

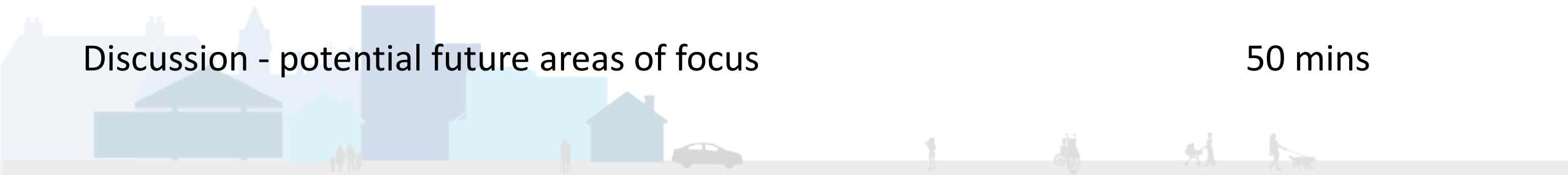
Anchor Institution Board Away Day

6th July 2022



Agenda

Introduction and context	10 mins
Why is Community Wealth Building important and how does it fit within current NHS policy?	5 mins
Community Wealth Building Anchor Partnership	5 mins
WWL – Where are we currently?	20 mins
Discussion - potential future areas of focus	50 mins



Purpose of today's session

- ✓ To consider ***why*** WWL's role as an Anchor Institution, working in partnership with other Anchor Institutions in the Borough, is central to what we do
- ✓ To update on ***what*** we doing as an Anchor Institution to date and how this fits within the work of the Wigan Community Wealth Building partnership
- ✓ To ***test our appetite*** for undertaking further Anchor activities, through discussing potential future areas of focus and considering examples from elsewhere

What is Community Wealth Building?

- An approach to local economic development which redirects wealth back into the economy and places control and benefits in the hands of local people
- Focuses on the influence of anchor institutions to use their budget for goods and services, recruitment power, land and property in ways that reshape the local economy to create shared wealth and wellbeing and tackle inequality

Five key principles

1. Fair employment and just labour markets
2. Progressive procurement of goods and services
3. Socially productive use of land and property
4. Making financial power work for local places
5. Plural ownership of the economy

Why are we doing it?

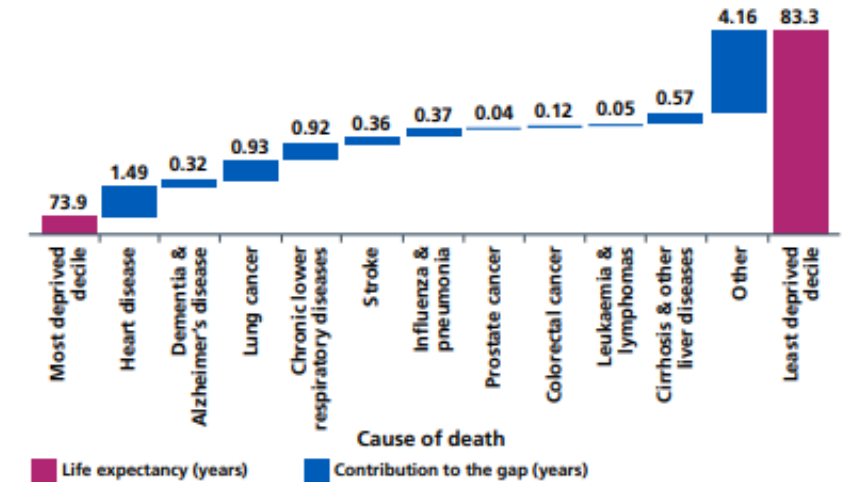
- Prior to Covid-19, **a third of the borough's jobs paid below the Real Living Wage**
- **Leigh worst in England for social mobility** in early years– 33 areas in the borough in top 10% most deprived
- Using Government estimates on poverty and population estimates for Wigan, there is currently an approximate **72,800 residents across the borough living in poverty**
- Despite having years of economic 'growth', the **current economy is not working for many people in our borough**
- **Supports the climate change agenda** through creation of strong local supply chains, reducing our carbon footprint and active development of the green sector

How does Community Wealth Building link to NHS strategy?

