changing regulatory requirements.

We also need to recognise the role self-employment plays in the Welsh economy (around 13% of the workforce are self-employed). For many, self-employment offers a way of flexible working that allows people to fit their working week around their other responsibilities, but for others it disguises a major risk of precarity under the banner of 'false' self-employment.

We need to think differently about how we support self-employment. Co-working spaces such as the Sustainable Studio, Indycube and Welsh ICE are interesting examples where self-employed individuals support each other and we should be exploring how local economic development can facilitate these sorts of solutions. Beyond bricks and mortar, financial products such as lifetime ISAs and bread funds (a form of peer-to-peer insurance) can also help manage the risks of self-employment.

Recommendations



Key steps that could be taken to aid their prosperity include:

- Networks – the key component of their success is building a support network among fellow business owners, and key local figures. This should go beyond networking between small firms and include the broader community, such as economic anchor institutions and community organisations.
- Fostering local mentoring schemes such as the 'Blaenau Gwent Effect' that uses the Sirolli Institute approach to deliver person-centred community and economic development.^{xii}
- Enabling sustainable growth – business support should be configured to provide holistic support across the lifecycle of small and medium sized firms. to create a sustainable, long lasting firm – grounded in the locality. This may require a re-examination of the jobs-focused model currently provided by Business Wales in favour of broader ambitions, such as those set out in the Economic Action Plan.
- Access to low/interest-free loans of all sizes and specialist business support for third sector organisations and social businesses.
- Support sustainable transition of ownership where owners sell, recognising the potential in employee-owned businesses which often outperform firms with more restricted ownership structures.^{xiii}

CASE STUDY

Little Inspirations Ltd – A Childcare Provider in South Wales

Being part of a strong network of local businesses has always been key to our success as a company. We regularly interact with other companies in the area and the strength of our local network reflects the resilience of the companies we deal with.



For instance, through FSB (Federation of Small Businesses) networking events we met a local training company that was able to train all our staff, including a number of apprenticeships. This has helped with our broader engagement, including our programme encouraging boys to consider a career in childcare.

Local networking has allowed us to keep money within the communities we work with through our supply chain. Ultimately, this leads to more prosperous companies around us, with higher levels of employment, which in turn leads to a greater demand for childcare – which is what our business is all about. This is in stark contrast to the recession where falling employment levels and wages put significant pressure on the childcare sector, forcing lots of other operators out of business.

Learning from our experience during the recession, we've also built up a high degree of trust through developing our local network so that all of our IT support and property maintenance is done by local companies that share similar values to ours and are very reliable, allowing us to maintain our quality of service. We feel this has made us more resilient as a company.

Looking to the future, collaboration with other local firms will be a key part of our success and continued growth. Meeting other business owners has allowed us to share problems and solutions, and approach our businesses issues in new ways. It's also ensured our partners are more resilient in turn.

little-inspirations.co.uk



3. Community Asset Development

Community-run organisations play a critical role in localities, offering services and facilities, fostering and supporting local enterprise and harnessing the energies of local people.

This is seen in a wide range of forms, from very specific social enterprises, to broader based voluntary sector-led community anchor organisations^{xiv} who offer a ‘hub’ for local activities and actions, to organisations providing social care and wellbeing support. Experience shows these organisations are an essential foundation for a resilient community.

This includes organisations leading work within communities to sustainably use their surrounding natural resources. The opportunities these natural resources provide include tourism and leisure ventures, sustainable energy generation, agroforestry and food production, with many including initiatives to develop practical skills and activities to promote health and wellbeing within their work.

Strong community organisations, like businesses, are almost always the product of local enterprise. However, given their contributions to local wellbeing there needs to be support available to ensure community bodies have the best chance of flourishing.

Recommendations



This support needs to include:

- Specific support for community anchor organisations, including a small degree of core funding and a networking programme. Sharing practice and experiences with others with similar roles in different localities is likely to encourage innovation (as with SMEs).
- Stronger guidelines on asset transfer and community management of the public estate. This should include sharing of recognised good practice, giving greater emphasis to the interests of the acquiring communities, allowing them to develop viable social enterprises. Alongside asset transfer should sit provision for long-lease arrangements and access to publicly-owned land and buildings
- A shift away from large-scale commissioning or tendering to allow for small scale funding of preventative well-being activities. This should promote the Social Value referenced in the Social Services and Well-being Act
- Development of an appropriate planning and licensing process for small-scale community energy projects.
- Access to low interest/interest-free loans for community-based social enterprises.

CASE STUDY

Caia Park Partnership Ltd

Caia Park Partnership Ltd (CPP) is located on Caia Park, a large social housing estate in Wrexham, and was established by the community in 1997.

