

Learning from others: How Dorset Anchor Institutions can increase collective impact

**A report for Dorset Anchor Institutions
Network**

Our Dorset Health Inequalities Programme Team
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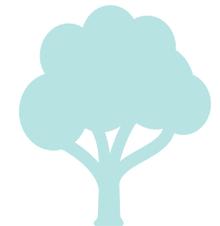
Forward

In the last decade improvement in the health of Dorset's population has slowed while the unfair and avoidable differences in health between groups of people, known as health inequalities, have widened.

The COVID-19 pandemic has both shone a light on these trends and accelerated them. While we respond to the direct pressures of COVID-19 on our health and care system locally, that spotlight has widened as we start to see its longer term consequences for all of our lives. At the same time we find ourselves in the midst of an emerging cost of living crises that is transforming all our lives at a speed and scale that seems to accelerate day by day.

In this document we have set out to shine our own light on an agenda for how, in the midst of these challenges, organisations across Dorset can play a part in slowing & reversing these trends through our potential as Anchor Institutions.

Our hope is that it provides inspiration for individual Anchor Institutions to reflect on our own activity to date and a starting point for our shared conversation on how we can go further and faster together.

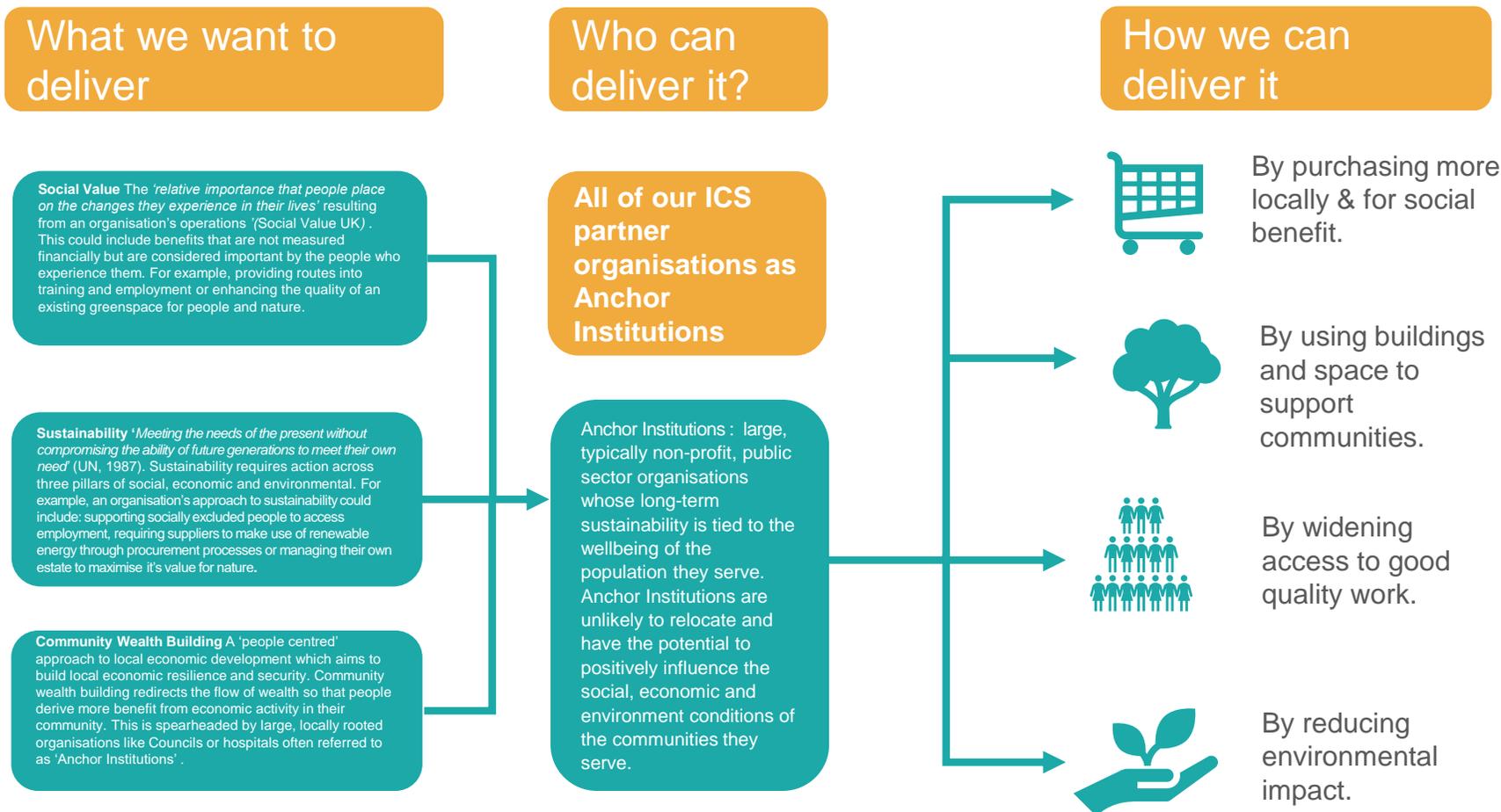


Introduction

- This document provides insights into how anchor institutions in Dorset and beyond are working individually and together to deliver positive change for the communities they serve. Its purpose is to highlight where there is potential for Dorset Anchor Institutions to stretch our aspirations and accelerate our impact.
