

## CABINET

27 JANUARY 2023

### REPORT OF THE PARTNERSHIPS PORTFOLIO HOLDER

#### A.10 ESSEX ANCHORS INITIATIVE UPDATE

##### PART 1 – KEY INFORMATION

###### **PURPOSE OF THE REPORT**

To update Cabinet on the progress of the Essex Anchors initiative, including specific work relating to the District of Tendring.

###### **EXECUTIVE SUMMARY**

Anchor organisations are usually large organisations which are local to place and have the leverage to maximise social value through their role as workplace developers, employers and procurers, their core business (for example health and education) and the linkages they have to the place they operate. They are typically large, typically non-profit organisations like hospitals, local Councils and universities.

Over the past 18 months, 30 Anchor organisations have come together across Greater Essex to work together on a number of priorities including Climate Action, Employability and Social Value.

The Anchor's work links to the Council's Corporate Plan and Community Leadership.

The Chairman of the Essex Anchors Initiative is Ian Davidson, Chief Executive, Tendring District Council and the Vice Chairman is Ed Garratt, Chief Executive, North East Essex/Suffolk Integrated Care Board.

###### **RECOMMENDATION(S)**

**It is recommended that Cabinet:**

- (a) notes the progress of the Essex Anchor initiative across Greater Essex to date;**
- (b) supports the anchor approaches and pledges as highlighted in Appendix A, acknowledging the ethos is already in place across the Council;**
- (c) formally recognises Tendring District Council as an Anchor Organisation seeking to maximize social value through their role as workforce developers, employer and procurer, through its core business and linkages to the place they operate; and**
- (d) commits to continuing to embed the ethos through existing and new policies, procedures and initiatives within the resources and capacity available.**

###### **REASON(S) FOR THE RECOMMENDATION(S)**

The work of the Essex Anchors Initiative has made progress in the areas of Employability, Climate Action and Social Value. There are also plans in place for the future development of the Anchors' work.

The Anchors work is already showing success, including additional funding being pooled to deliver apprenticeships (£1m), fuel poverty training for front line employees, reverse job fairs and active travel.

## ALTERNATIVE OPTIONS CONSIDERED

To not be part of the Essex Anchors network, which would send out a message to local organisations that the Council does not see itself as a key organisation in the District and also opportunities that arise from the partnership working could be lost e.g. climate action, employability programmes and the sharing of best practice.

## PART 2 – IMPLICATIONS OF THE DECISION

### DELIVERING PRIORITIES

E5 – Joined Up public services for the benefit of our residents and businesses.

The Cabinet's Highlight Priorities adopted in March 2023, identified the following actions and milestones to support the priority of joined up services:

*“Through their day-to-day practices, Anchor institutions are usually large organisations which are local to place that have the leverage to maximize social value through their role as workforce developers, employers and procurers, their core business (health and education for instance) and linkages to the place they operate. They are large, typically non-profit organisations like hospitals, local councils, and universities. They have:*

- *‘Sticky capital’ (i.e., are unlikely to move given their connection to the local population)*
- *Significant influence on the health and wellbeing of a local community through their sizeable assets.*

*Anchor organisations can shape local place by:*

- *Workforce Developer*
- *Procurement of goods and services*
- *Employer*
- *Local business and VCS incubator*
- *Estates and Environment*

Milestones and targets:

October-December (Q3) - Report to Cabinet on the progress with the Essex Anchors initiative, including specific work relating to the District of Tendring.

January-March (Q4) Determine, with Anchor partners, priorities for 2023/24 and provide an update via an All Members' Briefing.

### OUTCOME OF CONSULTATION AND ENGAGEMENT

The Greater Essex Anchors network has attracted over 50% of public sector organisations to join up over the past 12 months. Across Essex, 30 organisations have had an opportunity to share examples of best practice across the network, there has been 4 learning events (with

over 50 organisations in attendance) and this engagement has resulted in organisations coming together to pledge additional funds for apprenticeships, a joint Essex local government recruitment campaign, mapping of warm spaces across Essex and 14 organisations have participated in on-line job fairs.

#### LEGAL REQUIREMENTS (including legislation & constitutional powers)

|   |    |   |   |
|---|----|---|---|
| Is the recommendation a Key Decision (See the criteria stated here) | NO | If yes, indicate which by which criteria it is a Key Decision   | <input type="checkbox"/> Significant effect on two or more wards<br><input type="checkbox"/> Involves £100,000 expenditure/income<br><input type="checkbox"/> Is otherwise significant for the service budget |
|   |    | And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date) | At this stage the work is not having a significant effect on two or more wards, however as the work of the Anchors develops over the next 12 months this is likely to change.                                 |

The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:

No additional comments to make to those contained elsewhere in the report, as my initial feedback has been incorporated throughout the review of the report.

