

The Leeds Anchors Network

A place based approach to inclusive growth

The story so far...

Monday 9 December 2019
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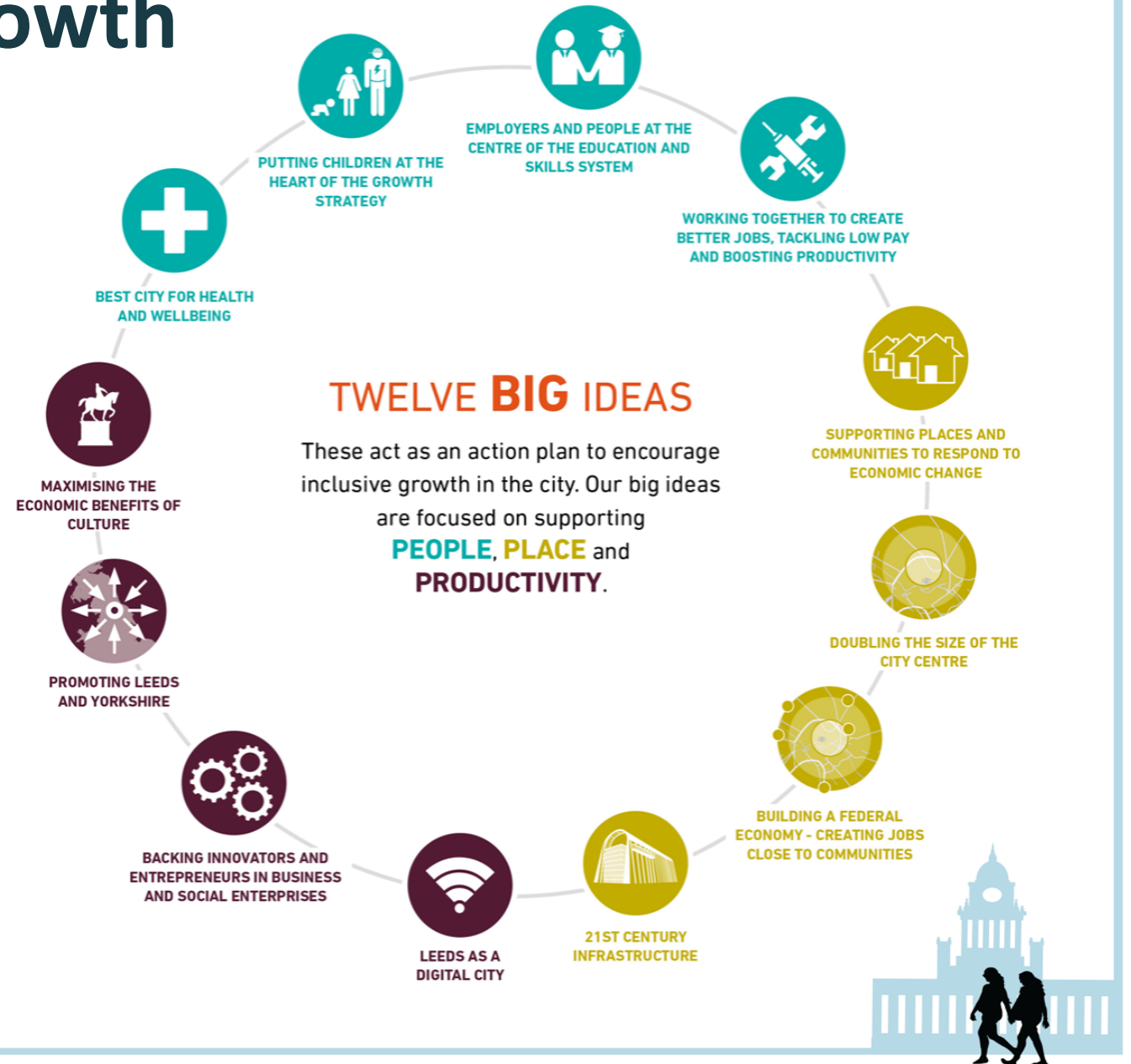
Content

- Background and context
- The Partnership and its priorities
- Current and planned actions



Delivering Inclusive Growth

- Our Inclusive **Growth Strategy** was launched in June 2018
- It sets out **12 big ideas** which act as an action plan to encourage inclusive growth in our city
- By working together on these big ideas we believe we will deliver a strong economy in a compassionate city
- **Big Idea 4 - Working Together to create better jobs, tackling low pay and boosting productivity**