- It has been prepared by the Our Dorset Integrated Care System Health Inequalities Programme Team.
- It has been informed by contributions from partners who have come together to form the Dorset Anchor Institution Network.
- The network's goal is to go 'further, faster' together in our mutual goal of harnessing shared potential as anchor institutions to benefit the communities we're part of. To do this we:
 - Draw on each other's experience and expertise of implementing local anchor action
 - Scope & agree shared priorities and opportunities for collaboration: collectively or as sub-groups
 - Draw on national best practice and explore opportunities for local application.

Anchor Institutions are the vehicle for delivering against multiple overlapping agendas

In the diagram below we've set out how we think the Anchor Institution concept can deliver against multiple interrelated strategic agendas in Dorset.



How we've set out our findings



In the following sections we'll look at each of the four themes through which Anchor Institutions can make a difference for their communities.

1. How can Anchor Institutions do this?

For each theme we've highlighted some of the ways in which Anchors can make a difference

2. In Dorset Anchor institutions are...

We've set out case studies of how Anchors in Dorset are already delivering against these themes

3. How are anchors elsewhere doing this?

We've gathered examples of how Anchors beyond Dorset are delivering against these themes

4. How can we stretch our ambition as Dorset Anchor Institutions?

We've presented ideas on how we can 'stretch' our ambitions in Dorset to go further and faster in our Anchor Institution mission.

Widening access to quality work

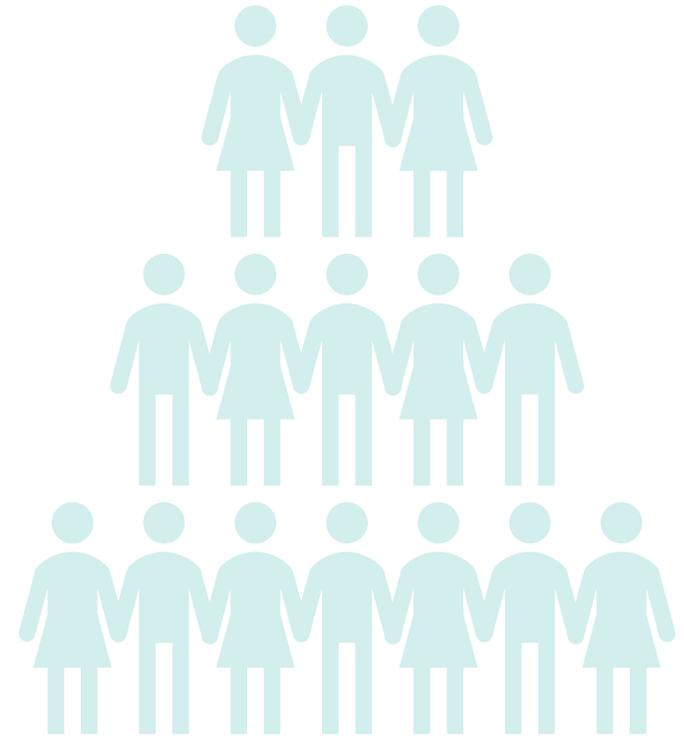
How can Anchor Institutions do this?

