



LEEDSANCHORS

LEEDS ANCHORS

A new 'Leeds Anchors' network has been launched through which many of the biggest organisations in the City will work together to maximise the local benefits from their spending, services and recruitment.

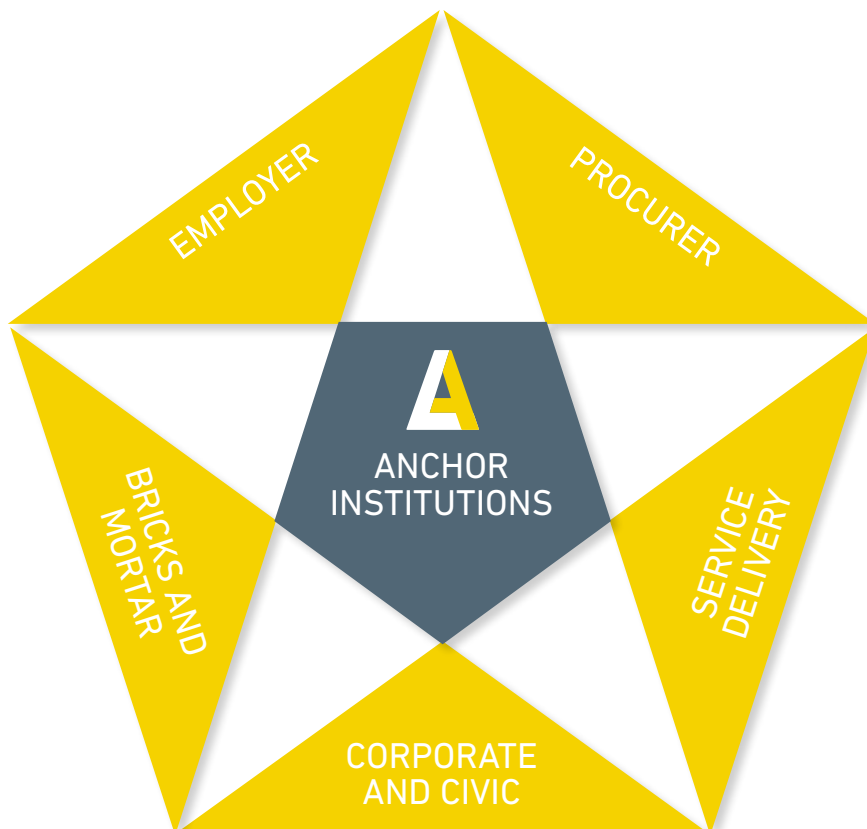
WHAT IS AN ANCHOR INSTITUTION?

Anchor institutions are big and locally rooted organisations like councils, colleges, universities, hospitals and big businesses with local HQs.

Together they employ hundreds of thousands of people; spend hundreds of millions of pounds; own and manage land and assets; and deliver vital services. They have a long history in their places and are unlikely to move. They have a big impact

on local communities and economies and are pivotal to their success and wellbeing.

In addition, smaller community organisations and businesses can act as vital 'community anchors' – especially when located in disadvantaged communities. They too have a positive and lasting local presence, support local communities and connect residents to opportunities.



LEEDS ANCHORS

WHY DO THEY MATTER AND WHAT CAN THEY ACHIEVE?

Anchor institutions make a positive contribution to a local area by just being there. But the decisions they take about how they operate can make that contribution a far bigger one, and one which

can support growth and inclusion hand in hand, significantly adding to local employment, business growth, skills, incomes, health and wellbeing.

HOW CAN ANCHOR INSTITUTIONS MAKE A DIFFERENCE?

▶ As an **EMPLOYER**

Policies on recruitment, pay and conditions, progression and health can support inclusion, create many more 'good' jobs and help organisations to recruit and retain staff and fully tap the talents of their workforce

▶ Through **PROCUREMENT** of goods and services

Action can support local business opportunities, recirculate wealth and bring community benefits, while still getting buyers the right price and quality, and often improved supplier responsiveness and relationships

▶ Through **BRICKS AND MORTAR**

The way buildings, land and other assets are designed, procured and managed can support local communities, build connections with them, provide new employment and skills opportunities and create better places

▶ Through products and **SERVICE DELIVERY**

Public sector and community anchors can deliver services in ways designed to help those facing poverty and disadvantage

▶ Through **CORPORATE AND CIVIC** behaviours

Organisations can embed 'anchors thinking' internally, and work with other anchors to share good practice, help each other succeed, and deliver enhanced positive impacts for people and places



WHAT ARE WE DOING IN LEEDS?

In Leeds, we want to harness the power of our anchor institutions and maximise their impact on delivering the goals of the Leeds Inclusive Growth Strategy.

