

Social Value
Conference
2023



Presented by



In conjunction with



Towards a Place Based Approach for Delivering Social Value

13 June

14:00 GMT



Radical Collaboration

#SVC23

Panel



Cllr Susan McDonnell
County Councillor
Durham County Council



Richard Carroll
Chief Procurement Officer
Durham County Council



Antonia Jennings
Associate Director
CLES (Centre for Local
Economic Strategies)



Gareth Jones
Founder
TownSq



Caroline Wilson
Director of Inclusive
Economy and Jobs
London Borough
of Islington



Towards a Place Based Approach for Delivering Social Value



Richard Carroll
Chief Procurement Officer, Durham County Council

#SVC23

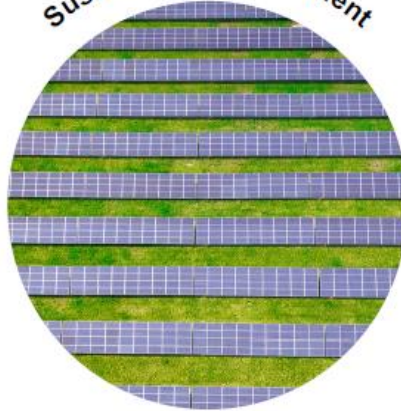
County Durham Pound Project

– a place based approach to
Social Value



How do you make Social Value work for your Community?

Sustainable procurement



Training & apprenticeships



Buying locally



Reducing carbon emissions



Volunteering



Employing locally



Our Partners



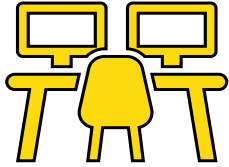
County Durham and Darlington
Fire and Rescue Service



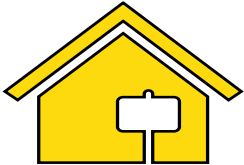
Our collective drivers

=

CD£ Aims and Objectives



Create more jobs for local people



Reduce our impact on the environment



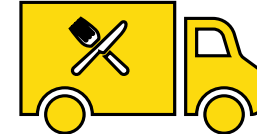
Prioritise better health and wellbeing



Support with meaningful training and upskilling



Focus on equality, diversity and inclusion



Help communities, groups and charities

The Commitments of the collective



1

Collaborate proactively

We will share ideas and learn from each other's experience and best practice in social value



2

Embed relevant processes

We will develop suitable processes to ensure high quality delivery and to meet the project's objectives



3

Involve and empower stakeholders

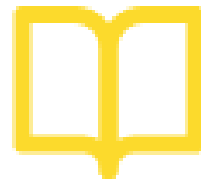
We will hear the concerns and ideas of community members and other stakeholders across the public, private and third sectors



4

Respond to local needs

We will ensure that our social value activities address local needs and priorities wherever possible



5

Be transparent and accountable

We will share what we intend to do and why, plus how we are progressing, so you can hold us accountable



6

Track, report, learn and improve

We will track and report what we are all doing using a consistent framework so that we can drive continuous improvement

What did we need...



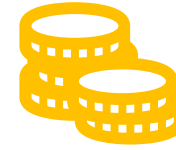
**Senior
Leadership buy-
in**



**A group of
the willing**



**Support of
key partners**



**Funds to kick-start
the Project**

What have we achieved?



**A shared
Vision**



**An education and
learning
environment for
partners**



**A shared Tool
developed to deliver
Place Based Social
Value to Durham**



**Over 300million of
Social Value
delivered in Phase 1**



www.countydurhampound.co.uk



Towards a Place Based Approach for Delivering Social Value



Caroline Wilson

Director of Inclusive Economy and Jobs, London Borough of Islington

#SVC23

An aerial photograph of the London skyline at dusk or dawn. The Gherkin building is the central focus, with other skyscrapers and the city grid visible in the background. The sky is a mix of blue and orange. Large teal shapes are overlaid on the left and bottom right corners of the image.