The partnership is one of the largest and most well-established community regeneration bodies in Wales, employing over 75 local people and benefiting from the regular work of around 40 volunteers.

Its work includes:

- Employment: providing a work club, work experience and mentoring.
- Youth work: providing clubs, outreach and mentoring.
- Tenancy/housing Support: provided across the borough of Wrexham for people over the age of 50.
- Childcare: running three Flying Start settings as well as a commercial childcare day nursery.
- Deva House: running older people's day care, and providing support for people with learning and physical disabilities or poor mental health, as well as family support.
- Community development: supporting grass roots groups to develop and grow and helping enable the community's voice.
- Volunteering and training: helping people gain skills and confidence to participate, often using the partnership's woodworking workshop as a base.



CPP manages five community buildings on Caia Park, which host its own services and also provides a base for the delivery of services provided by others, including the police, Communities 4 Work, Adult Learning Wales, Jobcentre Plus, and Caia Park Environmental Group.

CPP initially received large grants from Wrexham Council, but as this reduced it has generated more and more of its own income from other grants, contracts and growing numbers of social enterprises that form its trading arm, Wrexham Community Enterprises.

They include a day care nursery and Holiday Club, Caia Crafts (wood manufacture), Advance Training and Consultancy (commercial training), and Meals on Wheels (run from Deva House).

caiapark.org.uk

CASE STUDY

ACE (Action in Caerau & Ely)

ACE is a locally-owned and led organisation with over 1000 members based in the west of Cardiff.



It has worked with local people to support the development of a number of community-led groups and projects (with varying degrees of independence). These include: a food co-operative, the 'Dusty Shed' Men in Sheds project, health and wellbeing support groups, a community garden, a community shop (providing free food, clothes, baby items, toys etc), a community arts group and more. Each group is led by volunteers and is supported to become sustainable and independent.

It also runs a series of health and wellbeing projects run with local people including: stress management courses, mental health and wellbeing groups, social support groups and a GP referral scheme.

ACE also runs a Community Support service, training local people to work with staff in providing 1-2-1 support with fuel poverty, food poverty, debt and benefit issues.

ACE Training offers accredited training aimed at supporting people into the construction industry.



Last year almost 6,000 people benefited from ACE's work, and local people put in almost 10,000 volunteer hours as part of their work with ACE.

ACE's work is funded through a very diverse mix of grant funding sources, contract delivery (mostly around community mental health services) and earned income from letting office space, training services and catering services.

www.aceplace.org

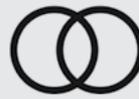
ABOUT US



Building
Communities Trust
Ymddiriedolaeth
Adeiladu Cymunedau



BCT supports people and places to develop solutions to local issues, improve wellbeing, raise aspirations and build stronger communities. It runs the Big Lottery-funded Invest Local programme, working with 13 disadvantaged communities across Wales. www.bct.wales



CLES
progressive economics
for people and place

CLES are the UK's leading, independent think and do tank realising progressive economics for people and place. Our aim is to achieve social justice, good local economies and effective public services for everyone, everywhere. www.cles.org.uk

THANK YOU

Thank you to all the organisations that helped us to put this document together and provided case studies including:



PARTNERIAETH OGWEN

References

- ⁱ Guardian 12/7/17 based on ONS figures
- ⁱⁱ Research for Shelter, August 2016
- ⁱⁱⁱ Tough Times Ahead, Bevan Foundation 2018
- ^{iv} Research for Wales, TUC February 2015
- ^v Future of Skills –employment 2030, Nesta September 2017
- ^{vi} See CLES <https://cles.org.uk/local-wealth-building/>
- ^{vii} As defined by the Living Wage Foundation
- ^{viii} Wales Cooperative Centre, Creating an Inclusive Economy for Wales, 2018
- ^{ix} Welsh Government, Prosperity for All, 2017
- ^x Measuring What Matters, IPPR April 2018; this point was also reiterated in evidence given to the National Assembly's Committee

for Equalities, Local Government and Communities as part of their report on *Making the economy work for people on low incomes* published in May 2018

- ^{xi} I.e. private companies which can't move because their product is based in that place such as a major tourist attraction, a large farm or a quarry or mine.
- ^{xii} Blaenau Gwent Effect. 2018. [Online]. Available at: www.bgeffect.com/home/english (accessed 24th May 2018).
- ^{xiii} https://www.fsb.org.uk/docs/default-source/fsb-org-uk/fsb_missing_middle_eng.pdf?sfvrsn=0
- ^{xiv} Community anchor organisations are defined as providing a focus for community activities and often provide leadership within a locality or neighbourhood. In our experience they are always third sector bodies.