Leeds City Council has spotted the opportunity to set up a new **Leeds Anchors Network**, chaired by **Professor Peter Slee, Vice Chancellor of Leeds Beckett University**. The Network will grow over time, but in the first instance brings together:

- ▶ Leeds City Council
- ▶ Leeds Beckett University
- ▶ Leeds City College
- ▶ Leeds College of Building
- ▶ Leeds Teaching Hospital NHS Trust
- ▶ Leeds Trinity University
- ▶ Leeds and York Partnership NHS Foundation Trust
- ▶ The University of Leeds
- ▶ Leeds Community Healthcare NHS Trust
- ▶ NHS Digital
- ▶ Yorkshire Water

The new network is already looking at opportunities to direct more of their spending locally. Other areas of joint work are set to include initiatives on healthy workplaces and helping local people to access jobs in local anchor organisations. Updates will be provided as the work progresses and the Leeds Anchors Network grows further. Change to Updates on these place based approaches will be provided as the work progresses. Updates will be provided as the work progresses and the Leeds Anchors Network grows further.

PRACTICAL TOOLS TO HELP TURN THEORY INTO PRACTICE

The focus in Leeds is on turning anchor theory into action. By demystifying the idea, we can demonstrate the practical steps that anchors can take to boost their contribution to inclusive growth so that we make a real difference to local employment, incomes and the economy.

Our Progression Framework is a self-assessment tool that helps anchor organisations to self-assess where they are now, where they want to be and

how to get there. Developed by Nicky Denison and Les Newby with Joseph Rowntree Foundation and Leeds City Council support, the tool sets out what being an inclusive anchor means in practice and the steps you can take to progress towards that goal. It is being used by anchor leadership teams across the City and is informing individual and collaborative action.

CASE STUDIES

CELEBRATING HOW OUR ANCHOR
INSTITUTIONS ARE MAKING A DIFFERENCE





CASE STUDIES

LEEDS BECKETT UNIVERSITY – DELIVERING CORE BUSINESS IN A WAY THAT BRINGS INCLUSIVE OUTCOMES FOR PEOPLE AND PLACES IN LEEDS

Students and staff at Leeds Beckett University are working in communities across Leeds in ways that generate multiple positive impacts. These projects are making a real difference to the lives of people in the city, including in some of its most disadvantaged areas; equipping students with unique, real world learning experiences; and, through innovative partnerships, helping to manage demand for public services and build community capacity. The examples below demonstrate this in practice.

Speech and language experts at Leeds Beckett University reduce NHS waiting lists and transform the lives of their young clients. Speech and language staff and students (in the second or third year of their BSc (Hons) Speech and Language Therapy degree programmes), have been working to transform the lives of more than 60 children, aged between two and nine, each with a range of speech, language and communication needs, and in some case additional needs such as autism, cerebral palsy and learning difficulties.

As part of a wider Leeds Community Healthcare (LCH) NHS Trust initiative, a series of clinics were held at the university's city campus during the school summer holidays. Working alongside university and LCH staff, students helped the children with fundamental social interaction skills, vocabulary and sentence development, comprehension, and speech and sound work, through a variety of fun games.

The clinics had a significant impact on access to treatment, bringing waiting lists down from over 12 months to less than 18 weeks. There was also a major impact on NHS staff capacity - the addition of Leeds Beckett students and staff meant that the NHS staff capacity was quadrupled over the six weeks of the programme. As a result of attending the summer clinics, all the children made identifiable progress, and four children were discharged as being within normal limits.

New Wortley Community Centre

Leeds Beckett University's Project Office is a RIBA-chartered design and research collaboration between staff and students to produce ethical, social and resilient architecture. It offers a full architectural service and uses the power of student-led design and research to provide concept proposals for organisations such as charities and community associations who are unable to afford standard architectural consultancy. Student participants are always paid for their time and are equipped with a fantastic learning experience relating to real world complexities through live projects, whilst simultaneously supporting the needs of socially conscious organisations.

The New Wortley Community Centre (NWCC) was its first major commission, believed to be the largest student co-designed architecture project built in the UK, and was recognised at the 2017 Social Economic Environmental Design awards in the 'Live Projects' category. The new centre has brought with it a raft of benefits:

- ▶ It plays a pivotal role in Leeds' most disadvantaged community, offering drug rehabilitation, job shops, laundrette, charity shop, IT and skills classes, back-to-work volunteering opportunities, and health and wellbeing classes.
- ▶ The previous NWCC had two members of staff and eight volunteers. It now employs 21 people and 53 volunteers. These new employees had a combined total of 66 years of economic inactivity between them, costing the Treasury approximately £775,000.
- ▶ A crime and safety survey suggests a significant increased perception of safety in New Wortley.
- ▶ During its first year, the New Wortley Community Association registered 40,000 volunteering hours, worth £467,000 in social value.
- ▶ The extra space has hosted an ex-offenders

LEEDS ANCHORS

programme, in its first year working with 150 offenders leaving HMP Leeds. Of those, only seven have returned to prison, a reoffending rate of just 5 per cent compared to the prison average of 34 per cent. The cost benefit to the Treasury is over £4.5 million based on reoffending and incarceration data.

