Towards a Place Based Approach for Delivering Social Value

13 June
14:00 GMT
County Durham Pound Project

– a place based approach to Social Value

www.countydurham-pound.co.uk #CountDurhamPound
How do you make Social Value work for your Community?
Our Partners
Our collective drivers

Create more jobs for local people

Prioritise better health and wellbeing

Focus on equality, diversity and inclusion

Reduce our impact on the environment

Support with meaningful training and upskilling

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
Building Community Benefit through London’s Local Anchor Networks
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
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.”
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.”
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
- 70+ buildings prioritised for decarbonisation
- 4,000+ apprentices supported in the last year
- 10s of mentors identified and being trained to support disadvantaged young Londoners
- 1,000 members of staff trained in carbon literacy or environmental sustainability
- 10 London Anchors accredited to the Mayor’s Good Work Standard
- 7,000+ Londoners’ pay uplifted through new London Living Wage accreditations
- 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

Antonia Jennings
Associate Director, CLES (Centre for Local Economic Strategies)
• 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 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 ………
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.
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!
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’
Thank you

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Towards a Place Based Approach for Delivering Social Value

Gareth Jones
Founder, TownSqu
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

Gareth L Jones // Townsq // Social Value Conference 2023

Photo by Jules A on Unsplash
HARDER THAN ROCKET SCIENCE
KEY PERFORMANCE INDICATORS
HOW DO YOU MEASURE BEAUTY?
BIRTHS, BIRTHDAYS, BURIALS
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
ERDF

Llywodraeth Cynulliadau 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
Thank you
Gareth@TownSq.co.uk
Q&A

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County Councillor
Durham County Council

Richard Carroll
Chief Procurement Officer
Durham County Council

Antonia Jennings
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Caroline Wilson
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#SVC23
Thank you