

# Community wealth building in Dublin

## Implementation Plan



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# 1. Introduction

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This implementation plan for community wealth building in Dublin City Council has been co-created with the city council's cross-departmental community wealth building working group. The plan sets out themes and priorities to be progressed over an 18-month timeframe. These are the first steps to developing and embedding a community wealth building approach in the city council, providing a foundation from which the council can build.

The plan has been developed by the working group in a process facilitated by CLES including a series of one-to-one interviews and a community wealth building workshop held with the working group on 23<sup>rd</sup> February 2022. The working group will collectively lead on the delivery of the plan and champion the community wealth building agenda in Dublin.

## What is community wealth building?

Community wealth building is a progressive approach to economics and economic development. It locks wealth and opportunity into the local economy, for the benefit of local people. This is done by harnessing the impact of locally rooted 'anchor institutions'<sup>1</sup> to enable local economies to develop from within. It is a people and community centred approach to creating local economies that are more inclusive. The approach is built on the principle of collaboration and is implemented in an area through five key levers:

**Workforce** - to deliver decent work and progression and positively influence the local labour market.

**Spending power** – to maximise the social, economic, and environmental value of procurement and commissioning.

**Land and Property** – to maximise the return on land and property assets for the benefit of local people and place.

**Finance** – to ensure that flows of finance have benefit for local people and place through fiscal and other incentives.

**Ownership** – to diversify the ownership of the economy including a broader understanding of how business support and land and property use can shift ownership of the economy towards locally-rooted, ethical businesses that lock in

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<sup>1</sup> The term 'anchor institutions' refers to organisations which have an important presence in a place, usually through a combination of being largescale employers, the largest purchasers of goods and services in the locality, controlling large areas of land and/or having relatively fixed assets. Examples include local authorities, hospitals, universities, colleges and housing associations.

wealth to the local economy and create benefit for communities, for workers, and for place.

## Why is this agenda important to Dublin City Council?

Like many international cities, Dublin is facing into a range of national and international challenges which will impact upon its future prosperity and resilience. Community wealth building provides a new lens through which to view the changing economic and social context and to understand how Dublin City Council can use its influence to shape and support the city's economy in the longer term.

### Building a fairer economic recovery

The pandemic has presented a unique set of challenges for cities across the world including how people live and work in cities, visitor markets, the role of nature (including green infrastructure and air pollution) as well as the implications for businesses, particularly those who have been impacted (both positively and negatively) by the crisis. It has also revealed the seriousness of pre-existing inequalities within Irish cities like Dublin, with those from more disadvantaged communities being disproportionately affected by Covid-19. This has been compounded by the structural challenges faced by many marginalised groups in Irish society, including people with disabilities, Travellers and people of colour.

The pandemic has been a wakeup call in that it has revealed the flaws in the economic approach to date. There is now an opportunity to revisit the economic strategy for the city and consider what could be done differently to create a more inclusive economy which speaks to the employment, skills and poverty challenges faced by some of the city's residents, for example, by ensuring the Council's spending power is focused on maximising social value and economic outcomes.

### Creating productive local economies

The pandemic has hit many businesses hard, particularly those reliant upon Dublin City's hospitality and tourism industry. Footfall in the city centre on St Patrick's day 2020 decreased by more than 70% on the previous year<sup>2</sup>. Similarly, Dublin is a city which benefits massively from the influx of international and domestic tourists with 5.9m spending all or most of their stay in Dublin<sup>3</sup>.

In seeking to understand how the pandemic will change the city, the future direction of the economy will be key. Community wealth building can provide the means to think differently about economic development including the role of business support, planning, inward investment, and enterprise development in order to help the city's economy recover in a way that is generative and inclusive.

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<sup>2</sup> Source: <https://www.irishtimes.com/news/consumer/dublin-city-footfall-plummets-due-to-coronavirus-1.4209818>

<sup>3</sup> Source: <https://www.dublincity.ie/dublin-city-parks-strategy/2-parks-and-landscapes-perspective/23-value-city-parks/236-tourism>

## Diversifying the city's dependence on international capital

The significant growth of the land and property market in Dublin in recent decades has led to a transformation of the city's built environment, much of which has been fuelled by international capital. But it has also created challenges in terms of affordable housing supply, speculative investment in buy to let properties and gentrification in many of the city's neighbourhoods. Community wealth building provides an opportunity to think differently about land and assets in the city and to consider how the flow of wealth from land and property assets can be best used to support local people. It starts with the assumption that you must build a better economy from within, using the assets and opportunities that already exist (including natural assets such as parks). This could include delivering employment and training outcomes through the planning process, particularly on strategic regeneration sites.