Building Community Benefit through London's Local Anchor Networks

A logo consisting of a teal crosshair shape with four arms of varying lengths, positioned to the left of the text.

London
Anchor
Institutions'
Network

London Anchor Institutions' Network

London Recovery Board

- Created in 2020 to ensure recovery from COVID-19
- Addressing inequalities and lifting the most vulnerable communities in London

London Anchor Institutions Network (LAIN)

- First time city's biggest organizations committed to working together to:
 - **Increase access to employment and business opportunities**
 - **Help young people flourish**
 - **Build a greener future**



Membership

Collectively our members represent dozens of anchors across the city

Employing tens of thousands of people

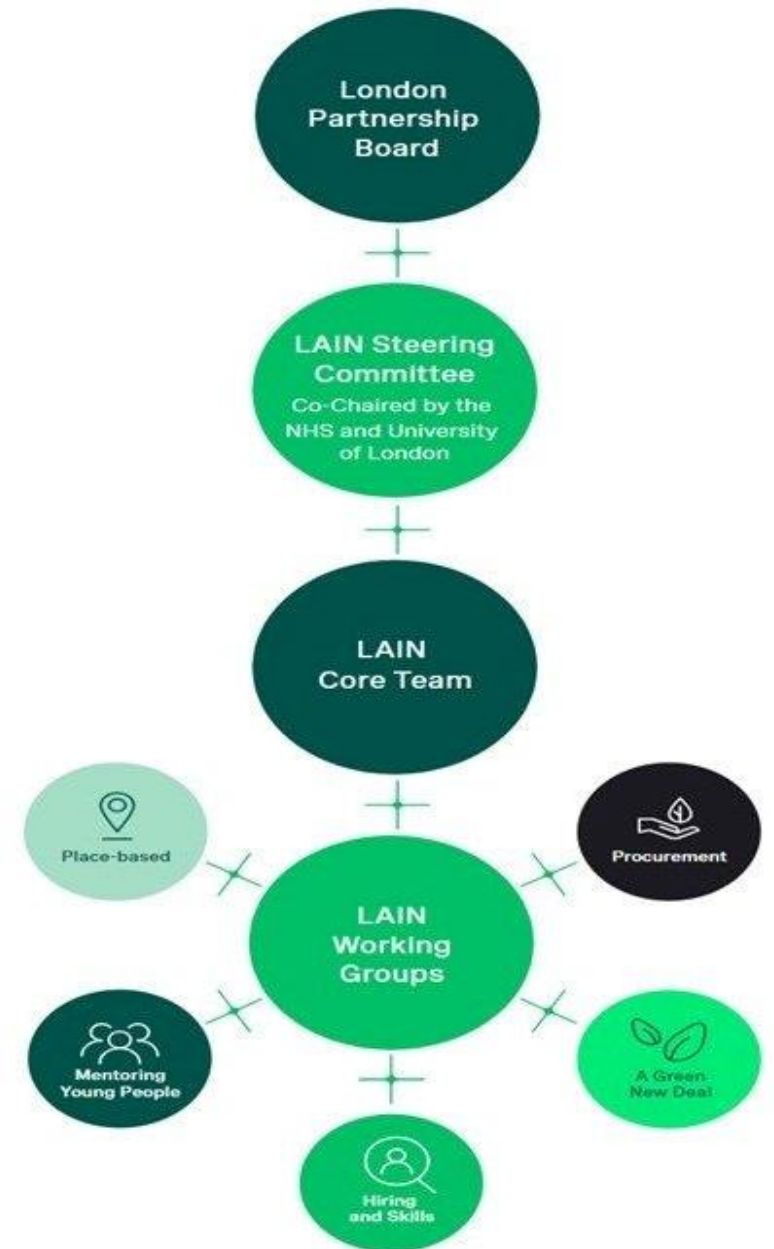
Spending billions of pounds a year

And managing millions of square metres of real estate



Governance

- LAIN reports to the London Partnership Board, co-chaired by the Mayor of London and Chair of London Councils
- Steering committee, co-chaired by:
 - Professor Wendy Thomson CBE, Vice Chancellor of University of London
 - Martin Machray, Executive Director of Performance for the NHS
- Supported by a core team at City Hall and Pro bono support provided by Bloomberg Associates.