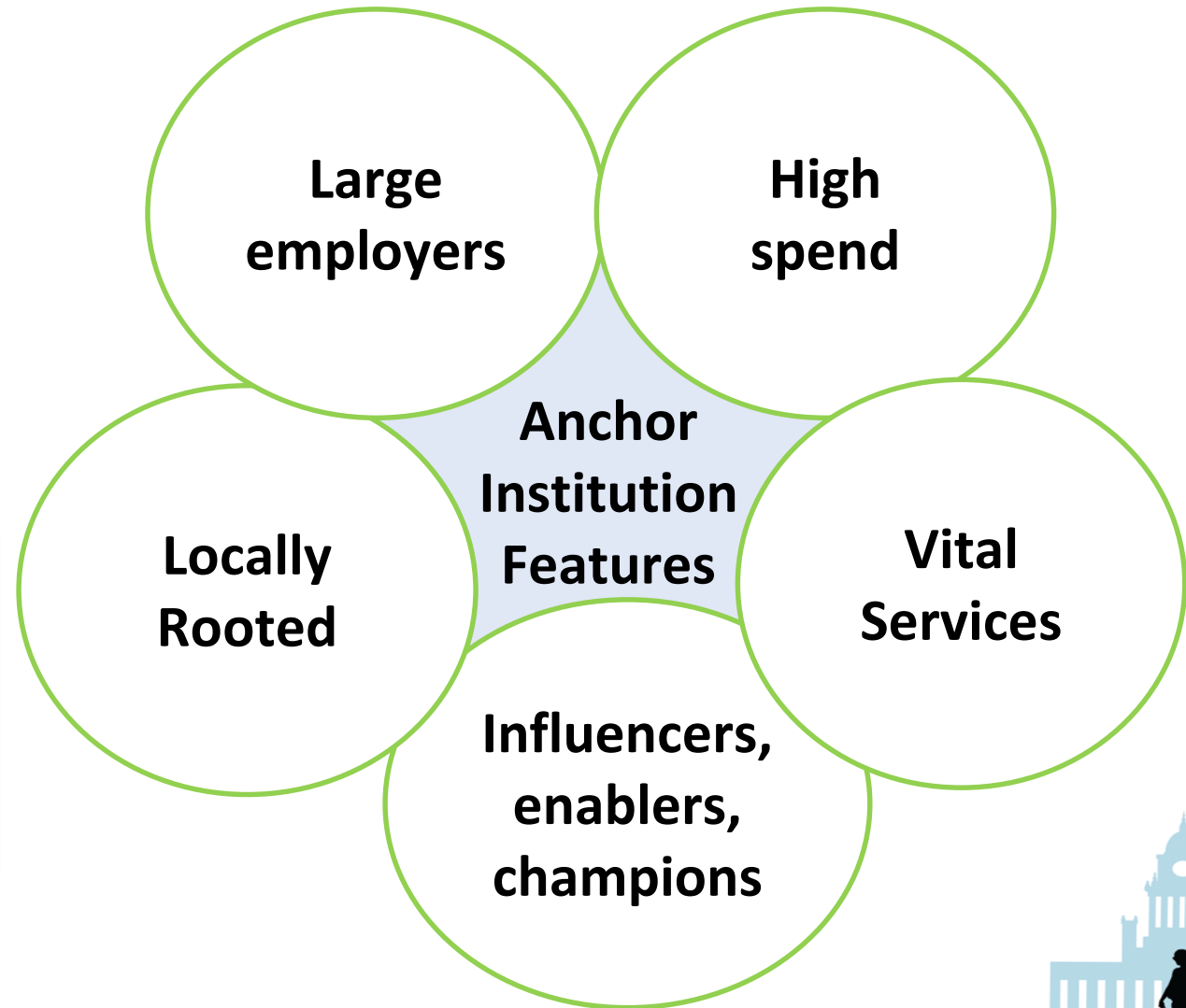


Anchor Institutions – What are they?

Typically **big organisations rooted in their place** - councils, universities, colleges, hospitals, housing associations and large businesses

Anchors have a vested interest in our places and they

- convene people
- catalyse and facilitate action
- inspire collaboration and confidence
- help us to navigate difficult and challenging issues
- help us to achieve multiple and better outcomes.



5 Anchor Domains to drive change

DOMAIN	Areas where Anchors Can make difference
EMPLOYER	<ul style="list-style-type: none">• Recruitment• Pay and conditions• Training and development• Health and wellbeing at work
PROCUREMENT	<ul style="list-style-type: none">• Local supply chains• Social Value from procuring goods and services
BRICKS AND MORTAR	<ul style="list-style-type: none">• Design, commissioning and procurement of new developments• Management of existing buildings, land and other assets
SERVICE DELIVERY	<ul style="list-style-type: none">• Core service delivery and disadvantaged communities• Links to community anchors
A CIVIC PARTNER	<ul style="list-style-type: none">• Internal corporate ownership• External civic role and partnerships



A progressive Framework to inform action

- It sets out what anchors are and summarises areas for action in the five domains
- Domains breakdown into a number of specific activities where there is an opportunity to make a difference
- Organisations self-assess to understand their baseline and determine their level of ambition at 1 - minimal action to 4 - best practice
- Scoring activity is helpful but the value lies in the dialogue
- Practical actions are backed by good practice case studies, signposting to other resources and expertise
- Annual review of progress at a senior level is important to drive progress long term



The Leeds Anchors Network

Leeds Teaching Hospitals NHS Trust	Leeds Beckett University	Leeds City College
Leeds and York Partnership Foundation NHS Trust	University of Leeds	Leeds College of Building
Leeds Community Health Care NHS Trust	Leeds Trinity University	Leeds City Council
NHS Digital		Yorkshire Water