Strategic Context

- Socio-economic factors have a significant bearing on both mortality and morbidity e.g. life expectancy in the most deprived decile is 10 years lower than in the highest
- NHS Long Term Plan (Jan 2019)
 - Identified the impact NHS can have on wider social goals including employment, justice and the environment
 - Introduced the terminology of “Anchor Institution”
- Triple aim for all NHS organisations, included in draft health and care bill ICS legislation
 - Better health for the whole population; Better quality care for all patients; Sustainable services for the taxpayers
- Our Strategy 2030
 - Builds on the existing successful partnership working across the Borough

Figure 13: Breakdown of the life expectancy inequality gap between the most and least deciles, males, England, 2014 to 2016.

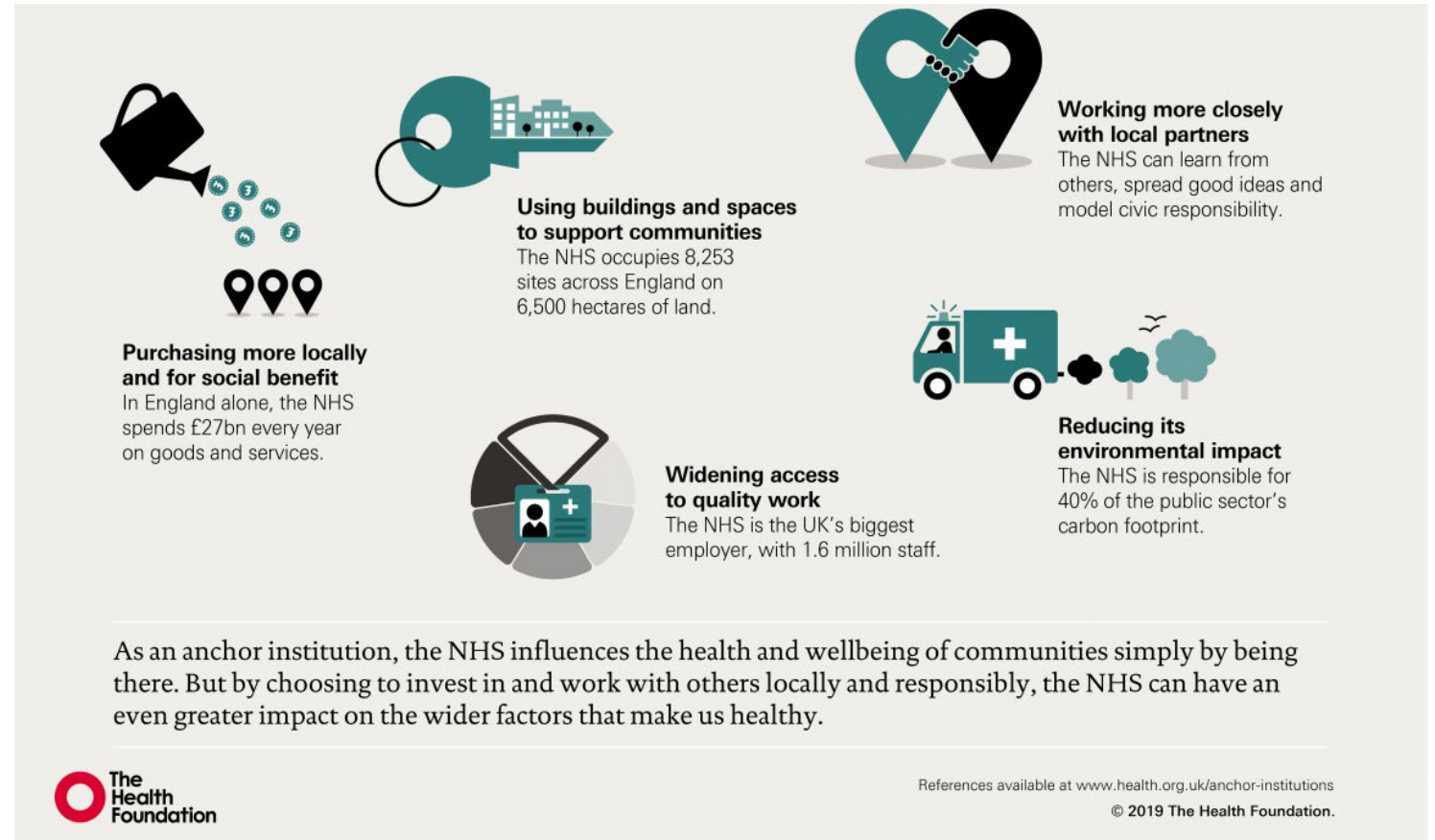


Source: Public Health England. Health Profile for England: 2018. September 2018.



