

## **DELIVERING INCLUSIVE GROWTH THROUGH ANCHOR INSTITUTIONS: SOCIAL VALUE AND COMMUNITY WEALTH BUILDING**

### **Purpose**

This paper sets out an indicative approach to developing the role of Anchor Institutions in Doncaster to support inclusive growth; identified as part of Doncaster's Inclusive Growth Strategy. The Health and Wellbeing Board are asked to discuss the content of the report and consider what inclusive growth and social value mean for health in its role as anchor institutions.

### **What are Anchor Institutions?**

Anchor Institutions are our large and influential private and public sector employers, sports and other institutions which can play a lead role in creating growth that is more inclusive. This could involve using their purchasing power to drive growth at a local level and providing employees with opportunities for in-work progression.

### **Inclusive Growth Strategy (IGS)**

Doncaster's new Inclusive Growth Strategy includes *Social Value & Community Wealth Building* as one of 6 drivers for economic prosperity. A number of outline initiatives are included in the strategy, but these now need to be properly scoped and implemented; this paper represents the start of the Anchor Institutions initiative.

Since the introduction of the Public Services (Social Value Act 2012), statutory organisations must consider how service contracts secure economic, environmental and social benefits or whether there is a need to consult on these issues. Doncaster Council has changed the way services are commissioned to ensure the maximum benefits are derived from every £1 spent. This includes introducing a 'buy local' scheme with 68% of the Council budget being spent with local businesses. We now need to build upon these successes as Team Doncaster and expand the concept of social value across key areas of policy and public service delivery. This should be done without creating an unnecessary amount of resource to report social value, and this approach forms the basis of our Anchor Institution strategy.

### **What are we trying to achieve?**

We want to capitalise on the significant role that anchor organisations play in our economy by developing a 'menu of options' that make it easy for organisations to help achieve inclusive growth, for example:

- Maximising supply chains and local purchasing
- Skills e.g. work experience / graduates / lifelong learning / job shares etc
- Utilise anchors in the pitch to potential inward investors
- Third sector interface including identifying opportunities where cooperatives and social enterprises can operate
- Underpinned and supported by technology

It is hoped that this approach will:

- Provide a compelling reason for the private anchors to remain in Doncaster
- Link to businesses corporate social responsibility objectives
- Contribute to the overall goal of inclusive growth

### **What are the benefits of this approach?**

There are many positives for adopting a Team Doncaster approach to measure social value as it ensures we consider the wider benefits and support more consistent benchmarking across the borough. It will help improve public relations by showcasing positive stories and highlighting broader areas of community need. The overarching goal of the Doncaster Growing Together programme is to grow the local economy and place in a way that delivers

benefits for all our citizens and communities through inclusive growth. The aspiration is to present Team Doncaster's collective (public/private/community and voluntary) social value and by doing so, enhance the reputation of Doncaster as a place to live, work, visit and invest.

The benefits of social value can be calculated through techniques such as SROI (*Social Return on Investment*) or *Social Accounting and Auditing*. In simple terms this allows us to understand service or intervention costs in relation to all outputs/outcomes this will provide to the wider community, in areas such as resident well-being and wider economic impacts. Below is a real example from Prince's Trust [Business in the Community](#) (BITC) programme.

<u>Ready for Work programme (RFW)</u>	<u>Benefits</u>
<ul style="list-style-type: none"> <li>✓ Worked with local businesses to provide training, work placements and apprenticeship support. Also equipped people with the skills and confidence they need to gain and sustain employment.</li> <li>✓ supported over 4,000 residents into work, including many homeless and long-term unemployed.</li> <li>✓ main outcomes achieved through the programme:               <ul style="list-style-type: none"> <li>• Entry to sustained employment</li> <li>• Improved employability and confidence etc)</li> <li>• Entry to volunteering and training or further education</li> </ul> </li> </ul>	<p>£3.12 of value is generated for over £1 invested through the RFW programme.</p> <p>SROI calculated that one year's investment in Ready for Work generates a minimum of £3.2m in social value over a five-year period.</p> <p>Wider social benefits included reductions in anti-social behaviour and re-offending; savings in benefits payments; Increased well-being and savings to Health service and; and increase in tax &amp; National Insurance gains.</p>

Many successful social value programmes also help to drive more local procurement, ensuring services and products are sourced and purchased within the borough and wider region. These can be developed as incentive reward schemes for organisations, or through campaigns to encourage both business and local residents to 'buy or consume locally'. Doncaster already has a number of well-established schemes in place, including the Doncaster Rovers [DNA card](#).