Leeds Law School Law Clinic

Leeds Law School offers a Law Clinic module to level 6 students studying law. The module provides an opportunity for students to gain experience and apply their knowledge and skills in a practical setting by working with real clients and providing pro bono (free of charge) legal advice.

Supervised by a solicitor, the students get involved in interviewing clients, researching their legal problem and then providing written legal advice to them. The module introduces students to a client focused role in a professional setting that follows strict procedural and operational rules providing free legal advice and support across a range of different areas of law including family and children, landlord and tenant, employment, debt claims, civil litigation, small business and charity start-ups.

Operating from new premises in the heart of the city centre, Leeds Law School's Law Clinic brings its students closer to the community in which they study. It provides a confidential environment for members of the community to seek free legal advice, while delivering a first-class educational experience for its students, who can develop key transferable skills and improve their employability.

The Law Clinic has raised the profile of Leeds Law School and its students. It sees client referrals from the local judiciary and probation service as well as other agencies in and around the Leeds area. With a reduction in legal aid and an ever-increasing number of litigants in person, the number of individuals struggling to obtain

access to justice, and in particular legal advice, has greatly increased. It also enhances the fabric of the legal community in Leeds and signposts to other relevant agencies and legal service providers where relevant thereby benefitting the local economy.

The Law Clinic has had a positive impact not only on the clients but also the students that take part. They report feeling more confident about working in legal practice once they graduate and that they have developed listening and analysis skills that they would not have done without this real-life experience. Students find they feel challenged, but in a safe and supportive environment.

A suite of three interview rooms and reception space fitted with high specification technology allows the students to conduct supervised confidential interviews which clients book in advance. The students use the Clinic and university's considerable resources to research their client's legal issue and provide a final letter of advice, authorised by their practising solicitor supervisor.

Inclusive Anchors Domains: Service Delivery – Design and deliver core services so that they reach and benefit disadvantaged communities; and work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities



CASE STUDIES

LEEDS BECKETT UNIVERSITY – EMBEDDING SUSTAINABILITY IN PROCUREMENT

At a glance

Leeds Beckett University uses knowledge and resources to make a positive and decisive difference to people, communities and organisations. Its Procurement Team aims to support this by embedding sustainability (social value, economic and environmental) into all procurement activity. It has made considerable progress in doing so, including through team engagement and collaboration.

What have we done so far?

The university has used the DEFRA Flexible Framework tool to measure and monitor sustainability progress across five categories - People, Policy, Process, Engaging suppliers, Measurement and results. Over the last 18 months it has completed 16 actions to move things forward, and it is committed to further action in the future.

Internal ownership has been central to the approach and the whole Procurement Team have been engaged in sustainability activity. This included participating in the NUS Green Impact scheme, where the team were awarded Gold status and a team member won the 'Environmental Hero of the Year' award. The team's approach has included completing training and workshops, and results have combined doing practical things in the university (e.g. involving the team in energy and recycling measures) and writing sustainability criteria into tenders (e.g. requirements for student placements, improving the student experience, reduction in energy consumption and recycling). The team have also invested in a sustainability tool (NET positives), enabling all suppliers to complete a simple free sustainability action plan. 430 suppliers have signed up, identifying 400 issues and 370 actions. Actions are discussed at contract reviews including compliance with the Modern Slavery Act, employing apprentices and reducing waste.

Collaboration

The university collaborates with others through the North Eastern Universities Purchasing Consortium Responsible Procurement Group. Its Head of Procurement, Sarah Coll, chairs the group, and actions have included sharing best practice, training and presentations from sustainability experts. The Head of Procurement also shares ideas and collaborates with the University's Sustainability and Equality & Diversity Managers; attends local events (e.g. meet the buyer and Leeds Business Week); and spreads the word through presenting at conferences and guest lectures on sustainability and local procurement (e.g. to Business School PhD students).

Supply chain analysis and local suppliers

The University monitors who it purchases from annually and continually improves measurement and reporting on sustainability and supply chains. This includes the number of SMEs and local suppliers that it procures from, and in 2017/18, data showed an 11% increase in local suppliers. In 2019, with Leeds City Council support, it is benchmarking supply chain results against other Leeds Anchors.

Next steps

Future University actions on use of local suppliers and social value through procurement include:

- ▶ Exploring opportunities to advertise tender opportunities locally
- ▶ Benchmarking and annual analysis of who it procures from, including the % of SMEs
- ▶ Including more social value criteria in tenders

Inclusive Anchors Domains: Procurement – social value, sustainability and supply chain analysis.



CASE STUDIES

LEEDS CITY COLLEGE – USE OF GOOGLE FOR EDUCATION FOR TEACHING AND LEARNING

At a glance

Leeds City College now uses Google for Education as its digital platform for teaching and learning - essentially an alternative to systems such as Office 365 but which is free to education providers. The result has been savings of over £750,000 over five years and, together with use of Chromebooks by students and staff and some innovative teaching methods, it has benefited student outcomes too, including for those facing disadvantage.