Our Focus



Good Work

Purpose

- Build skills for good and more sustainable jobs.
- Employ, upskill, and promote Londoners most impacted by the pandemic and at all levels of their institution.

“Anchor institutions (...) must focus their hiring, promoting, and skills pathways with an equity lens so that London returns from the pandemic a stronger and more equitable city.”



Mentoring Young People

Purpose

- By 2022 match 15,000 young people with mentors.
- By 2024 have matched 100,000 young people with mentors.

“Improve the life chances and opportunities for young Londoners in need by placing them into quality mentoring and youth activities.”



Procurement

Purpose

- Find and implement solutions which will enable anchor institutions to buy more goods and services from small and diverse businesses in London.
- Regularly report their progress against numeric targets.

“Anchors to publicly pledge to buy (more) from small, diverse and socially responsible businesses in London, with a particular focus on businesses that have been impacted by the pandemic.”



Net Zero

Purpose

- Support the capital's net zero targets by accelerating public estate decarbonisation.
- Ensure a robust and trained workforce to meet industry needs for building decarbonisation.

“By working together, anchor institutions can maximise opportunities, reach the Mayor’s target of London as a net zero carbon city by 2030, and double the size of the green economy.”



Place

Purpose

- Ensure that city-wide strategies are rooted in the local, community fabric of London.
- Support the creation of more anchor networks and projects.

“Maximise the ability of local boroughs to develop strong relationships with local anchor institutions and build bridges to deliver added benefits for residents and help to shape successful places.”



How to build an anchor network

- 1. Lay the foundation**
Set the values, get community participation, do a baseline assessment
- 2. Set the agenda**
Identify mission, scale, and opportunities
- 3. Build a team**
Identify leadership, find expertise, get commitments to the anchor process, identify resources, build partnership and solid routines
- 4. Make commitments**
Set clear collective goals and individual commitments, clock wins and build momentum
- 5. Measure progress**
Connect to citywide metrics, identify clear shared metrics, do regular reporting
- 6. Build on success**
Start focused and grow over time



We have much to celebrate...

£750m spent with small & diverse London businesses

1,000 members of staff trained in carbon literacy or environmental sustainability

70+ buildings prioritised for decarbonisation

10 London Anchors accredited to the Mayor's Good Work Standard

4,000+ apprentices supported in the last year

7,000+ Londoners' pay uplifted through new London Living Wage accreditations

10s of mentors identified and being trained to support disadvantaged young Londoners

100 small businesses supported through supplier readiness programmes and events

...and much more to do



Ways to engage further

1. Visit the website and get to know our resources <https://www.anchors.london/>
2. Email anchors@london.gov.uk to express interest
3. Encourage your leadership to participate in our Anchors Conferences



How to build a local anchor network

An anchor institution network is a collaboration among organisations to advance shared community benefit goals.

There are several of these networks across London at the local and sub-regional level. Though each is different, they all share a mission-oriented approach to generate community benefit in the places they operate.

From these examples we learn numerous lessons that can help any community seeking to build a strong local anchor network.

What follows is a rough How-to guide. It includes numerous steps that might be followed, in what might be a logical chronological order.

The first thing to note about this list is that none of the profiled networks followed this order specifically or included all these steps. It is a 'best of the best' list to consider and use as a suggestion, not a prescription.