By treating employment opportunities as a tool for tackling inequalities - tapping in to communities' strengths and assets including targeting employment and training opportunities toward marginalised groups of people.

By creating targeted support pathways that enable people with the greatest need to become part of our workforce through volunteering, training and employment opportunities.

By increasing the quality of the work Anchor Institutions offer with a proportionate focus on the people most in need of support e.g. through addressing low pay and paying the living wage or by identifying and addressing barriers in access to workforce wellbeing programmes.

By enabling their workforce to work alongside and develop stronger relationships with their communities through long term/sustained volunteering that draws on workforce capabilities to build capacity in the VCSE e.g. enabling staff with technical specialisms to support VCSE as trustees/board members or support with business development.



Widening access to quality work

In Dorset, Anchor Institutions are:

Providing access to employment for care leavers:

Dorset Council Pathway to Employment for care experienced young people offers apprenticeships, traineeships, & work experience to young people including those leaving care and young carers through 4 corporately funded posts. Dorset Council has signed the care leavers covenant to become a 'care leaver friendly employer' e.g offering guaranteed interviews to care leavers.

Providing routes into employment for young people: Dorset County Hospital has offered 46 six month placements across departments for young people (aged 16 to 24) through Government's Kickstart Scheme. 90% of the first cohort have since found employment within DCH, NHS or with another local employer.

Supporting staff wellbeing and retaining workforce: numerous Dorset Anchors are investing in staff wellbeing and supporting their workforce's resilience through programmes of activities and cultural change e.g. Our Dorset 'Here for Each Other' wellbeing service

Providing inclusive employment for marginalised groups of people: University Hospitals Dorset (UHD) is a Disability Confident employer and committed to the Armed Forces covenant which includes supporting members of the armed forces to start new careers.



Widening access to quality work

How are anchors elsewhere doing this?

By understanding and addressing barriers to accessing employment faced by the most deprived communities.

- Queen Elizabeth Hospital Kings Lynn is working with Norfolk & Waveny CCG to develop a plan for implementing new approaches that link people to recruitment opportunities across the sector, neighbourhood-level approaches to targeting recruitment, engaging with communities to understand views on recruitment, and barriers and enablers to health care recruitment in deprived communities.
- Employment can be targeted to meet the needs of identified communities through ringfencing of roles or using 'Job Carving' to analyse tasks in a job role and swap an element of the job duties to make the most of individuals skills

By providing targeted employment opportunities and supporting routes into work

- iWork Islington: 1-2-1 tailored coaching and mentoring support to get unemployed Islington residents into jobs they want to do. Many employers, including council contractors, now offer jobs specifically to Islington residents, use accessible recruitment methods and have created flexible or adjusted roles. Over 5500 people were supported to find work by the service between 2014 – 2019.
- 'Hospitality to health' has helped 24 people in Birmingham transition from working in hospitality (heavily impacted by COVID19) to entry level NHS careers through a partnership between Pioneer Housing Association's employment team and Birmingham University Hospital Trust

Increasing the 'quality' of work offered by Anchors

- East London Health & Care Partnership is working towards tangible measures of work quality including 'Good Work' Standard accreditation, partners are applying for annual Social Mobility assessment and introducing a minimum core hours for employee, reducing use of zero hours contracts.
- Suffolk & North East Essex ICS encourages staff to volunteer in their communities and to act as "health career advocates" with local schools and exerting local influence where they can through these opportunities within their communities.



Widening access to quality work

How can we stretch our ambition as Dorset Anchor Institutions?

These recommendations are based on comparison of existing action in Dorset to the steps being taken by Anchor Institutions elsewhere.