What's happened and why?

Five years ago, the College piloted the use of 30 Chromebooks on loan. Besides the cost savings from using Google for Education, they saw benefits from the 'device agnostic' nature of the system which meant that staff and students could access material using any device - including the smart phones and tablets that many students use instead of a laptop, especially those from poorer backgrounds. This also assists with collaborative work between those using different devices.

By 2018, the College had bought around 4,500 Chrome Books for use in the College and accessible to students there, as well as Chromebooks for anyone studying through HE provision at the College, including around 1,000 for those with limited/low incomes. Around 35,000 students now have access to unlimited storage in Google Drive.

Teaching and learning

One example of teaching benefits is for the English and Maths modules that students resit if they didn't get the required grades at school. Rather than use standard 2.5 hour lessons, the College has created Independent Learning Zones and a new teaching regime based on 1 hour in class and 1.5 hours of independent learning,

at college (with support available) or wherever convenient for the student (e.g. at home - which helps those with caring responsibilities). Results have improved since, and in their February 2018 review, Ofsted said "Teachers use innovative digitally enhanced learning to enable students to make good progress in and out of the classroom. Students frequently access online learning platforms from home and in the college's network of independent learning zones".

Lessons and results

Key benefits have included:

- ▶ Substantial cost savings on both server capacity and through buying Chromebooks instead of laptops - at the point at which 4,500 Chromebooks had been bought, savings totalled £1.3m
- ▶ A reduction in late submissions of work from students and an increased student retention rate
- ▶ Enhanced digital literacy, research and study skills amongst students
- ▶ Contributed to improved GCSE pass rates at grade C or above in ICT, Maths and English in the College's 14+ Academy
- ▶ Helps the most disadvantaged students through free access to tech and more flexible learning
Key factors for success have included a phased approach, the importance of training and support for staff to master the new technology, and having capacity to drive and co-ordinate the changes made.

Inclusive Anchors Domains: Service Delivery – application of 'tech for good'



CASE STUDIES

LEEDS COLLEGE OF BUILDING - A NEW CAMPUS THAT USES BRICKS AND MORTAR TO BEST EFFECT

Leeds College of Building, through its ambitious Estates Strategy, is centralising six sites to two campuses in central Leeds and using this as both an opportunity to incorporate the latest environmental building standards and technologies and as a direct learning opportunity for students.

Phase 1 Hunslet Campus, totalling 8,000m² and costing circa £17million, with some support from the then Skills Funding Agency, provides state of the art facilities for Construction & Built Environment learning. It serves local, regional and national industry skills needs, both for new recruits and for upskilling existing operatives/professionals. The buildings blend traditional brick teaching blocks with modern construction materials and glazing to provide light transmission throughout. The College, working closely with the architects, met its aspirations to combine features used in teaching and learning, e.g. renewable/sustainable technologies such as biomass heating, solar/photo voltaic, and brick pillar flanges incorporating different brick bonds, with a whole building designed to BREAM Excellence. This has provided students with experience of life on a live site, using the latest technologies, and helping them to progress their career in the industry.

As part of a vision to develop the estate, forward planning during Phase 1 ensured that an option was agreed with the developer to purchase adjacent Phase 2 land. Work on Phase 2 is now well underway, totalling 5,200m² and costing circa £14 million, with significant support from the Leeds City Enterprise Partnership to help meet industry demand and fill a gap in construction skills including need for more higher level skills. The College will continue to expand its Higher Education offer at Levels 4 to 6 and is currently developing and gaining validation for Degree Apprenticeships.

Phase 1 is reaping substantial benefits that will extend across the whole campus on completion of Phase 2 in late 2018. Students, staff and stakeholders comment on the excellent facilities the campus provides; the impact its light nature has on student and staff health and wellbeing; the scope to use facilities to support better staff networking and for student open days; and the ability to integrate the building's fabric into the learning environment. There is improved student and employer perception of facilities, including better accessibility of provision in central Leeds (within 10/15 minutes walk of public transport), impacting positively on student achievement and retention. From a business perspective, there have been savings on resources and time from no longer running and moving between sites and via the renewable technologies, and there is now ability to grow and offer broader provision. The campus also acts as a catalyst for further developments in the area, contributing to the city's ambition for the South Bank and its Education Area Hub.

Derek Whitehead, Principal says:

"Fundamental to the success of the buildings' functionality, staff and student wellbeing and future proofing, was thorough engagement with the architects and project management to fully understand and deliver the College's needs and requirements. Evaluation of Phase 1 meant that very little needed changing and many of the design features/layouts have been incorporated into Phase 2. Staff, students and users of Phase 1 are particularly impressed with the light and airy classrooms, workshops and communal areas, which supports health and wellbeing and vibrant learning areas."