## Leadership of the City Council

A community wealth building approach will support the council to adapt and evolve in what is a challenging social and economic context, asserting the importance of the city's economy nationally, but recognising the need for it to be fair and to work to improve outcomes for the most deprived communities, in line with City Council's vision to be:

*"... a dynamic, sustainable city, that is future-ready, built on thriving, inclusive neighbourhoods and communities, a strong economy, a vibrant cultural life, and compact, connected growth".*

The process will help the council to assert its role as an anchor institution and to use its influence more deliberately in the service of this more inclusive local economy. This 18-month implementation plan focuses initially on developing the Council's own role as an anchor institution, building understanding, confidence, and impact. This will position the council well to use its convening and influencing power to engage other civic institutions in the city in the community wealth building process.

The City Council is building on strong foundations, with lots of work already happening in this space. The community wealth building implementation process will serve to galvanise and bring this activity together – not as just another initiative, or project - but a durable and sustainable framework, integral to the council's corporate processes and business planning.

In so doing, Dublin City Council can position itself as a pioneer for community wealth building in Ireland, influencing the debate, not just with other local authorities and anchor institutions, but also the dynamics with central government, leveraging its position as Ireland's capital city.

## 2. Summary of the key themes and issues discussed at the workshop

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### The context for community wealth building in Dublin

#### Social and economic context

Dublin has a unique social and economic context - a globally connected, international, capital city, it is the political, cultural, commercial, and financial centre of Ireland.

Following the decline of its traditional manufacturing base since the 1970s and the recession of the 1980s, in more recent years inward investment has stimulated growth in the information technology, financial services, electronics, pharmaceuticals, and engineering sectors. The city is an international financial centre, attracting significant global finance and capital. The city's economy serves both domestic and international markets and is the key driver of economic performance regionally and nationally.

Dublin is in many respects a city of contrasts where wealth and investment is juxtaposed with poverty and homelessness, including geographically, driven in part by gentrification, rising housing costs and lack of affordable housing supply.

This context puts into even sharper focus for Dublin the importance of understanding the dynamics of wealth in the city's economy - who generates wealth, where is it going, and who benefits from it? How can the wealth that flows into Dublin be retained and be more broadly held? How can the focus of economic development pivot to ensure that the everyday, foundational economy thrives alongside the pioneer economy of technology intensive, tradable sectors, ensuring good employment opportunities for all? What role can the city council play in creating the preconditions for a new, more generative economy, where economic democracy and social innovation match the point value innovation of the high-tech sectors.

#### Organisational context

Organisationally, the city council is distinctive compared with other community wealth building places. As the largest local authority in Ireland it occupies a unique position in respect of both its funding and sources of income (for example, income derived through commercial rates) and in the power dynamics between the council and central government.

As with other anchor institutions in Ireland, the city council exercises its functions in accordance with both national and European Union legislation.

It is both a diverse organisation, with lots of functions, and a distributed one, with relatively high levels of autonomy in individual departments. The five areas focus means there is a geographical as well as functional dimension to this dynamic. This provides both opportunities and challenges for developing a community wealth building approach. The distributed nature of the organisation creates the conditions where small-scale pilots and prototypes can be rapidly developed and implemented, building confidence, and harnessing the learning needed to deploy these approaches at scale. However, it will require effective communication within and across the council to keep in view the bigger picture vision and objectives and ensure momentum, buy-in and corporate ownership. This will be a vital role for the working group moving forward.

The city council is one of many anchor institutions in Dublin, so the long-term goal, following the period covered by this initial implementation plan, will be to use the city council's growing expertise in community wealth building to influence other anchor institutions towards harnessing their collective power as economic agents.