As a network we can:

1. Review our combined workforce reporting tools to identify communities who are under-represented in Dorset Anchor Institutions workforce
2. Identify existing organisations that support routes to employment for target communities and establish how we can partner with them to shape their 'offer' for those communities.
3. Use these partnerships to engage those communities in understanding the barriers they face to accessing employment opportunities with Dorset Anchors.

As Individual Anchor Institutions we can:

1. Identify suitable roles for trialling ringfenced recruitment for target communities. For example – Dorset Anchor Institutions could commit collectively to offering every care leaver across BCP and Dorset an apprenticeship or work placement.



Purchasing more locally & for social benefit

How can Anchor Institutions do this?

By using procurement & commissioning as a tool for delivering social value e.g. by specifying provision of employment & training opportunities for local people as part of procurement.

By engaging with local businesses, social enterprises and the voluntary & community sector to increase the proportion of anchor's total spend that contributes to community wealth building

By purchasing more products and services directly from local businesses.

In Dorset, Anchor Institutions are:

Embedding social value requirements in procurement frameworks:

NHS organisations will be applying a minimum 10% weighting to social value in procurement in line with government procurement policy (procurement policy note [06/20](#))

Embedding social value requirements in procurement frameworks:

Dorset Council is adopting a minimum 5% social value weighting in their procurement evaluation framework and monitors quarterly spend with businesses based within the Dorset Council area.

Understanding and supporting local procurement:

Dorset County Hospital Is in the process of identifying and tracking the Trust's spend with local suppliers. Updating webpages to make it easier for local suppliers to access opportunities to bid for contracts and aims to ensure suppliers have sustainability and social value policies in place.



Purchasing more locally & for social benefit

How are anchors elsewhere doing this?

By taking a strategic approach to community wealth building through collaboration between anchor institutions that focusses on benefiting the local economy.

- In Preston this approach has seen total spending by six anchor institutions with Preston based suppliers increase from just 5% to 18.2% in 2016/17, which has brought an additional £75m into the local economy

By broadening activity to baseline and track local spending can enable anchor institutions to engage with and benefit from a wider range of local suppliers and enable inclusive local spending.

- NHS Greater Glasgow and Clyde is working with partners to target support and development to SMEs and business that are run by, for and with people with protected characteristics by benchmarking of current spend and working with partners to understand the potential diversity supplier base in the area, specifically identifying social enterprises, social firms and other supported employment initiatives.

By supporting more local businesses to supply locally sourced products/services.

- Guy & St Thomas's NHS Foundation Trust is a member of the South London Procurement Network working with micro to medium size enterprises to increase their capacity and competitiveness in winning business locally by providing: Free face-to-face business advice & support to business to get 'fit to supply'.

By engaging with local voluntary and community sector groups to enable innovation and partnership approaches to supplying Anchors.

- Gloucestershire Know Your Patch (KYP) networks These networks meet quarterly and help to connect VCSE and statutory organisations together for effective partnership working. Uses a non-competitive commissioning to address concerns that the VCSE had been competing with itself for contracts and with the end goal looking to develop sustainable partnerships

Purchasing more locally & for social benefit

How can we stretch our ambition as Dorset Anchor Institutions?

These recommendations are based on comparison of existing action in Dorset to the steps being taken by Anchor Institutions elsewhere.

As individual Anchor Institutions we can:

1. Make our commitment to community wealth building through inclusive local spending a clear strategic goal and set targets for the proportion of spending that goes to local business with clear reporting of progress.

As a network we can:

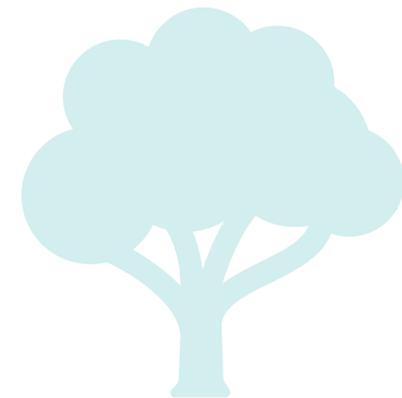
1. Share the results of our combined efforts to baseline procurement from local suppliers and streamline the support (and means of accessing that support) offered to local business who want to supply Dorset Anchor Institutions or work to increase their capacity to do so.
2. Explore how Dorset Anchors can commit to a shared approach to increasing spending with local businesses.