Inclusive Anchors Domains: Bricks and Mortar – design that creates vibrant places with community and environmental benefits



CASE STUDIES

LEEDS TRINITY UNIVERSITY – EMPLOYEE HEALTH AND WELLBEING

What has happened and why?

Staff engagement, health and wellbeing has been made a priority in Leeds Trinity University as a direct response to results from their 2014 staff survey, which delivered a clear message that staff wanted to see this move up the university's agenda.

The wellbeing journey began with the launch of the award winning 'Juice' portal, developed at the University of Sheffield and co-founded by Leeds Trinity Alumnus Gary Butterfield. Juice is a platform that allows organisations to pull together and promote their health and wellbeing offer in one centralised hub, giving easy access to employees and supporting a belief that people perform at their best when they are healthy, happy and engaged. It was launched in January 2017, and since then the range of activities, events and initiatives have included:

- ▶ Free fruit delivered every week to the staff common room to promote healthy eating and encourage staff to take a break from their desk
- ▶ 'Learning Lunches' delivered by experts (many internal) including on nutrition and mental health
- ▶ Provision of regular health checks in partnership with colleagues in the university's fitness centre
- ▶ Weekly sessions of mindfulness and Tai Chi
- ▶ Wellbeing Champions that meet quarterly to assess progress, look for new ideas and spread the message around the organisation
- ▶ Developing 'All Staff Development Days' and embedding wellbeing in 'Managers Essentials' training to increase awareness of the importance of this agenda and its impact on success

The university has also partnered with MIND to deliver training for managers, as well as staff in teaching and support roles who have day to day contact with students, to help them identify and support people who might be experiencing

mental health problems. This includes training 15 Mental Health First Aiders.

This agenda is part of the organisation's People Plan, showing the desire to create and embed an organisational culture which promotes positive wellbeing and high levels of engagement by:

- ▶ Encouraging and inspiring people to pay attention to their health and wellbeing and providing them with support to do so
- ▶ Continuing to build the wellbeing offer and pursuing a proactive approach intended to promote high levels of wellbeing at work and in life
- ▶ Ensuring commitment to staff wellbeing is embedded and reflected in the approach to health and safety across the university
- ▶ Working to break down myths and stigmas associated with mental health and to provide support which enables its people to stay well
- ▶ Creating a culture of engagement which inspires people to be their best every day and positively contribute to collective success

Measuring impact and success

The biggest indication of impact came from the 2017 staff survey, completed by 73% of staff, up 8% from 2014 and 5% above the sector average. The top three statistically significant improvements all related to good management practices around wellbeing, including a 13% increase (from 56% to 69%) amongst those who agreed that the university was effective in promoting and supporting positive wellbeing. Impact is also evident in increasing levels of participation at events, fantastic feedback and local media coverage, including an invitation from BBC Radio Leeds to discuss the university's plans for national Mental Health Week and how it supports its people (staff and students) in dealing with these issues.

Long term goals

The long-term goal is for a healthy, engaged and productive workforce which in turn will impact

LEEDS ANCHORS

positively on delivering an excellent student experience. This will support the university in remaining a regional 'employer of choice', recognised for its positive working environment and culture, and a positive commitment to the wellbeing of people. Future focus will include enhanced local engagement and involvement as a route to further build engagement and wellbeing, while at the same time adding value to the community, enhancing the university's reputation as a good neighbour and helping students to develop new skills and work experience by getting them involved.

Lessons learnt:

- ▶ Make wellbeing and engagement central to your institutional strategy, drive it from the top, ensure implementation is evenly applied and demonstrate commitment in everything you do.
- ▶ Excellent results do not require a big budget. Do not rush to buy-in a solution, but instead think innovatively and look for internal experts with knowledge, experience and skills to share. Use external partnerships to deliver a diverse range of activities that appeal to all groups. Connect with local businesses to link in with national campaigns, e.g. during national 'Back Care

Week' invite a local chiropractic clinic to deliver free checks. You will be amazed by who will do things for free if you take the time to explain what you are doing and why.

- ▶ For education bodies, links to expert alumni and develop a strong relationship with your student union, opening up opportunities to work in partnership to support staff and the student body.
- ▶ Get out there and talk to people face to face to find out what people want and need, and how they can be part of making it real. Take it out of HR. Success rests on all employees owning it.
- ▶ It is a serious subject but do not worry about delivering it in a fun way.
- ▶ Invest in effort to continually promote.
- ▶ Make everything free for employees to attend and can be done in work time.
- ▶ Think about how to use existing tools such as the '5 ways to wellbeing' model.

Inclusive anchor domains: Employment – supporting physical and mental health, wellbeing and resilience



CASE STUDIES

LOCAL AUTHORITIES FOR BRADFORD, CALDERDALE, KIRKLEES, LEEDS AND YORK - NON-PAY BENEFITS PACKAGE SUPPORTING LOWER PAID WORKERS

In Spring 2015, Leaders of the local authorities across West Yorkshire and York signed a Low Pay Charter, committing to a series of measures that would enable them as employers to go beyond the living wage to provide 'good' jobs for their lowest paid staff.