## What does 'good' community wealth building look like in Dublin?

In the workshop the group reflected on the key outcomes and success criteria for a community wealth building approach in Dublin. These were described in relation to the ways of working and approach of the city council and in terms of improved quality of life and outcomes for people on the Dublin area.

| Organisational outcomes  | People outcomes   |
|--|---|
| <ul style="list-style-type: none"> <li>• That we learn as a group about new ideas and initiatives</li> <li>• Community wealth building is understood in Dublin City Council</li> <li>• Community wealth building becomes embedded in the day-to-day business of Dublin City Council</li> <li>• Greater co-operation and communication between Dublin City Council Departments</li> <li>• That we clarify what we are trying to achieve</li> <li>• Clear measurable targets with tangible outcomes</li> </ul> | <ul style="list-style-type: none"> <li>• That people see how Dublin is getting better as a place to live, more cycling, more social cohesion, more involvement by people in decisions that matter to them</li> <li>• The lives of our citizens are improved and enriched</li> <li>• Personal success stories and development of micro business to SMEs</li> <li>• Dublin your city process - reflect on what we mean by wealth?</li> <li>• Citizens have a stake in the economy, feel that it's something they can participate in</li> <li>• Using assets to give the community what they actually</li> </ul> |

| Organisational outcomes   | People outcomes   |
|---|---|
| <ul style="list-style-type: none"> <li>• That we set a few ambitious targets and track and communicate progress</li> <li>• That we have a clear plan, and we can chart progress and effectively communicate it</li> <li>• That we have some great stories that are told as part of this process</li> <li>• That we have greater insights into the impact of our organisation and how we work with others</li> <li>• Identify objectives in business plans which fit into community wealth building</li> <li>• Linked to priorities in Corporate Plan and other strategic documents</li> <li>• Expansion and resourcing of existing successful programmes</li> </ul> | <p>need, not what we think they need</p> <ul style="list-style-type: none"> <li>• Improved responses in Your Dublin Your Voice survey</li> <li>• Having people with the right skills to employ in roles e.g., stonecutting</li> <li>• That each person has choices and can realise their potential</li> <li>• That we buy goods and services from more local micro enterprises and SME's</li> <li>• Greater wellbeing of citizens, not just wealth</li> </ul> |

## Draft statement of purpose for the working group

The community wealth building working group within Dublin City Council brings people together from across the Council to explore how community wealth building can be used to support the city council's strategic priorities in the short and longer term. This working group will do this in a number of ways:

- **Champion community wealth building as a strategic approach to the Council's work**, becoming advocates and champions for a community wealth building approach to our work within the city council.
- **Map existing initiatives of CWB in the City and evaluate the potential for future development**
- **Disrupt/provoke: Start a conversation about how a community wealth building approach can be mobilised to change and improve outcomes for city council residents**
- **Action planning: Bringing existing activity together under the umbrella of a community wealth building programme, developing new pilots and area-based activity, and thinking about the delivery of new initiatives through community wealth building lens**

The key principles which will guide the approach of the working group during the period of this implementation plan are:



- **Build on what's already happening** – recognising that there is already a great deal of work going on within the council that can be understood as community wealth building, and which provides a platform from which progress can be accelerated.
- **Be ambitious and think differently** – whilst the implementation plan needs to be achievable, the working group has a key role in ensuring that there are genuine opportunities to think creatively and to challenge existing norms, being ambitious for what can be achieved, and keeping in view the bigger picture and vision of a fairer and more inclusive economy.
- **Everyone does something** – the working group has a role as a collective in guiding and managing the community wealth building agenda in Dublin City Council, but each member of the group also has an individual responsibility to ensure their departments are actively engaged in delivering against the identified actions in the implementation plan.

## Key concerns and reasons to be cheerful

The workshop discussion was used to surface key concerns and reasons to be cheerful. These are reproduced below, along with a commentary about how these issues have been considered in developing the implementation plan.

| Key concern   | How will this be addressed?   |
|---|---|
| We're all busy - how do we carve out the time? Who is going to lead on actions?                               | <p>Key to this will be integrating community wealth building thinking and practice into the day job. The workshop discussions highlighted the wealth of existing practice that can be brought within a community wealth building frame, and which provides the existing foundations from which to build on.</p> <p>In taking forward the implementation plan it will be important that every member of the group takes responsibility for some of the actions – this is captured in the proposed principles in the statement of purpose for the working group, above.</p> |
| Ambition - not too elaborate to start off with. Start small - pilot – scale. Don't try to run before we walk. | The implementation plan is aimed at getting the foundations in place for community wealth building practice in the city council. These are the first steps for what can realistically be  |