Towards a Place Based Approach for Delivering Social Value



@tweetingantonia
@CLEStinkdo

Antonia Jennings

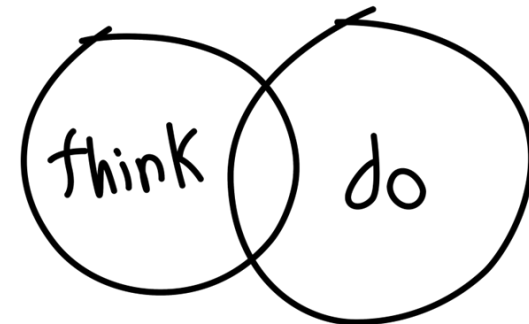
Associate Director, CLES (Centre for Local Economic Strategies)

#SVC23



About CLEES

- The **national organisation** for **local economies**
- Progressive economics for people, planet and place
- Thinking *and doing*, to achieve social justice and effective public services





“Community wealth building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people”



The pillars of community wealth building



**Socially
productive
use of land &
property**



**Making
financial
power work
for local
places**



**Progressive
procurement**



**Fair
employment
& just labour
markets**



**Plural ownership
of the economy**



A place-based approach to social value

- Social value is about building community wealth – as a strategic approach to:
 - Use the public pound as a lever for economic development
 - Ensure public sector activity aligns with community social, economic and environmental objectives
 - Building place-based coalitions and partnerships to meet the challenges of a particular area
- ...and it isn't something marginalised into an add on into a tender!



The power of anchor institutions

- Local government
- The NHS
- Universities and colleges
- Housing associations
- Large private businesses...?





I Can – *What is I Can?*

- A joint project between the Birmingham & Solihull ICS and Birmingham Anchor Network, recognising the potential for fast tracking recently made redundant hospitality workers into careers in the NHS
- Tasked with supporting unemployed residents deprived neighbourhoods and communities into NHS careers.
- With the additional aims of:
 - Addressing health inequality
 - Making the NHS workforce more representative
 - Demonstrating a radical redesign of the NHS recruitment process



I Can – *how was it initiated?*

November 2020, launched a place based pilot project '*Hospitality to Health*'.

- Housing association concerned residents will be made redundant due to the pandemic
- NHS with a chronic staff shortage.
- Set up a joint 3 month project.
- Modest return of supporting 20 people.

But



I Can – *What has I Can achieved?*

Since November 2021:

- 305 job offers to previously unemployed residents.
(original target 100)
 - 69.4% from BAME communities.
 - 19.3% aged 18-24
 - 11% 55+
 - 37% with a self reported disability.
 - 23.3% increase in engagement from wards with the highest levels of disadvantage.
- A further 254 either currently in or awaiting training and support.



I Can – *How has I Can achieved?*

Problems with the recruitment process:

- Onus on the individual.
- Lack of awareness of what the NHS offers.
- Individual has to navigate the process.
- Off putting JD's.
- 17 page application form.
- Judged against previous experience and qualification.
- Formal interview.
- And it doesn't work!



I Can – *How has I Can achieved?*

Problems with the recruitment process:

- ~~Onus on the individual.~~ **Community network.**
- ~~Lack of awareness of what the NHS offers.~~ **Outreach workers**
- ~~Individual has to navigate the process.~~ **One-to-one support**
- ~~Off putting JD's.~~ **Simple career headings.**
- ~~17 page application form.~~ **Simple EOI**
- ~~Judged against previous experience and qualification.~~ **Bespoke, flexible pre-employment offer.**
- ~~Formal interview.~~ **Coffee cup interview.**
- ~~.... And it doesn't work!~~ **96% retention rate after 6 months.**



I Can – *How has I Can achieved?*

In summary:

- A complete reversal of the recruitment process.
- From 'posting a vacancy' to 'active recruitment'
- From 'responsibility of the individual' to 'responsibility of the institution'

Local jobs for our community

NHS

Feng had a market stall at the Bullring for 16 years. Now he is preparing meals for patients.
He didn't think he could work in health.