#### FINANCE AND OTHER RESOURCE IMPLICATIONS

Officer time is the current resource being allocated to the Essex Anchors Network, however if this changes into joint procurement or a pooling of resources, governance arrangements will be reviewed.

The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:

The Section 151 Officer is aware of the contents of this report.

#### USE OF RESOURCES AND VALUE FOR MONEY

The following are submitted in respect of the indicated use of resources and value for money indicators:

|  |   |
|--|---|
| A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services; | Officer time is the main requirement of the Essex Anchors initiative, but if this changes the relevant governance processes will be followed.   |
| B) Governance: how the body ensures that it makes informed decisions and properly manages its risks.                         | Each Anchor organisation is accountable for its individual governance arrangements. A number of the Anchor Organisations' pledges are already built into existing Council policies and procedures. Should existing internal |

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|  | <p>arrangements require amendments in light of reviewing the impact of Anchor Organisations work, these will be adopted through the Council's normal decision-making procedures, and legislative requirements, prior to commitments being made. It is important this is embedded further within resources and risks being managed, especially in joint working arrangements.</p> |
| <p>C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.</p>  | <p>The Essex Anchors network is still building capacity. The network is keen to ensure that local spend is kept as much as possible in the local area. This in turn will create local jobs and improve the economy.</p>  |
| <p><b>MILESTONES AND DELIVERY</b></p>  |  |
| <p>Milestones are detailed above and within the Council's monitoring report to Cabinet for the Key Priority Actions in 2022/23.</p>  |  |
| <p><b>ASSOCIATED RISKS AND MITIGATION</b></p>  |  |
| <p>There are risks associated with not joining the Greater Essex Anchors network, particularly as budgets tighten for the public sector over the next few years. The network provides opportunities to consider joint procurement, showcase best practice, pool resources e.g., apprenticeship levy pledges and take a joined-up approach to local government recruitment.</p> <p>If the Essex Anchors initiative decides to embark on some joint procurement or pooling resources, risks and mitigation will be considered as part of governance processes. The processes relating to any joint procurement are yet to be determined.</p>   |  |
| <p><b>EQUALITY IMPLICATIONS</b></p>  |  |
| <p>The Anchors network is keen to encourage participation from any Anchor organisation within Greater Essex. Most public sector organisations have joined including Essex Police, Essex County Council, Health and Districts. The network is keen for additional businesses to join over the next 12 months. The approaches will take into account individual organisations Equality policies, this will include Tendring's draft Equality and Inclusion Strategy. A good example of Equality has been the Reverse Job Fairs which have been an opportunity for those facing difficulties and obstacles entering the job market with disabilities, to find work. A Reverse Job Fair is being planned to be held in North East Essex early in 2023.</p> |  |
| <p><b>SOCIAL VALUE CONSIDERATIONS</b></p>  |  |
| <p>The aim of the Anchors is to ensure best practice social value, including spend wherever possible in the local area. If spend can be kept local, this in turns creates local employment opportunities for residents.</p> <p>The Council's Procurement Procedure Rules as set out in Part 5 of the Constitution already contain the requirements of the Public Services (Social Value) Act 2012 to be considered when purchasing and that the outcomes have been recorded/evidenced against the those requirements: -</p>  |  |

- *how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and*
- *how, in conducting the process of procurement, it might act with a view to securing that improvement*

A draft Social Value Procurement Policy for Tendring District Council has been in development and is being consulted upon by the Portfolio Holder for Corporate Finance and Governance.

Tendring's work relating to Social Value is complimented by the Anchors work.

### **IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030**

One of the key priorities for the Essex Anchors Network is Climate Action. Activities include:

- Core Climate Action Working Group – 5 meetings in 2022
- Plus, one in-person workshop on Fuel Poverty in August 2022

**Key workstreams:** Fuel Poverty: training for front line workers, mapping warm spaces, Estate retrofit.

**Achievements:** Active Travel messages for Anchors staff; developed abridged Fuel Poverty training deck; roll out of Fuel Poverty training from 1/11/22.

Tendring District Council has already committed to net zero by 2030 and has an existing policy, the Anchors work will build on this and aid delivery of this commitment.

### **OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS**

**Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.**

|                              |  |
|------------------------------|--|
| <b>Crime and Disorder</b>    | There are no direct links with Crime and Disorder, however if there is further spend in the local area, this should create additional employment opportunities and hopefully a reduction in crime and disorder.  |
| <b>Health Inequalities</b>   | The aim of Anchor organisations is to influence the health and wellbeing agenda of local communities through their sizeable assets. Health inequalities is part of this agenda, especially the wider determinants of health. For example, if increased Anchor spend is within the local area, this could lead to an increase in job opportunities. Evidence suggests that employment has a significant impact on wellbeing and is good for health. |
| <b>Area or Ward affected</b> | All.   |

## PART 3 – SUPPORTING INFORMATION

### BACKGROUND

#### **Background to Anchor Organisations**

Anchor organisations are usually large, typically non-profit organisations like hospitals, local councils, and universities. They are usually deemed to have ‘Sticky Capital’ (i.e., are unlikely to move given their connection to the local population) alongside significant influence on the health and wellbeing of a local community through their sizeable assets.