| Key concern  | How will this be addressed?   |
|--|---|
|  | <p>achieved in an eighteen-month timeframe.</p> <p>The implementation plan focuses on opportunities for small-scale pilots and area-based activity which can be used to build confidence prior to spreading and scaling.</p>  |
| <p>Resource / capacity concerns - e.g., if procurement is a central feature.</p> | <p>Whilst the central procurement function will have a role, the responsibility for spending and use of resources sits right across the organisation.</p> <p>The proposed social value framework for Dublin City Council will be a tool to guide this activity in all departments.</p>  |
| <p>Important to get other people on board - link to Business Plans.</p>          | <p>This has been captured in the actions under the objective to 'embed community wealth building within the corporate approach of the city council'.</p>  |
| <p>Development of communications tool.</p>                                       | <p>Effective communication is a core feature of the implementation plan and will be an important role for the working group.</p>  |
| <p>Need external support to help us implement it going forward.</p>              | <p>Bringing in external support to assist and to act as a critical friend during the implementation plan period would certainly be beneficial. CLES would be delighted to continue working with Dublin City Council in this regard, and could offer bespoke support – for example, in relation to developing the social value framework, integrating community wealth building into strategic planning activity, spend analysis, recruitment analysis, and mapping of land and property assets.</p> |

| Key concern  | How will this be addressed?  |
|--|--|
| <p>How we merge our roles into an effective group - become greater than sum of parts.</p>  | <p>The working group is already more than the sum of its parts, with energy, commitment, and an obvious desire to think beyond departmental silos. It will be important to maintain this focus going forward.</p>  |
| <p>Does it need a full-time post to drive it forward?</p>  | <p>We have recommended that the working group look to secure commitment for administrative support in the first instance.</p>  |
| <p>Do we need to develop new tools or systems - make part of digital transformation - better real time information?<br/>Quality of data is not good - held in silos.<br/>Capacity for analysis will need to develop over time.</p> | <p>These issues will no doubt surface during the 'build understanding' components of the implementation plan.</p> <p>There will be opportunities to start simply and to consider how to align data most important to the community wealth building work with any existing city council plans for digital transformation.</p> |

| Reason to be cheerful  | How will this be addressed?  |
|--|--|
| <p>Highlighting the existing work we are already doing!</p>  | <p>This is vital and, as mentioned above, provides good foundations to build from.</p>   |
| <p>A willing coalition - lots of ideas and enthusiasm.<br/>We all agree this is a really good idea</p> | <p>CLES has been impressed by the energy, commitment, and enthusiasm of the working group – to have such genuine, cross-departmental commitment from the outset bodes well for the future.</p> |
| <p>Engagement with the LCDC and Preparation of the Local Economic Community Plan.</p>                  | <p>This has been captured in the actions under the objective to 'embed community wealth building within the corporate approach of the city council'.</p>                                       |

| Reason to be cheerful  | How will this be addressed?  |
|--|--|
| <p>Hearing about European and other locations examples - it can be done!<br/>Opportunity for us to learn from each other and other cities.</p> | <p>This is key to building confidence. As part of the community wealth building family, Dublin will be welcome to join CLES' communities of practice to continue to share experiences with, and learn from, other areas.</p> |
| <p>Procurement is everybody's friend!!</p>   | <p>😊</p>   |
| <p>Link community wealth building with the civic crowd-funding project.</p>  | <p>This can be part of the pilot approach.</p>   |
| <p>Dublin City Council as a champion and cheerleader.</p>  | <p>There is a real opportunity for Dublin to position itself as a pioneer for community wealth building in Ireland.</p>  |

## Mapping of existing activity and gaps

The implementation plan has been informed by the mapping of existing activity and gaps undertaken during the workshop - see Appendix 1.

# 3. Draft implementation plan

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The draft implementation plan sets out proposed high-level actions against five linked objectives:



## 1. **Develop a social value framework for Dublin City Council.**

A social value framework is a tool to assist decision making for anyone in the city council with responsibility for spending resources. This includes anyone involved in recruiting new members of staff, buying goods, services and works, designing services (commissioning), or managing the city council's assets.

The starting point will be to establish the economic, social, and environmental outcomes that are most important to the city council, drawing on existing policy priorities and known challenges, then translating these into a small number of priority outcomes with associated indicators and measures.

This process will be an opportunity to start to think differently about measures of success with health, wellbeing and community indicators developed to complement existing economic indicators.

The framework can be applied using small-scale pilot activity initially (see Objective 3) to build confidence in the model.

The framework will be a cross-departmental tool, designed to shift the organisational culture so that greater benefits are delivered for the Dublin economy and its people. This cannot happen overnight. Social value is not one person's job - it can be created by each and every Dublin City Council employee, and through all of the city council's spending and activity.