I can

www.bsolpeople.nhs.uk/ican
0121 748 8100



Thank you



07962 377094



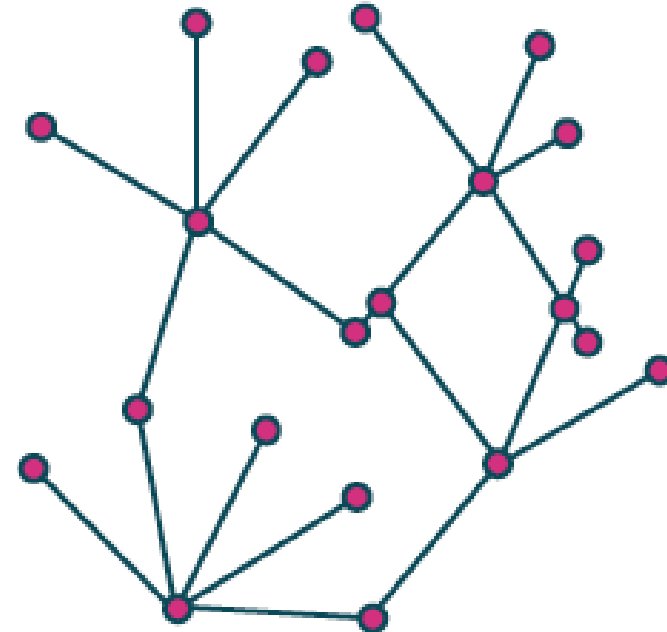
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Towards a Place Based Approach for Delivering Social Value



Gareth Jones
Founder, TownSqu

#SVC23

RHYL

WREXHAM

BICESTER

ISLINGTON

CARDIFF

BOGNOR REGIS

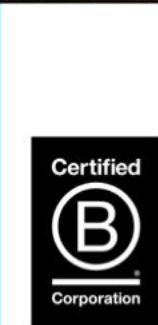
BARNSTAPLE

KINGSTON

HEREFORD

**ROYAL
TUNBRIDGE
WELLS**





Certified



®



Corporation

**BUSINESS
SUPPORT**

**ADMIN
SUPPORT**

**TOWNSQ
SPACES**

Startup Club

TownSq Accelerator

Expert Surgeries

Workshops

Expos

Call answering

Telephone numbers

Travel arrangement

Holiday cover

Bookkeeping

**UK-wide network of
TownSq spaces**

**Cowork Local spaces
in communities**

**Creative Collective
specific use case
spaces**

LET THE LIGHT IN



HARDER THAN ROCKET SCIENCE



KEY PERFORMANCE INDICATORS





**HOW DO
YOU
MEASURE
BEAUTY?**



BIRTHS, BIRTHDAYS, BURIALS

BBC RESEARCH

We identified 14 Core Values

Underpinned by psychological needs



Achieving goals



Being inspired



Being safe and well



Belonging to a group



Connecting with others



Exploring the world



Expressing myself



Feeling impactful



Growing myself



Having autonomy



Having stability



Pursuing pleasure



Receiving recognition



Understanding myself

CAUSING AWE

Awe by Dacher Keltner

Eight Wonders of Life



Moral Beauty



Visual Design



Collective Effervescence



Spirituality



Nature



Mortality



Music



Epiphany

SUPPORT NOT ALMS

ERDF



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Ewrop & Chymru: Buddsoddi yn eich Dyfodol

Cronfa Datblygu Rhanbarthol Ewrop

Europe & Wales: Investing in your Future

European Regional Development Fund

TAKING CREDIT



SO MUCH OPPORTUNITY TO INNOVATE

SEE THE BIGGER PICTURE



**THIS
IS
HARD**



IS THIS HARD?



50 Stories

The 2023 TownSq B-Impact report



THANK YOU



THANK YOU

THE GOOD FOUNDER





Thank you
Gareth@TownSq.co.uk

Q&A



Cllr Susan McDonnell
County Councillor
Durham County Council



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Thank you