Through their day-to-day practices, anchor institutions have the leverage to maximize social value through their role as workforce developers, employers and procurers, their core business (health and education for instance) and linkages to the place they operate.

#### **Essex Anchors Network – Progress Update**

During 2022 over 30 organisations / partnerships have joined and are represented on the network. Meetings are held monthly and over the year four learning events have been held, with 50+ people attending each event.

Progress has been made in three priority areas during 2022, including employment/employability, climate action and social value.

#### **Climate Action**

One of the key priorities for the Essex Anchors Network is Climate Action. Activities include:

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#### **Employment**

The Essex Anchors held their inaugural Reverse Job Fair on 9<sup>th</sup> September 2022. A Reverse Jobs Fair is designed to assist those facing barriers into employment. It flips the idea of a traditional Jobs Fair by allowing job seekers to create displays and presentations that demonstrate their talent and then showcase them to potential employers.

Employers then have the opportunity to circulate among the stands, introducing themselves to the jobseekers, and taking time to discuss opportunities and create connections where skills and abilities of the candidates match those required by employers.

These events highlight talent within groups who may face barriers to employment, and gives those individuals the opportunity to demonstrate their skills and abilities in a supported environment.

Eight Jobseekers were joined by over twenty representatives of local organisations, with both senior members of staff and employment specialists from Anchors such as Suffolk and North East Essex NHS Integrated Care Board, Mid Essex NHS Integrated Care System, Tendring District Council, Colchester Borough Council, Essex County Council and Anglia Ruskin University all in attendance.

Essex Cares Ltd, provided support for the jobseekers and gave out over 100 CVs on the day, including on behalf of a number of candidates who were unable to attend the event.

In summary 20 employers attended the event and out of the 8 job seekers, 2 went into employment, 2 went into further interviews and 6 were encouraged to apply for a number of different roles. The Reverse Job Fairs are to continue with the next event in South Essex.

This work will support Tendring District Council as recruitment has been challenging in some areas across the Council in 2022. Initiatives that encourage people to apply for jobs across the Council are welcomed. There will also be a Reverse Jobs Fair in North East Essex early in 2023, where Tendring posts will be advertised.

#### **Other employment and employability initiatives include the following:**

- 14 Anchor organisations have taken part in online job fairs. This includes Tendring District Council.
- Over £1m pledged by Anchor network members through apprenticeship levy sharing.
- Employability Programme launched.
- Public Sector Recruitment Campaign in development. This will be to showcase the wide range of career options available in local government including Housing, Social Care, Planning, Environmental Health, Accountancy and Law.

#### **Social Value**

22 of the Essex Anchor organisations have been involved in peer-to-peer learning, sharing lessons learned, progress, challenges and barriers about embedding Social Value across their organisations. Terms of Reference for this work have just been released (December 2022) and are provided in Appendix B. During 2023, Tendring District Council will be engaged and involved in cascading the work of this group.

#### **Next Steps and Priorities for the Essex Anchors Initiative**

##### **Recruitment**

- Entry to work programmes – alignment to employability campaign and You Can (Health) Programme
- Re-entry to work – helping people re-join the public sector workforce after a career break

- Job Coaching Apprenticeships to upskill people in our organisations to support inclusive employment
- Connecting to wider skills and employment support, for example digital skills / digital literacy
- 6 Reverse Job Fairs in 2023
- Launch of the Essex Local Government recruitment campaign

Other areas of Development

- **Cost of Living Impact on Local Businesses** – identifying policies and practices that will support local businesses.
- **Private Sector Engagement**
- Identifying potential private sector partners and other anchors such as housing associations, sports, culture, schools
- **Retrofit**
- Exploring scale of opportunity retrofit could present local economy
- **Skills Passports**
- Helping people translate skills they have gained into requirements for roles in anchor organisations. Looking to pilot for carers.
- **Progressive Framework**
- Finalising self-assessment tool for anchors
- **Social Value Index and Baseline**
- Developing a matrix to help anchors assess social value practice and progress

**PREVIOUS RELEVANT DECISIONS**

None

**BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL**

None

**APPENDICES**

**Appendix A – Essex County Council, Background Anchors Information**  
**Appendix B – Essex County Council, Social Value Learning Community, Terms of Reference**

**REPORT CONTACT OFFICER(S)**

|                        |   |
|------------------------|---|
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