Analysis undertaken to develop the Charter found that whilst all Councils provided an employee non-pay benefits scheme for all staff, in reality take up amongst lower paid workers was low. Discussions with staff uncovered that many of the benefits by their very nature made take-up amongst this group hard - demanding an outlay of money upfront, having contractual tie-ins, or needing greater levels of disposable income and free time. Furthermore they relied heavily on IT for communication of and access to offers, so excluding swathes of the workforce who did not have ready access to IT as part of their role. In response, the Charter recommended that the local authorities work together to create a shared scheme explicitly designed to help lower paid workers to maximise their disposable income as part of their 'total reward package'.

Authorities took a number of initial steps towards implementing this recommendation. This included carrying out focus groups to explore what non-pay benefits lower paid staff consider to be important and to understand issues on how these benefits are communicated and accessed; testing the provider market place and appetite to deliver such a scheme; and assessing how providers can use data, communications and access platforms to drive take-up amongst the target group. This evidence allowed them to present a business case for implementing a new scheme based on factors such as improvements to productivity, performance, staff recruitment, retention and engagement.

A tender for a new scheme was advertised in April 2017 with required outcomes specified as being:

- ▶ To provide access to offers and discounts that enable employees, particularly the lower paid, to maximise their disposable income;
- ▶ To be accessible to all regardless of their access to IT at home or at work; and
- ▶ To be communicated and promoted widely especially to non office-based staff and those

working shift patterns i.e. those who typically make up the target group.

A new scheme went live in November 2017 covering the combined workforce of Bradford, Calderdale, Kirklees, Leeds and York councils. It demonstrates what anchors can achieve through their purchasing decisions to achieve better outcomes for their staff. It has learning points that can readily be applied to other anchors looking to do the same, in particular around the importance of constant and targeted communication to influence uptake behaviour; not relying solely on IT to do this; and of working with managers of low paid cohorts to raise awareness and promote access. The next step is to drill down into anonymised data to measure impact and understand in what services or locations further communications need to be targeted in order to continue to drive take up.

Inclusive Anchors Domains: Employer – pay and conditions; Procurement – using procurement to deliver social value

For more information:

www.westyorks-ca.gov.uk/media/2490/lpwc_draft-report_v8_final-post-leaders.pdf



CASE STUDIES

UNIVERSITY OF LEEDS – WIDENING PARTICIPATION IN HIGHER EDUCATION

Children from the poorest homes across the UK face considerable educational disadvantage. Statistically they do less well at school, are less likely to go to university and less likely to progress to graduate employment. In Leeds, this translates to only around 16% of children on Free School Meals entering higher education. As part of its commitment to widening participation and tackling this inequality, the University of Leeds is working with the national education charity IntoUniversity to intervene early and so change young people's lives in two of the most deprived areas of the city.

Two IntoUniversity learning centres have been established in the south and east of the city, working directly with young people from disadvantaged backgrounds aged 7 to 18, to give them sustained and continuous support from primary school to A-level, and encourage them to see a place at university as something to which they can aspire. Activity at each centre focuses on providing young people with the skills, knowledge and confidence they need to access higher education and increase their career opportunities. This includes academic support through after school sessions; a FOCUS programme of workshops, study weeks, university visits and career engagement activities to open minds to the power of education in transforming lives; and mentoring of secondary school students, pairing them with undergraduates and young professionals who act as motivational role models. Pastoral support is also given to families to help them to engage with their children's education and play a full part in helping them succeed. Outcomes from the centres first three years include:

- ▶ 4,188 young people taking part in sessions delivered either in school or at the two centres;
- ▶ 443 young people from 53 different schools receiving regular academic support in after-school sessions at the centres;
- ▶ The centres working with 24 schools to deliver focussed learning sessions;
- ▶ In 2016, 66% of Leeds' IntoUniversity school-

leavers progressing into higher education; and

- ▶ 74% of those who attended IntoUniversity in Leeds saying they are now more likely to enter higher education.

In addition, the University is working with national charity The Tutor Trust whose aim is to democratise one-to-one tuition and tackle educational inequality by supplying schools in challenging communities with first class academic tutoring via university students. Since launching in Leeds in September 2015, over 250 student tutors have been recruited and are delivering tutoring in over 50 primary and secondary schools in the city. In the 2016/17 school year, that meant delivery of 5,299 hours of high-quality tuition, helping disadvantaged pupils to fulfil their potential and in so doing tackling the educational attainment gap.