Progression Framework Results Overview

Dimension	Level (1-4)		Stretch	Comments
	Current	Ambition		
Employer	3.1	3.7	0.6	Strongest current practice scores, intent to go further
Procurement	1.7	2.7	1.0	Lowest base scores, high stretch ambitions in most anchors
Bricks & Mortar	2.5	3.1	0.6	Modest base, some stretch proposed but fairly low priority
Service Delivery	2.7	3.8	1.1	Middling to good baselines, high ambitions and high priority
Corporate & Civic	2.8	3.7	0.9	Middling to good baselines, high ambitions and high priority

- Table based on PF review scores from 7 anchors
- Level 1 is basic, 2 is intermediate, 3 is good, 4 is best practice
- Annual assessment and scores provide a check and challenge on progress

Procurement

	PF Ambitions	Benefits	
	Move from 1.7 to 2.7 – adopt more good practice Annual spend of 11 Anchors in excess of £2bn	For Leeds	For Anchors
Current Position and Progress	<ul style="list-style-type: none"> • Baseline spend analysis completed for 6 anchors - average of 48% spent in Leeds; 52.5% in West Yorkshire • Agreed ambition to increase local spend with businesses in Leeds to more than £1bn • Agreed actions on engaging key providers, their supply chains and local SMEs with targeted action to specific sectors where leakage is greatest • Shared best practice on delivering Social Value 	<ul style="list-style-type: none"> • Business growth • Local wealth recirculates • More and better jobs 	<ul style="list-style-type: none"> • Short, responsive supply chains • Maintain quality and value
Planned Activity	<ul style="list-style-type: none"> • Spend analysis training to common methodology and metrics to be delivered February and March • Committed resources to annual spend analysis to track change • Agreed to develop a Leeds Anchors Social Value Statement • Meet the buyers event in Spring 2020 		



Employment

	PF Ambitions Move from 3.1 to 3.7 – towards best practice territory	Benefits	
		Leeds	Anchors
Current Position and Progress	<ul style="list-style-type: none"> • Employee mapping analysis to inform outreach recruitment activity • Successful pilot NHS Employability programme led by LTHT and LCC targeted to priority neighbourhoods uncovered hidden talent now being more widely applied • Collaboration on Apprenticeship Levy Transfers between the Council and Leeds Beckett University to local SMEs and the NHS CoE across health and care • Leeds Careers Charter and StartinLeeds.com supporting engagement with schools and colleges to build the talent pipeline • 10 of 11 Anchors pay Living Wage to all employees 	<ul style="list-style-type: none"> • Poverty reduction • Local wealth recirculating • Raised skill levels • Ladders of opportunity 	<ul style="list-style-type: none"> • Recruitment and retention • Reduced vacancies • Increased staff loyalty and productivity • Improved staff retention • Positive culture • Improved productivity
Planned Activity	<ul style="list-style-type: none"> • Sharing best practice and identifying opportunities for collaboration on non-pay benefits • Web enabled brokerage on Apprenticeship Levy Transfer • Living Wage City event in February 		



Healthy Workplaces

PF Ambitions		Benefits	
Move from 3.1 to 3.7 – towards best practice territory		Leeds	Anchors
Current Position and Progress	<ul style="list-style-type: none"> • Healthy Workplace analysis completed to identify baselines and best practice across Anchors • Healthy Workplace Pledge developed • Developing toolkit and resources to support pledge implementation • Roll out of Blood Pressure Wise programme and the Confident and Capable Managers training programmes to address health at work 	<ul style="list-style-type: none"> • Happier people • Longer lives 	<ul style="list-style-type: none"> • Improved employee attendance
Planned Activity	<ul style="list-style-type: none"> • Development of the Healthy Workplace Portal – web based resources for managers with potential for roll out to SMEs • Develop the metrics to shape and support targeted measures to need and quantify impact 		<ul style="list-style-type: none"> • Increased staff retention • Productive and inclusive workforce • Employer of choice

Priority Neighbourhoods

	PF Ambition	Benefits	
	Service Delivery and Civic Collaboration combine high ambition and high priority – target rise from 2.75 to 3.75	For Leeds	For Anchors
Current Position and Progress	<ul style="list-style-type: none"> Workshop session to understand neighbourhood challenges and opportunities and identify existing services and interventions and potential opportunities for collaborative targeted action to better meet the needs of 6 most deprived neighbourhoods Anchors engaged with locality managers and neighbourhood networks. 	<ul style="list-style-type: none"> Improved economic inclusion and social mobility Improved health and wellbeing 	<ul style="list-style-type: none"> Effective targeting and alignment of services to meet multiple objectives Achieving the left shift
Planned Activity	<ul style="list-style-type: none"> Co-design a programme of Anchor interventions that support and empower local residents and local businesses to connect with opportunities and improve their quality of life 	<ul style="list-style-type: none"> Increased community resilience and capacity to drive change 	<ul style="list-style-type: none"> Reduced reliance on public services



Thank you
for listening



For further information and case studies
<http://www.leedsgrowthstrategy.co.uk/anchor-institutions/>

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