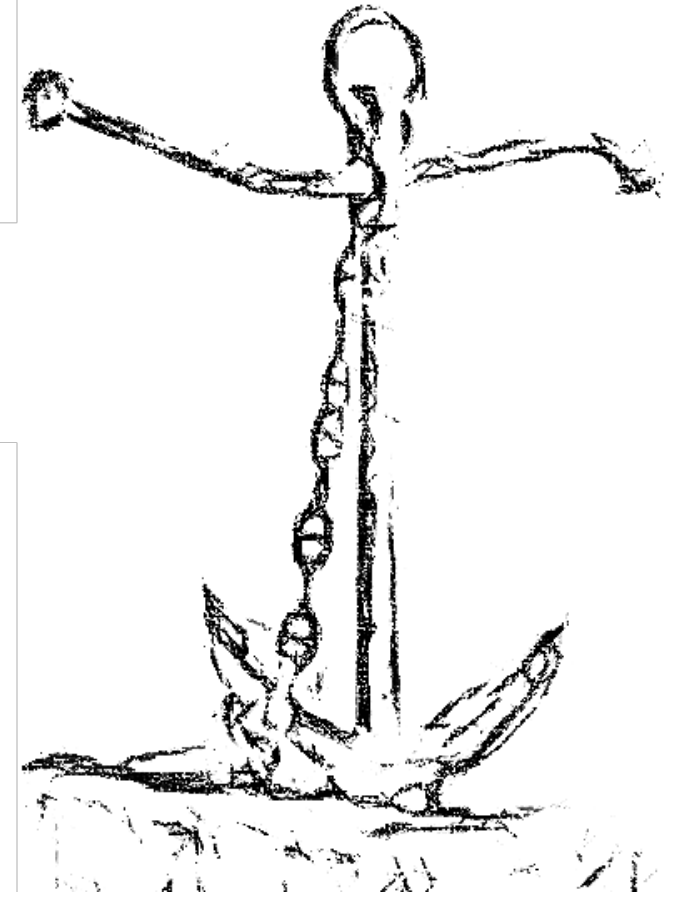


The Future of Essex

Supporting anchor approaches and
making pledges



Anchor organisations

What is an anchor organisation

Large, typically non-profit organisations like hospitals, local councils, and universities

- '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.

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.

Workforce Developer

- Create local training opportunities
- Support people to move between sectors
- Help those who have been long term unemployed re-enter the work place

Estates and Environment

- Reduce the local environmental impact,
- Support growth in the local green economy
- Influence sustainable practices across the local system

How Anchor organisations can shape local places

Anchor organisations have a number of levers available to them to help shape the local area.

Procurement of Goods & Services

- Progressive and Responsible Procurement
- Embedding Social Value, ensuring every pound spent generates additional value

Employer

- Create employment opportunities
- Improve the wellbeing of their employees

Local business and VCS incubator

- Support local business and voluntary organisations to innovate, grow to support their local community



Workforce Developer

Anchor organisations can play a key role in shaping and developing the skills of the local workforce. Anchors can contribute directly to social value creation, and collectively through partnerships. They can create local training opportunities, support people to more easily move between sectors and organisations, and help those who have been long term unemployed re-enter the work place.

Sector Work Experience and Skill Academies

Creating work experience opportunities to support people into growth sectors.

Skills Passports / Bridges

Enabling people to move more easily between sectors of employment based on common core skills.

Professional Development

In house training extended to Community Leaders, the self-employed or business start-ups and those seeking employment.

2 Employer

Anchor organisations as large employers have a significant capacity to improve the wellbeing of their employees, create employment opportunities for local people, make it as easy as possible for people to access these opportunities, and improve the wellbeing of their employees. Therefore, the potential social value creation is amplified.

Reviewing 'Essential' Criteria for all recruitment

Being clear on the core skills needed and removing unnecessary barriers.

Job Carving

Creating new opportunities for those furthest from employment.

Policies on family friendly working

Reviewing recruitment, pay and conditions, progression and health policies to support inclusion goals and lower paid workers



Local business and VCS incubator

Anchor organisations can use their size and scale to support local business and voluntary organisations to innovate, grow and recirculate wealth and wider benefits in their local community. Social Value can be created through volunteering, expert business advice and donation of equipment and resources.

Social Enterprise

Outreach programmes in the community to support the development of Social Enterprise or worker led co-operatives

Procurement training for local business

Procurement training and support for local businesses, awareness of opportunities.

Community Assets

Offering up community assets for business development.

4

Procurement of Goods & Services

The way anchor organisations procure goods and services and work with their supply chain can have far reaching benefits on local communities, from creating employment opportunities, to raising aspirations and local skills, to improving the local environment. Procurement is frequently the starting point for embedding Social Value, ensuring every pound spent generates additional value.

Progressive and Responsible Procurement

Develop policy and tendering processes to assess, monitor and deliver social value

Meet the Buyers

Develop close working relationships with local providers and suppliers in the community.