The University, through the National Collaborative Outreach Programme and Go Higher West Yorkshire, is also working in targeted wards in West Yorkshire to support progression for young people within these communities. This includes work to upskill those who work with young people aged 13-19, for example school and further education staff with careers advice and work experience responsibilities. Delivered by C&K Careers, a three-day training programme introduces participants to learning resources and teaching support and offers them the opportunity to gain accreditation towards Level 4 and Level 6 diplomas in career information, advice and guidance. By December 2018, 40 participants from across Wakefield, Leeds and Bradford will be better skilled to help 13-19 year olds make well informed choices about their futures.

Inclusive Anchors Domains: Service Delivery - shaping design and delivery of services to benefit disadvantaged communities/cohorts



CASE STUDIES

LEEDS CITY COUNCIL – WORKING WITH BUSINESS TO DRIVE POSITIVE IMPACT FROM INVESTMENT

Situated in central Leeds, the 42,000m² Victoria Gate development houses a flagship John Lewis and a further 30 stores, restaurants, casino and car park. It opened in October 2016, costing £150m.

With over 4,600 construction staff and 600 FTE end use retail jobs in the pipeline, this represented a huge opportunity for Leeds City Council to work strategically with the developer Hammerson and occupiers from the outset to lever investment for the benefit of local people, the community and the economy. This was in keeping with Hammerson's own growing understanding of the 'true value' of retail centres and their goal to become a Net Positive business by 2030, with all assets having a positive local impact on social and economic outcomes. This shared ambition was captured in an Employment Charter, signed by the Council, Hammerson and John Lewis, confirming they would work in collaboration to maximise employment opportunities so as to be fully inclusive in supporting local people for local jobs in the lead up to the development's opening.

Working with Sir Robert McAlpine, of the 4,637 construction staff employed during the project:

- ▶ 16.4% were local to Leeds, half of whom came from targeted local wards
- ▶ 534 were 'new entrants' (people starting work after a period of unemployment/study, moving to a new employer for this job or being promoted). Of these, 151 were from targeted local wards.
- ▶ 17 were new apprenticeships, and a further 16 completed part of their framework on site
- ▶ 122 person weeks of work experience placements were provided, of which 82 weeks were paid

The contractor also engaged extensively with local schools and educational establishments, undertaking presentations and hosting tours of the site; and supported local charities. As a result,

it was awarded a Bronze in the Considerate Constructors Scheme 2016 National Site Awards.

From an end user perspective, the Council's Employment and Skills service, working with the developer and occupiers, delivered a range of community information sessions to promote end user jobs and to support job seekers to apply for roles. Over 1,000 people attended drop-in sessions at local community hubs, with data ultimately showing that 62% of the John Lewis store workforce have a Leeds postcode.

The Council also used its licensing role to obligate GGV Ltd, the scheme's casino operator, to employ 90% of staff from the Leeds City Region (LCR) within a year of opening. The Council worked with them to help achieve this, including delivering information sessions attended by 72 Leeds residents. An additional obligation to support NEET young people to access new jobs, saw partnering with stakeholders to ensure referrals and to run workshops providing information about the casino and the recruitment process, and to support with applications and interview techniques. Of the 17 people who attended a pre-employment workshop and who went on to make an application, 7 were successful. To date GGV Ltd has employed 250 FTE posts - 203 are Leeds residents and a further 40 are from LCR districts - equating to 97% of all new staff being from within LCR.

Inclusive anchor domains: Service delivery – design and deliver services to benefit disadvantaged communities



CASE STUDIES

LEEDS COLLEGE OF BUILDING – INNOVATIVE RECRUITMENT THROUGH ‘SPEED INTERVIEWING’

At a glance

Leeds College of Building have explored alternative recruitment methods to fill ‘hard to recruit’ roles such as their Estates Assistant/ Catering Assistant roles (salary ranges from £15,402 to £16,204 per annum). Previously, the College had advertised both vacancies 13 times in total from 2017 to 2019 with no success, but through the 3 hour ‘speed interviewing’ events, the College managed to fill 2 Estates Assistant posts and 4 Catering Assistant posts with a £4,500 saving in recruitment costs.

What’s happened and why?

Since 2017, the College had been struggling with recruitment of Catering Assistants and Estates Assistants, with two posts remaining vacant for over a year. It was felt that the need to complete these applications online may have been a barrier to applying as these posts do not require confidence in IT skills. An innovative solution was needed to address this issue and in response the idea of ‘speed interviewing’ was introduced, with the College running its first trial event in June 2017. This focussed on two Catering Assistant roles with these both successfully filled following the event. The second event in 2019 advertised for two Catering and two Estates Assistant vacancies which were all filled.

The event was publicised through the College social media pages (Facebook, Twitter and LinkedIn) along with an advert being placed through OnlyFE - an advertising agency specialising in the FE sector. They advertised the event through their vast network of job boards and streamlined the process by engaging with potential candidates, as well as collating and submitting candidate CVs to the College. Over 200 people expressed an interest in the roles and in total, 37 turned up to the event.