What is an “Anchor Institution”?

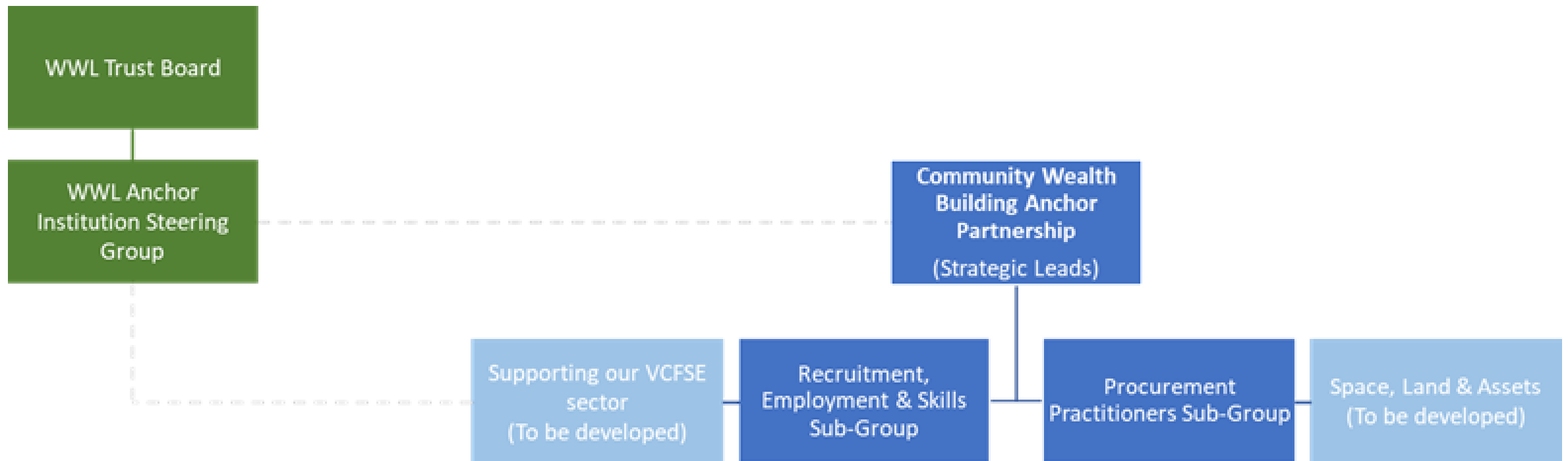
- ✓ Anchor Institutions are organisations that are rooted in local communities, and through their size and scale can contribute to the local area in ways beyond the provision of healthcare
- ✓ Through this contribution the NHS can impact on wider socio-economic factors which can positively influence the health and wellbeing of our communities



Wigan Borough Partnership for CWB

- **The size of the prize:** Estimated £1bn of public spending and more than 22,000 across the anchor partnership shows the potential power of an effective approach!
- Anchor Partnership officially established in September 2020
- Growing network – WWL, Wigan Council, DWP, Wigan & Leigh College, Wigan Youth Zone, GMP, GMFRS, Wigan & Leigh Community Charity, Groundwork
- Launch and development of two working groups to provide a co-ordinated approach in specific areas of focus: procurement and recruitment, employment and skills
- Recently held two Anchor Partnership Away Days to set strategy direction and future focus
- Annual Report produced to highlight and celebrate progress
- Business Consortium developed and driving forward opportunities