The actions under this objective relate, therefore, not only to the development and use of the framework, but the wider actions needed to support the desired shift in culture, for example in relation to communications, leadership, and training.

## **2. Strengthen the city council's strategic capacity to act and deliver.**

Actions under this objective relate to the role of the community wealth building working group in championing community wealth building as a strategic approach in Dublin City Council and exploiting the potential to develop community wealth building practice. The group will have a key role in ensuring that a wide range of disparate activity is pulled together within an overarching community wealth building frame and effectively communicated as such.

This will involve building on current initiatives (the existing activities captured in the mapping exercise undertaken during the workshop), and by applying a community wealth building lens to any new opportunities and challenges which emerge.

Working group members will take responsibility for communicating about community wealth building in relation to their own areas of work and with other partners both internally and externally (keeping it simple and thinking about language and messaging that works for Dublin's context).

## **3. Build confidence by using pilots and area-based action to demonstrate the model.**

The discussions during the workshop revealed that there is already a great deal of work going on within the council that could be understood as community wealth building but which to date, has been seen as linked to departmental or area-based priorities. The community wealth building agenda provides an overarching frame with which to pull together examples of existing or emerging practice in order to illustrate the strengths of the council in this area to date, identify opportunities to spread and scale, and to help explain the concept using existing examples from the Council's work.

The workshop discussions also surfaced a number of examples of projects or ideas still in development where there is significant scope to apply a community wealth building approach to help develop and support project outcomes longer term.

Finally, there are some of the community wealth building levers which are relatively under-developed in a Dublin context. Here, there are opportunities to build confidence in the community wealth building approach by starting with a number of new, small, discrete pilot projects to test the concept – looking for early wins and opportunities.

These pilots provide an opportunity to test specific aspects of community wealth building practice which, although small-scale to begin with, can foreshadow what could be done to stimulate more significant changes in the Dublin economy – for example:

- Using the public sector spending power to support and stimulate the growth of generative businesses in the everyday, foundational economy, ensuring that good jobs and opportunities are available beyond the tech-focused, pioneer sectors.
- How different approaches to asset and land ownership can act as a counterweight to rising cost of living and housing costs.
- How more social value can be derived from inward investment and wealth flows into the city.

#### 4. Build understanding.

The fourth objective is to build understanding of the council's economic role – through, for example, spend analysis, recruitment analysis, and mapping of land and property assets.

These actions will provide a baseline of information which can be used to influence future community wealth building priorities and monitor progress over time.

#### 5. Embed community wealth building within the corporate approach of the city council.

An important objective for this initial implementation plan is to ensure that community wealth building is adopted as an integral part of the corporate processes of the city council - linked to priorities in the Corporate Plan and other strategic documents and reflected in objectives in business plans.

There are also opportunities for the council to use its influence as the capital city and largest local authority in Ireland, to use community wealth building as a frame in its discussions with central government.

Collectively, the objectives and the proposed actions listed below, will help secure the first stages of the city council's community wealth building work, providing the initial foundations from which a more ambitious programme can be developed, including seeking to engage and influence other key anchor intuitions in the city.

| Actions  | Timeframe  |         |    |         |    |         |  |    |    |    |    |    |    |
|--|--|---------|----|---------|----|---------|--|----|----|----|----|----|----|
| <b>1. Develop a social value framework for Dublin City Council.</b>  |  |         |    |         |    |         |  |    |    |    |    |    |    |
| a) Agree the principles which will guide the development and adoption of the social value framework.   | <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td style="background-color: yellow;">Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
| 2022/23  |  |         |    | 2023/24 |    |         |  |    |    |    |    |    |    |
| Q1   | Q2   | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| b) Convene a stakeholder discussion to agree relevant social, economic, and environmental outcomes. These will be informed by existing policy and by local needs analysis – including, for example, holistic frameworks such as the UN | <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td style="background-color: yellow;">Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
| 2022/23  |  |         |    | 2023/24 |    |         |  |    |    |    |    |    |    |
| Q1   | Q2   | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |

|  |   |         |    |         |    |         |  |    |    |    |    |    |    |
|--|---|---------|----|---------|----|---------|--|----|----|----|----|----|----|
| Sustainable Development Goals and relevant data on wellbeing and deprivation – and could also include an area-based dimension.   |   |         |    |         |    |         |  |    |    |    |    |    |    |
| c) Prioritise a small number of outcomes.  | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
| 2022/23  |   |         |    | 2023/24 |    |         |  |    |    |    |    |    |    |
| Q1   | Q2  | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| d) Establish relevant baselines and agree a measurement framework.   | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
| 2022/23  |   |         |    | 2023/24 |    |         |  |    |    |    |    |    |    |
| Q1   | Q2  | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| e) Test out through small-scale pilots (see Objective 3), review and refine.   | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2  | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| f) Training - Pursuant to the idea that social value is for everyone, there should be a programme of ongoing training that embeds social value across the organisation. Doing this in consultation with the workforce will be a further opportunity to examine what is already being done but perhaps not currently framed in the language of social value.  | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2  | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| g) Leadership – consider adopting and publicising a statement of intent for Dublin City Council’s approach to social value   | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2  | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| <b>2. Strengthen the city council’s strategic capacity to act and deliver.</b>   |   |         |    |         |    |         |  |    |    |    |    |    |    |
| <p>a) Formalise the governance arrangements for the community wealth building programme – including the role of the working group and senior management and political responsibility. This should include:</p> <ul style="list-style-type: none"> <li>• Agree final wording for the ‘statement of purpose’.</li> <li>• Agree a meeting schedule for the next 6-12 months.</li> <li>• Secure buy in for administrative support to help arrange meetings and co-ordinate diaries for the working group.</li> <li>• Review and agree the implementation plan</li> </ul> | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| b) Update the Senior Management Team and Strategic Policy Committee and agree a system of reporting back on progress and on opportunities to advance a community wealth building approach in Dublin City Council.  | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| c) Update the Area Committees and use these sessions to explore opportunities for area-based pilots.   |   |         |    |         |    |         |  |    |    |    |    |    |    |
| d) Arrange a series of information sessions with staff from across the council to explain more about community wealth building and to raise awareness of the approach across the council (including with the corporate communications team).   | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| e) Members of the working group to become 'champions for the approach within their own work.   | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2  | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| f) Provide an inclusive forum for people to learn more about community wealth building and to share experiences and learning. Continue to harness and share examples of where community wealth building work is already being taken forward.   | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2  | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| g) Work with the communications team to explore integration of community wealth building into our messaging externally and internally. This could include a timebound mapping exercise, including the development of a communications strategy, identifying what is needed in order to influence key stakeholders (internally and externally) on the merits of this initiative.                            | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| <b>3. Build confidence by using pilots and area-based action to demonstrate the model.</b>   |   |         |    |         |    |         |  |    |    |    |    |    |    |
| <p>Harnessing existing activities as community wealth building pilots, including:</p> <p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>Planned pilot initiative to diversify the workforce - targeting younger people in disadvantaged areas to access apprenticeship opportunities.</li> <li>Outreach work to promote engineering as a profession, especially for younger women.</li> </ul> | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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- Supporting employment through the Local Enterprise Offices.

### **Spending**

Current contracts where spending is delivering against social value outcomes, including:

- Apprenticeship programmes in key trades.
- Breaking down contracts into smaller lots to facilitate micro-companies and sole traders.
- Community gain from development (e.g., community employment scheme on construction skills).

### **Land and property**

Use of council buildings and spaces to facilitate additional social value, including:

- Work with Young Social Innovators
- Allowing temporary use of land and buildings for local events, markets, etc.
- Use of space at a peppercorn rent to cultural and creative organisations and social enterprises.
- Staff volunteering.

### **Inclusive ownership**

- Support and finance for micro-enterprises.
- Support for social enterprises and area partnership working to support social enterprises to form consortia
- St. Andrews Resource Centre – gardening services to Google.

These existing or planned initiatives represent a significant spread of activity of direct relevance to the community wealth building agenda.

The working group will need to engage with these activities so that they start to be seen through a community wealth building lens and as contributing to the overall vision for community wealth building in Dublin. The working group may wish to consider a light-touch process whereby it is updated on

progress and has the opportunity to discuss how the pilot activity could be enhanced or flexed from a community wealth building perspective.

Q4 review of existing activities to discuss where pilot activity foreshadows what more could be possible were the concept to be applied more broadly and opportunities and tactics needed to spread and scale.

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New pilot activities will be focused on those community wealth building levers which are currently less well developed in Dublin City Council, as well as being informed by the priority outcomes identified during the development of the social value framework:

**Workforce**

- Developing a better understanding of how housing costs and wider pressures on cost of living create barriers for lower paid staff.