Build the Voluntary Sector

Make explicit requirements to work with and resource the voluntary sector in contracts

5

Estates and Environment

Anchor organisations have significant environmental footprints and could make an important contribution to the emerging industries and support the green economy adding social value as an outcome.

In Essex we want to explore how the public sector and its partners can use their position as an anchor to reduce the local environmental impact, support growth in the local green economy, and influence sustainable practices across the local system

Climate Challenge

Anchor Institutions aim to be Net Zero Carbon by 2030.

Promote Environmental Initiatives

Promote across organisation £1bn Public Decarbonisation Fund.

Supporting Carbon Zero in the supply chain

Embed carbon reduction into Social Value discussions. .

Essex Anchors Network - Social Value Learning Community

Terms of Reference (ToR)

Purpose: To create a collaborative learning space to implement and advance the Social Value Journey of each anchor institution, members of the Essex Anchor Network, focusing on anchor power of commissioning and procurement of goods and services and the social value creation through supply chain. This initiative will be inspired by the [vision](#) of Essex Partners and informed by the [Future of Essex](#) repository of ideas and good practice.

Aims:

- Ensure every pound spent generates additional value** to Greater Essex residents and communities.
- Promote progressive procurement** to unlock new opportunities for local businesses and increase local spent, with particular emphasis on small and medium enterprises (SMEs) and the voluntary, community and social enterprise sectors (VCSEs), to become part of Anchor's supply chains.
- Focus on quantitative and qualitative social value evaluation and outcomes, embracing the diversity of methodologies and experience brought by anchors.
- Foster multi-disciplinary, cross-sector collaboration that will have the most impact; trust building among all actors will enable the data sharing needed for design and delivery of innovative and game-changing projects, avoid duplication of efforts among public bodies, and its respective service areas, and establishing a common narrative of Social Value in Essex.
- Use EAN's powers as collaborators, leaders and convenors to enable the **sharing of ideas and practices** between business, academia, the public and Civil Society, and the various communities across Greater Essex.
- Collaborate with all EAN Working Groups, to amplify local jobs creation, skills development and the promotion of the green economy capitalising the anchor power of commissioning and procurement of goods and services and the social value creation through supply chain.

Terms of Reference (ToR)

Role of the Social Value Learning Community

- Encompass a wide learning agenda that covers the difference nuances of social value for each of the sectors represented at the anchor network, but focused on deepening the understanding of concepts and practices.
- Provide a collaborative and safe space to share sensitive and complex data.
- Provide peer to peer learning, sharing lessons learned, progress, challenges and barriers about embedding SV.
- Identify the differences and commonalities of SV practices, both across organisations and through Procurement specifically.
- Support on the definition of social value for anchor institutions and EAN, establishing the baseline for members and the network.
- Work collaboratively with Economic Development Officers (EDOs) towards the identification of local projects to increase local spend and support local business and VCSEs sectors.
- Facilitate access to state-of-the-art expert knowledge and best practice with a view to inform policy making, plans, toolkits and models in key areas of action.

2023 Objectives

- | | |
|---|--|
| 1 | - Equalize the social value knowledge across the anchor ecosystem in Essex;
- Find out our similarities and differences;
- Identify our strengths and share good practices, such as: strategies, policies, tools, learning materials, and lessons learned; |
| 2 | Identify our Social Value common ambitions, themes and outcomes for common narrative in Essex. |
| 3 | Set local spend, SME spend, VCSE spend baseline |

Meetings

- A meeting quorum will be **10** members.
- Decisions are made by consensus.
- Meetings are supported by the Secretariat - Essex Partners
essex.partners@essex.gov.uk

Frequency and Location

Meetings will be held virtually.

Duration: **every 6 weeks**

ToR Validity Period - Reviewing

This Terms of Reference is effective from **(TBC)** and will be ongoing until terminated by **(TBC)**.

All amendments should be in writing and should be agreed by the Co-Chair.

Essex Anchors Network - Social Value Learning Community

Terms of Reference (ToR)

This Group feeds into the Essex Anchor Network, its membership consists of:

Co-Chairs- Kirsty O'Connell, Tracey Leforte, Ian Tompkins, Vivian Smith

Membership:

- Active Essex
- Adult Community Learning (ACL)
- Anglia Ruskin University (ARU)
- Basildon BC
- Braintree DC
- Castle Point BC
- Colchester BC
- Epping Forest DC
- Essex CC
- Essex County Fire & Rescue Service (ECFRS)
- Essex Police

- Harlow DC
- Ipswich & East Suffolk CCG - NHS
- Mid and South Essex FT/Basildon Hospital (MSEFT) – NHS
- North East Essex CCG - NHS
- Provide
- Southend Council
- Suffolk, North East Essex ICS (SNEE ICS) - NHS
- Tendring DC
- University of Essex
- West Essex CCG – NHS
- West Suffolk CCG - NHS

Buddy Groups