Outline Structure for CWB and WWL Anchor Activities



WWL – Current Position

Our Anchor Institution Corporate Objective

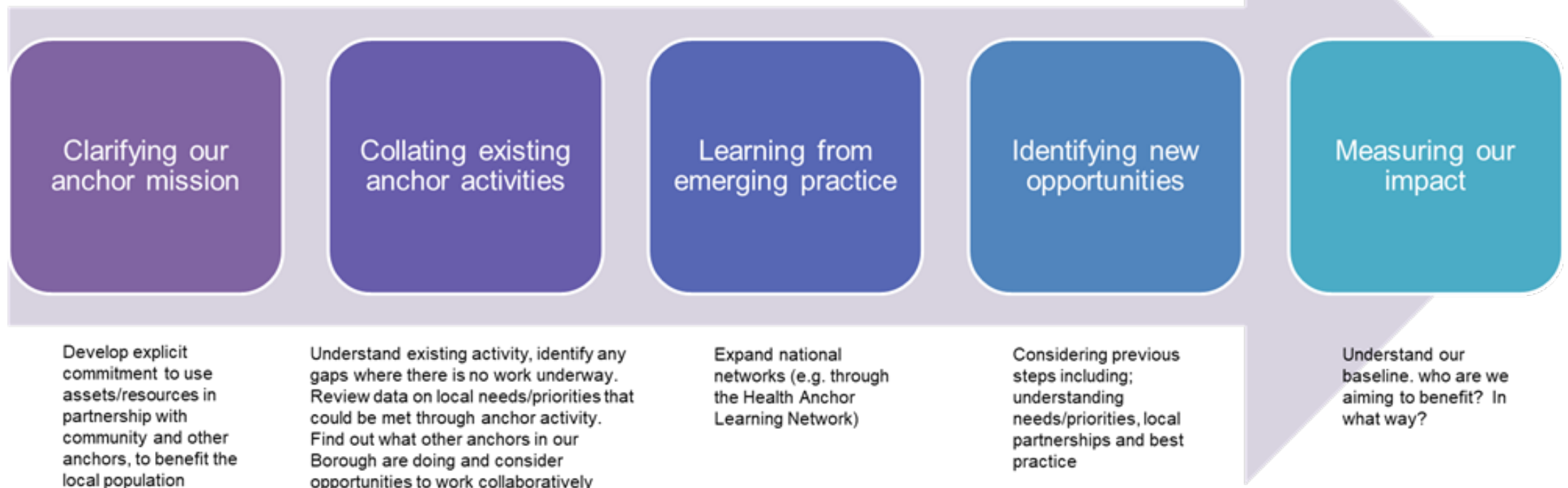


To have a positive impact on the socio-economics of our Borough, through our position as an Anchor Institution

Scope	How will we know if it has been achieved?	Assurance
<p>Working with key partners, including Wigan Council and Wigan and Leigh College, we will develop our role as an anchor institution have a positive impact on the socio-economics of our Borough through:</p> <ul style="list-style-type: none">• increasing access to high quality employment (working with our education and training partners);• increasing the amount of local spend	<p>Key activities</p> <ul style="list-style-type: none">✓ Active participation in community wealth building groups✓ Finalising the WWL Care for Talent Strategy (by end of Quarter 1)✓ Development of proposal to become a “real living wage” employer✓ Participate in ‘meet the buyer’ events with our local partners, providing local business with advice and support to help them succeed in tendering for work <p>Key measurables</p> <ul style="list-style-type: none">✓ Finalising the WWL Care for Talent Strategy (by end of Quarter 1)✓ Increase in the number of T level placements from x to y by March 2023 (number to be confirmed)✓ Creation of a Youth Apprenticeship Scheme, creating x apprenticeship posts by March 2023 (number to be confirmed)✓ Increase in the number of people employed with a Wigan postcode✓ Baseline non-pay spend with local authority partner, identifying influenceable spend which could be spent locally, and setting target to increase this (by Quarter 2)	<p>Six monthly reports to Trust Board</p> <p>Measurables to be included in balanced scorecard under development</p>

Our approach

- ✓ A steering group, has been establish to lead the development of the Trust's role as an Anchor Institution
- ✓ This will not duplicate existing structures (e.g. Partnership Community Wealth Building, Trust Net Zero) but will bring together in one internal forum the key workstreams that continue, and lead the development of our anchor strategy