### **Who will lead this work?**

An initial working group consisting of Doncaster Chamber and staff from the Council's Strategy and Performance Unit will drive the delivery of this strand of activity, which will cut across all Team Doncaster public, private, community and voluntary sector partners. There is strong correlation with activity taking place in the Learning theme which is also being supported by the Chamber and will be tied together to avoid duplication.

### **How will we try and achieve it?**

Over the next couple of months we propose to work with partners to set out what inclusive growth can mean for them as an anchor institution; taking them on the journey and hopefully making it easy to understand and buy into. This will also clarify which organisations see themselves as anchors and those who could be anchors.

We will be identifying the processes and mechanisms that each organisation can utilise to make it as easy as possible to engage in this agenda while also identifying best practice from other areas.

Initial 'quick win' activity delivered in parallel will focus on maximising local supply chains.

A number of existing 'hooks' and alternative areas of consideration available to build on, including:

- One Public Estate
- Apprenticeships
- Cluster development
- Recruitment Strategies

### **What are the possible milestones?**

- Undertake initial debate with anchor institutions to gain a common understanding of social value and how we deliver can effectively deliver it across Doncaster.
- Establish a baseline position from anchor institutions around their social value contribution.
- Understand the capabilities and capacity of Team Doncaster to deliver social value. This will include outputs/outcomes delivered, fiscal benefits generated, third party contributions and any evidence required.
- Identify effective local structures, governance and accountability arrangements for social value measurement.
- Benchmark areas or local authorities across the UK that demonstrate best practice in social value.
- Develop a Team Doncaster social value programme of work with timescales and a practical implementation plan.
- Facilitate discussions between Chamber of Commerce and anchor institutions to encourage 'buy local'. Team Doncaster partners can communicate its social value intentions through commissioning and procurement every time it engages with the marketplace.
- Deliver a series of workshops to commissioners and procurers throughout Team Doncaster providing training and understanding as to the Councils social value goals.

### **What are the possible indicators**

<b>DGT Themes</b>	<b>Principles</b>	<b>Performance Indicator</b>	<b>Social Value</b>
<p><b><i>Doncaster Learning</i></b></p> <p>Improved routes to work, development of the skills required for inclusive growth.</p>	<p><b><i>Empowerment</i></b></p> <p>Strengthening routes into work by improving skills, abilities and attributes that employers need.</p>	<p>People employed through apprenticeships.</p>	<p>£2,353 Per apprentice</p>
<p><b><i>Doncaster Working</i></b></p> <p>Promote local opportunities and targeted support for local businesses. Promote local spend and growth through the supply chain.</p>	<p><b><i>Economic</i></b></p> <p>Benefits include growing the local economy in a way that benefits the wider community.</p>	<p>People moving from unemployment to full time employment.</p>	<p>£14,433 Per employee</p>

<p><b>Doncaster Living</b></p> <p>Promote community led activities where there are regular attendances of Doncaster residents.</p>	<p><b>Environmental</b></p> <p>Improvements gained through enabling communities to help themselves such as programmes to reduce health inequalities.</p>	<p>People attending local and voluntary groups at least once per month for at least two months.</p>	<p>£1,773 Per attendee</p>
<p><b>Doncaster Caring</b></p> <p>Residents will receive support to maximise their independence, health and well-being, build capacity and sustainability in the third sector.</p>	<p><b>Health and Wellbeing</b></p> <p>Support an effective and resilient third sector that in turn supports particular groups of people such as children and families or adults with learning disabilities to lead independent and fulfilled lives.</p>	<p>Reduction in people feeling less isolated and accessing social networks.</p>	<p>£4,511 Per person</p>

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