Using buildings & spaces to support communities & the environment

How can Anchor Institutions do this?

- By engaging with local communities to understand (and enable) how their needs can be met through access to and use of buildings and space managed by Anchor Institutions.
- By designing buildings and spaces to create vibrant places which support health and wellbeing and deliver environmental benefit.
- By identifying (and acting on) adaptations to existing buildings and spaces which increase their positive impact on people and the environment.
- By procuring developments in ways which create local jobs, skills and apprenticeships with a focus on young people and those facing disadvantage.



Using buildings & spaces to support communities & the environment

In Dorset, Anchor Institutions are:

- **Promoting the benefits of engagement with greenspace:** Bournemouth University is promoting and working to increase biodiversity and people's connection with nature as a means of supporting health & wellbeing.
- **Using our buildings differently:** Poole 'health village' is an example of a whole system effort where multiple organisations came together to deliver a shared purpose (increased access to diagnostics) with potential social value attached e.g. high-street footfall and benefit for local business
- **Repurposing resources for community use:** University Hospitals Dorset (UHD) is collaborating with Bournemouth Parks Foundation to supply excess/waste materials to Winton Men's Shed Project
- **Providing local employment through estate development:** Dorset County Hospital ensures major capital infrastructure investments deliver measurable social value including use of local sub-contractors/suppliers where applicable.



Using buildings & spaces to support communities & the environment

How are anchors elsewhere doing this?

By enabling access to buildings for community use to support health & wellbeing

- Hunter Street Health Centre, London refurbished an unused third floor into welcoming space for visitors to The Listening Place, a charity that supports those who feel like life is no longer worth living. The space includes a range of meeting rooms, counselling rooms, and waiting areas. This allowed The Listening Place to double their capacity for face-to-face appointments and support a further 1200 people each year

By enabling access to greenspaces for community use to support health & wellbeing

- Down to Earth is a Community Interest Company (CiC) based in Stroud which has a number of schemes around the county aimed at converting unused public land into community gardens and allotments. The Vale Community Hospital Allotment Scheme was established in 2016. Down to Earth has developed ground at the front of the hospital and installed 60 raised bed allotments polytunnels and learning space.

By supporting social prescribing, workforce wellbeing and biodiversity through how their estates are designed & managed

- NHS Scotland have created four NHS Greenspace for Health Partnerships focussed on working with staff and local voluntary & community organisations to enable and encourage more people to make use of NHS owned & managed greenspace.

Using buildings & spaces to support communities & the environment

How can we stretch our ambition as Dorset Anchor Institutions?

These recommendations are based on comparison of existing action in Dorset to the steps being taken by Anchor Institutions elsewhere.

We can:

1. **Embed use of Anchor Institutions buildings and spaces** as an asset for reducing health inequalities into existing coproduction programmes with communities.
2. **Increase the accessibility of Anchor Institution estates** for community use e.g. through exploring platforms like <https://openspace.nhs.uk/>

As a network we can:

1. **Bring together Anchor Institutions collective experience and capabilities in managing estates for environmental benefit and health and wellbeing** benefit to share skills and capacity. E.g. NHS organisations could draw on the experience of local providers like [Stepping into Nature](#) & [The Parks Foundation](#) to shape the design & management of their greenspaces and green prescribing programmes for staff & patients.



Key messages

- This report summarises how organisations across Dorset and beyond are acting to fulfil their potential as Anchor Institutions.
- Based on these insights we have identified opportunities for Dorset Anchors to increase their positive impact through collective or individual action.
- By presenting these opportunities we aim to initiate discussion of if and how Dorset Anchors can act on them at varying scales including:
 - Action by individual Anchors
 - Partnership between multiple Anchor Institutions Network partners
 - Action across Dorset Integrated Care System
- We hope that the report provides a foundation for further joint working between partners and welcome feedback and questions.

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Dorset Anchor Institutions Network