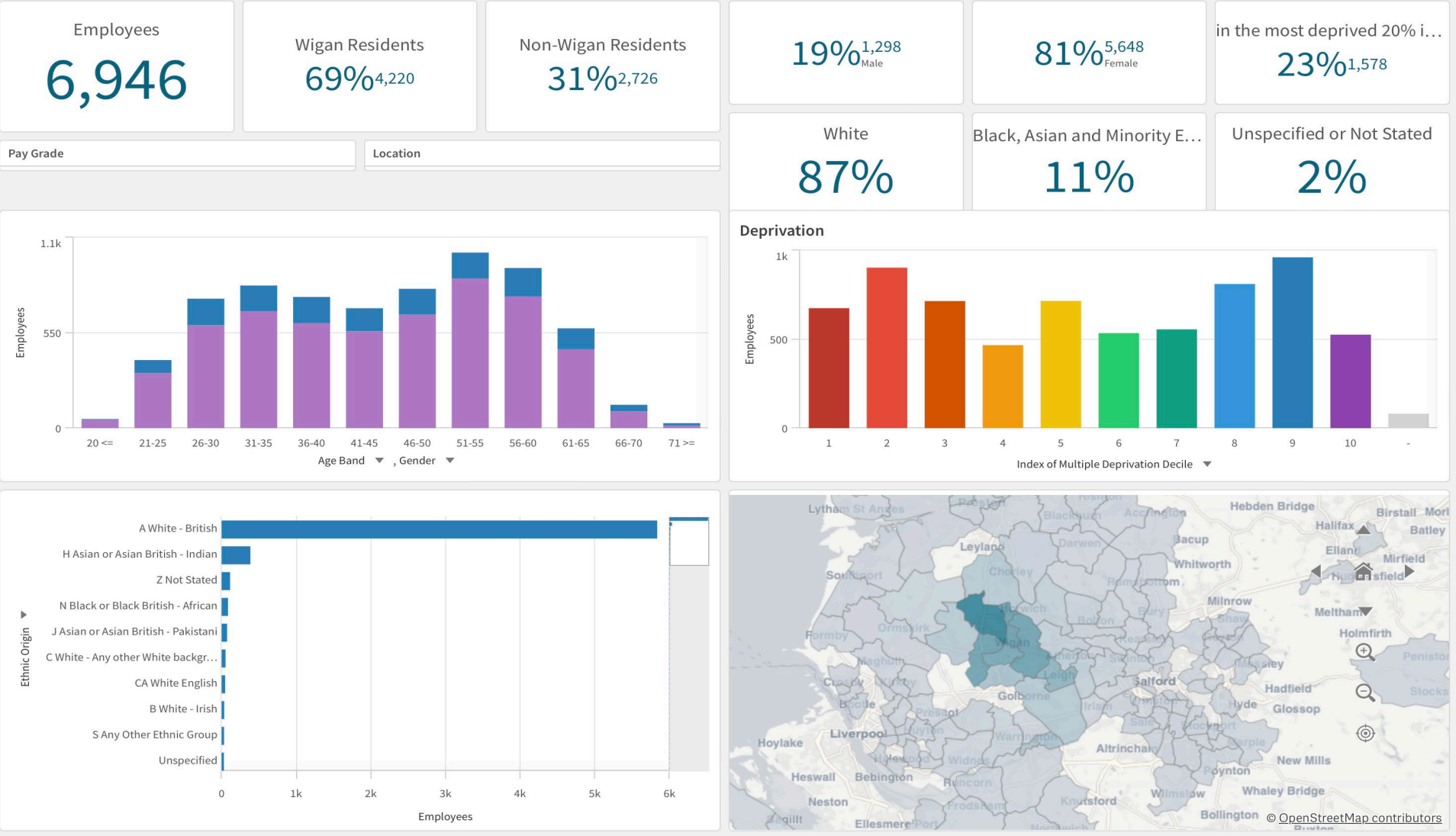


Our influence as an employer and purchaser

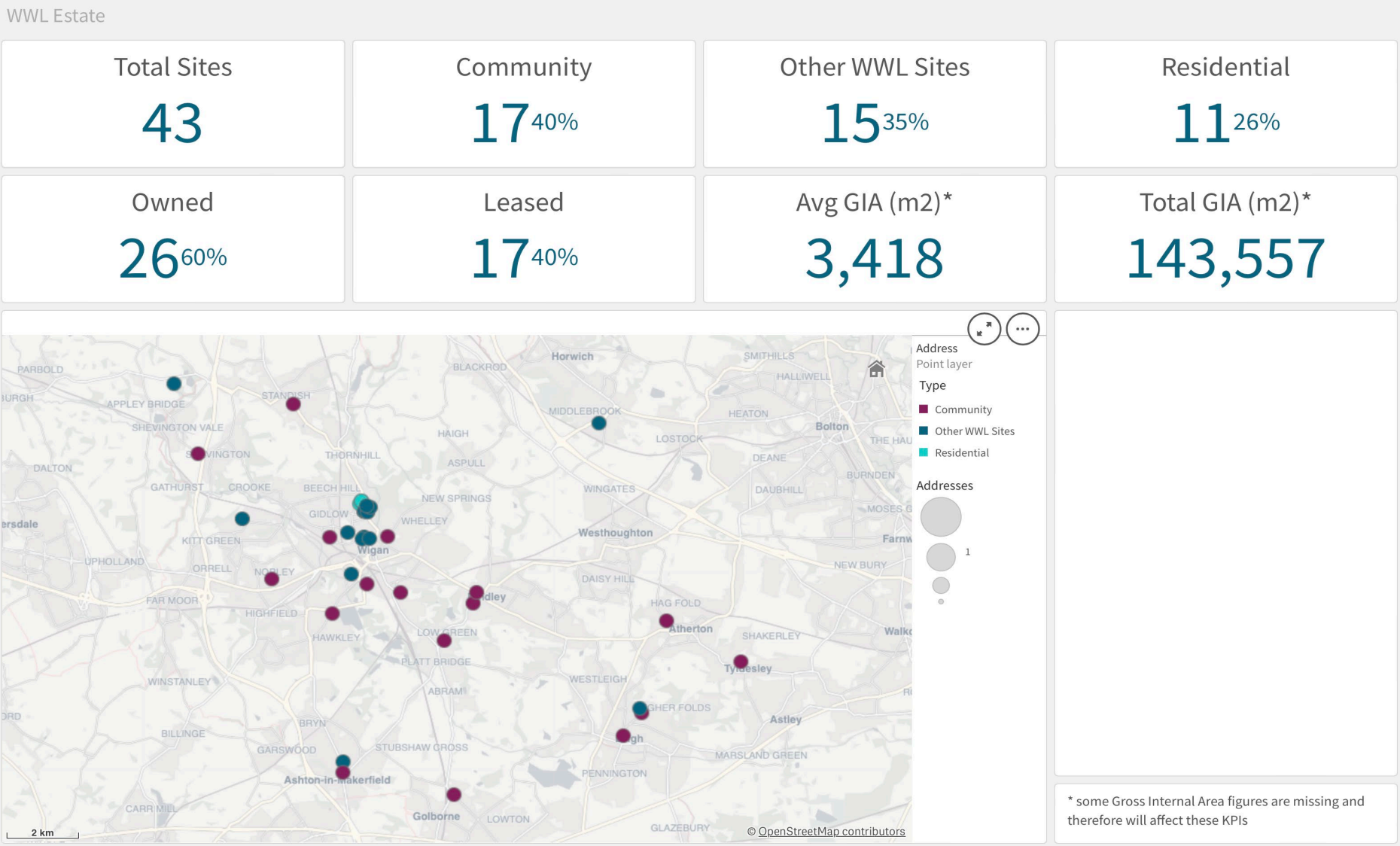


Our people

Our People



Our estate



Our environment



32

SPACES

WWL currently operates across 32* sites across the Wigan Borough. Some of these are owned by the Trust, some are just utilised by our services.

*excluding residential accommodation

We recognise the impact our operations have on our environment and ultimately our patients. Climate change, pollution and environmental degradation are major contributors to the significant health challenges of the 21st century. Thanks to our staff, partners and suppliers we are already well on our way to addressing these issues and this Green Plan represents a renewed drive to reduce the impact that our operations have on the people of Wigan Borough and beyond.