**Spending / Inclusive Ownership**

- Explore and develop opportunities to use spending below the EU procurement threshold to support micro, SME, and social enterprise businesses. The focus of this pilot will be informed by the spend analysis and social value framework but will include a process of engaging potential suppliers to co-design an approach.
- Explore the potential, through a small-scale pilot, to connect community benefits and social clauses to help finance social enterprises (informed by the platform approach developed in Rotterdam).
- Pilot the inclusion of living wage requirements in purchasing in a small number of contracts.

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**Land and property**

- Identify a planned regeneration initiative and begin to scope options and opportunities to apply the social value framework.

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| <ul style="list-style-type: none"> <li>• Scope options for a small-scale pilot approach to community ownership of development land as a demonstrator project.</li> </ul>   |  |         |    |         |    |         |  |    |    |    |    |    |    |
| <b>4. Build understanding.</b>   |  |         |    |         |    |         |  |    |    |    |    |    |    |
| <p>a) Spend analysis – carry out, or commission, an analysis of the most recent full years spend data. This analysis will illustrate where spending is going geographically, by sector, and by supplier-type.</p> <p>The process will establish a baseline and will help identify additional opportunities where spending could be flexed in support of the social value priorities identified by the council.</p> | <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="4" style="text-align: center;">2022/23</td> <td colspan="2" style="text-align: center;">2023/24</td> </tr> <tr> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> <td style="text-align: center;">Q3</td> <td style="text-align: center;">Q4</td> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| <p>b) Recruitment analysis - to explore the city council's contribution as a progressive employer. This would include analysing the representativeness of the workforce in relation to the makeup of the local community and opportunities where recruitment practice could be flexed to further enhance local resilience and deliver wider value.</p>   | <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="4" style="text-align: center;">2022/23</td> <td colspan="2" style="text-align: center;">2023/24</td> </tr> <tr> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> <td style="text-align: center;">Q3</td> <td style="text-align: center;">Q4</td> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2   | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| <p>c) Analysis of wealth flows and consumer spending data to understand where wealth is currently flowing to more extractive parts of the local economy, so that business support activity could be flexed to stimulate more generative alternatives.</p>  | <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="4" style="text-align: center;">2022/23</td> <td colspan="2" style="text-align: center;">2023/24</td> </tr> <tr> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> <td style="text-align: center;">Q3</td> <td style="text-align: center;">Q4</td> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2   | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| <p>d) Mapping of land and property assets- to assess the scope to which these could be further harnessed to deliver additional social value.</p>   | <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="4" style="text-align: center;">2022/23</td> <td colspan="2" style="text-align: center;">2023/24</td> </tr> <tr> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> <td style="text-align: center;">Q3</td> <td style="text-align: center;">Q4</td> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| Q1   | Q2   | Q3      | Q4 | Q1      | Q2 |         |  |    |    |    |    |    |    |
| <b>5. Embed community wealth building within the corporate approach of the city council.</b>   |  |         |    |         |    |         |  |    |    |    |    |    |    |
| <p>Explore ways to promote and integrate community wealth building as part of our business planning and integrate it into our corporate plans and processes.</p>   | <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="4" style="text-align: center;">2022/23</td> <td colspan="2" style="text-align: center;">2023/24</td> </tr> <tr> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> <td style="text-align: center;">Q3</td> <td style="text-align: center;">Q4</td> <td style="text-align: center;">Q1</td> <td style="text-align: center;">Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| <p>Ensure community wealth building principles underpin the development of the Local Economic Community Plan.</p> | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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| <p>Explore the interest in community wealth building from a national perspective.</p>                             | <table border="1"> <tr> <td colspan="4">2022/23</td> <td colspan="2">2023/24</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> <td>Q1</td> <td>Q2</td> </tr> </table> | 2022/23 |    |         |    | 2023/24 |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
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# 4. Appendix 1 – Mapping of existing activities and gaps

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## Finance

- Current activities
  - Good data on wealth flows and consumer spending - e.g. MasterCard / Smart Cities
  - Existing programmes with HSE for community health in the areas of heart, elderly care etc
- Gaps and challenges
  - Budgets and resources
  - 'New initiative fatigue'
  - Need to improve communication of existing work – e.g., SICAP funding flows to area partnerships
- Opportunities
  - Use exiting connections and networks to introduce new schemes
  - Initiate financial literacy workshops in City of Dublin Education and Training Board

## Workforce

- Current activities
  - Partnerships with Community Colleges in relation to focused training for sports workforce
  - Planned pilot initiative to diversify the workforce - targeting younger people in disadvantaged areas to access apprenticeship opportunities
  - Graduate programme
  - Outreach to promote engineering as a profession, especially for young women
  - Traineeship programmes to upskill and prepare for employment

- Supporting employment through the Local Enterprise Offices - 7% net growth in employment last year across LEO client portfolio
- Return to Learning Programme
- Gaps and challenges
  - Pressure on current resource needs for day-to-day service delivery
  - Housing costs and cost of living creates barriers for lower paid workforce
  - Recognised need to increase diversity of the workforce
- Opportunities
  - DCC is a significant employer with a workforce of c. 6,000
  - Shifts to hybrid working
  - New jobs that will be created in the circular economy
  - A digitised workplace may provide more opportunities to introduce mentoring and other programmes to support other organisations

## Spending

- Current activities
  - Property maintenance framework split into 5 lots
  - Spending supports apprenticeship programmes in key trades, includes a gender focus
  - Break down contracts into lots to facilitate micro companies and sole traders
  - Community gain from development, for example community employment scheme around construction skills
- Gaps and challenges
  - Need a consistent economic inclusion lens applied to spending
  - Concerns about risk / legal challenge to procurement decisions
  - Consolidation leads to compliance but maybe not best social outcomes
- Opportunities
  - Host meet the buyer events with social enterprises to inform local suppliers of contract opportunities and upskill on public sector tendering
  - Below EU procurement threshold there is the opportunity to engage micro/SME/social business
  - £1.1 bn annual revenue spend
  - Transition to low carbon

- Living wage requirement in purchasing
- Look at ways to help finance social enterprises, for example Rotterdam are developing a platform where social clauses can be used to fund individual social enterprise job creation initiatives

## Land and property

- Current activities
  - Connectivity recognised as important - moving towards 15-minute city concept
  - Large direct labour workforce
  - Partnership approach through recreation centres with youth outreach, men's sheds, community training etc
  - Work with Young Social Innovators who work with second level students on effecting positive change on issues, they are keen to use council buildings and spaces for events
  - Allowing temporary use of land and buildings for local events, markets etc subject to planning
  - Planning zoning for development - e.g., Ikea, Decathlon, new housing development
  - Infrastructure: a key aim is creating and shaping the built environment to facilitate building local communities.
- Gaps and challenges
  - Wealth flows from inwards investment
  - Currently don't celebrate or communicate the provision of space at peppercorn rent to cultural and creative organisations and social enterprises
  - Listing of all properties in the ownership of DCC currently being used by Community Organisations
  - Affordability of housing - to buy or rent
  - Investment needed to improve derelict areas in less wealthy parts of the city
- Opportunities
  - Ask to host CWB events in the spaces provided by DCC - e.g. Delight Studios, Little Museum of Dublin, Coleraine Street Depot
  - Ownership of development land
  - Significant physical assets, including in more deprived communities
  - Parks and open spaces



- Significant investment to improve landscape and cityscape
- Strategic development sites

## **Inclusive Ownership**

- Current activities
  - Support and finance for micro-enterprises
  - Support to social enterprises
  - Volunteering promoted among staff
  - National policy for social enterprise development
  - Community development teams in each area, enterprise officers in some areas
  - Area partnerships working to support social enterprises to form consortia
  - St. Andrews Resource Centre - gardening services to Google
  - Mastercard partnership
- Gaps and challenges
  - Connecting social enterprise to DCC spending
  - We are members of the European Social Economy Regions and can participate in this work, share examples of good practice
  - We can explore EU projects that would advance our objectives
  - How to scale or replicate good practice examples
  - Lack of commercial expertise in some parts of the social enterprise sector
  - Resources/capacity to sustain community activity
  - Start-ups want to serve international not domestic market
- Opportunities
  - Mastercard partnership presents opportunities to work with them to develop/shape projects
  - Opportunities to develop the night-time economy
  - Good links to large private sector companies with track record on CSR, but more can be done to push these organisations to provide more social value
  - Social enterprise response to the pandemic
  - Map good CSR projects and explore if they can be scaled
  - Work with communities which don't have an enterprise culture



**Centre for Local Economic Strategies**

CLES, 52 Oak Street, Swan Square  
Manchester, United Kingdom, M4 5JA  
info@cles.org.uk | www.cles.org.uk  
@CLEStinkdo | #clestinkdo  
0161 832 7871