Some key aims from our Green Plan include:

1. To achieve Net Zero by 2045.
2. To deliver at least 25% of our outpatient appointments remotely, resulting in direct and tangible carbon reductions.
3. To develop a green travel plan to support active travel and public transport for staff, patients, and visitors reducing emissions and improving air quality.
4. To review the locality of our food sources and ensure healthy, seasonal foods are an option.



ENVIRONMENT



Highlights to date - Widening access to quality work

Community Wealth Building

- Active participation in Wigan Borough Recruitment, Employment & Skills CWB Group
- Development of the HWP experience “Mark 2”
- WWL EDI strategy launched

Real Living Wage

- Introduction of the real living wage

Rushton Building

- Partnership with Wigan and Leigh College, Edge Hill, Wigan Council and WWL
- Central training and facilitation location, with careers zone and simulation spaces
- Learning facilities for A Levels and T Levels in Healthcare

“Kick Start”

- 36 people recruited to kickstart positions at the Trust - 7 of which have successfully gained employment to date (6 at WWL)
- Proposals to replace national programme with local scheme (business case in development)
- Apprenticeship strategy approved – maximising the available apprenticeship levy and widening its applicability

T-Level Placements

- 20 placements offered to young people at Wigan and Leigh College (Nursing, IM&T and BI)

Discussions to develop WWL Talent pool with Wigan and Leigh College

- Recruitment drive for Health Care Assistants to develop local workforce of people into nursing careers; college programme shaped to incorporate elements of the Care Certificate
- Working with the College to attract students into WWL careers (350+ careers in the NHS).

Careers

- Career ambassadors
- Career events e.g. Leigh Sports Village, Edge Hill University’s Virtual Careers Event
- Develop a range of targeted pre-employment programmes in Health and Care with the DWP



A real life example

<https://edgehill.cloud.panopto.eu/Panopto/Pages/Viewer.aspx?id=5b68c57b-dd2d-4126-8f5a-aeae00adeecc>



Highlights to date - Purchasing more locally for social value

Community Wealth Building

- Active participation in CWB Anchor Partnership Procurement Sub-Group

CWB Anchor Partnership 'Meet the Buyer' events

- Last one held at Leigh Sports Village in May -- over 300 businesses in attendance
- Opportunity for local business to meet local anchor institutions (including WWL), national framework providers and vice versa
- Opportunity for local businesses to understand, and be supported in, accessing the various national procurement frameworks that the anchor institutions utilise
- Increases knowledge of the capacity/capability of local businesses among procurers

Contracting for social value

- Working with partners across Wigan to develop consistent approach to applying social value within public sector contracts

CWB Anchor Partnership Procurement Training for local businesses

- Funding for procurement training for local business to access procurement opportunities in the public sector

Commissioning intentions

- CWB Anchor Partnership Procurement Sub-Group commitment to publish commissioning intentions on an annual basis
- Gives local businesses a longer lead time to prepare for a bid



An insight into the “Meet the Buyer” event in May 2022



Potential Future Areas of Focus

Discussion

What resonates or gets you excited community wealth building and WWL's role as an anchor institution within the Borough? Or about what you've heard about the partnership work in Wigan and Leigh?



Potential Future Areas of Focus

Maximising the delivery of social value through procurement

- How do we understand the concept of 'efficiency' in the NHS? How do we evaluate it in terms of the outcomes it delivers – not just in terms of what services or goods are being procured but how they are delivered (e.g. in terms of job quality, health and wellbeing outcomes, security and community improvements)
- How can we as the NHS or the council have a sense of 'agency' in how we commission and procure services so as to deliver wider outcomes for people and place (rather than feel at mercy of process)?



Potential Future Areas of Focus

Mobilising the workforce to support the VCFSE sector

- How do we understand the impact of our expenditure and our investment plans – not only terms of how they deliver our services but how they deliver wider benefits to people and place?
- What support, as well as opposition, may there be from colleagues from within our departments/service areas towards adopting such an approach?



Potential Future Areas of Focus

Managing and using our space, land and assets productively and in a socially just way

- What could we achieve in the longer term if we were able to use our space, land and assets differently?
- How do we change the conversation about how we use our assets more for the wider benefit of our community, not just to deliver services from?