Candidates were required to attend between 4pm-7pm and to have a short interview with their potential manager (10 minutes) in an informal setting. Candidates were encouraged to bring their CV to the event, with them also completing a simplified application form which included basic information such as right to work in the UK, contact details and current/recent job role. Pre- employment checks were followed up, along with asking them to complete a paper based application form if they were successful.

Results:

Key benefits have included:

- ▶ A net cost saving of £4,500, which takes into account the costs of advertising on various job boards, administration time, interview time and cost of resources.
- ▶ A simpler process, with candidates getting to know their potential manager in an informal setting which the College found worked extremely well with some vacancies – especially the Catering and Estates Assistant roles.
- ▶ Time-saving – on average 42+ hours were spent advertising, creating resources and interviewing on the 13 occasions the College didn’t appoint, compared to just 5 hours for the speed interviewing event.
- ▶ A quicker turnaround for pre-employment checks as all candidates turn up on the same day.

Inclusive Anchors Domains: Employer – methods of recruiting



CASE STUDIES

LEEDS TEACHING HOSPITAL TRUST AND LEEDS CITY COUNCIL – CREATING ROUTES INTO NHS JOBS AND CAREERS IN LINCOLN GREEN AND OTHER PRIORITY NEIGHBOURHOODS

Context and rationale

The NHS nationally and in Leeds faces recruitment challenges and has large numbers of vacancies. Recognising that it sits within the Lincoln Green area of Leeds (one of the 1% most deprived areas in England and an area of high unemployment), Leeds Teaching Hospital Trust (LTHT) is collaborating with Leeds City Council to deliver innovative taster sessions and employability courses to open up job opportunities to residents in Lincoln Green and other nearby disadvantaged areas.

What happened to begin with?

Two 'taster events' were arranged and publicised to engage with local communities, with a morning and an evening session held in local venues to maximise accessibility. These were promoted in advance through posters and via outreach, and were run jointly by LTHT and Leeds City Council. The sessions described the different roles and opportunities available and what it is like working for the NHS – with focus on Estates and Facilities, which accounts for 127 of the 350 roles within LTHT, ranging from entry level to management positions. The sessions focused on joining the 'LTHT family' and the potential for career progression within the organisation.

After the presentation, prospective candidates were asked to complete a basic English test and confirm they had a right to work within the UK. Next steps were then identified for each individual, with one option being to attend a specially designed six week Employability Programme that LTHT had designed with Learning Partnerships, a charity that works with deprived communities. The Programme is held on two days per week during school hours and focuses on ensuring candidates are equipped with the knowledge, skills and behaviours outlined

in the relevant job descriptions, and are able to complete a good application. Where appropriate, candidates were also encouraged to register for English as a Second Language courses commissioned by Leeds City Council.

Initial results

As of early July 2019, two taster sessions had been held, which together attracted 124 people, including 54 from Burmantofts and Richmond Hill and 27 from Lincoln Green. In total, 34 people were from deprived 'Priority Neighbourhoods' in the City. Virtually everybody attending had a positive outcome of one form or other, and these included:

- ▶ 61 people invited to attend the Employability Programme, and another 13 on the waiting list
- ▶ 22 people referred to ESOL Provision
- ▶ 18 people offered alternative support (e.g. due to being unable to attend the dates)
- ▶ 5 people joined the 'Hidden Talents' programme as they had previous care experience or held a registered nurse qualification in their country of origin. They will be interviewed and offered a Clinical Support Worker role or opportunity to join the Apprentice Clinical Support Programme.

Following the completion of the Employability Programme 50 job applications were received, with 23 candidates offered a role within Estates and Facilities and a further five candidates offered roles as Clinical Support Workers within LTHT.

What happened next?

Leeds City Council's Skills and Employment team collecting information regarding the outcomes for those people who undertook the ESOL course

or received one to one support to assess its full impact on local communities. However, following the success of the pilot and review of its detail, the programme is being refined and expanded to:

- ▶ Widen promotion into other deprived areas of the city
- ▶ Run 3 programmes per calendar year
- ▶ Incorporate the programme into NHS recruitment practice for Estates and Facilities roles
- ▶ Limit the number of candidates to the assessment centre to 25 per programme

A second programme started with an information session held at the end of August 2019 and attendance at the NHS Assessment Centre in October, and three information sessions have been delivered in Lincoln Green, Clifton and the

Nowells and Beeston. The combined results from this Programme and the pilot are 180 individuals attending 'taster events', 97 invited to attend the NHS employability programme, 79 job applications received, and 49 people (62%) offered a job role - 43 with Estates and Facilities and 6 as Clinical Support Workers.

The next programme will start in February 2020, with a continued focus on deprived wards in the City (specifically Burmantofts and Richmond Hill, Beeston and Holbeck and Hunslet and Riverside).

Inclusive Anchors Domains:

Corporate & Civic – act as champions for collaboration

Employer – recruit in ways that help local people to secure jobs



CASE STUDIES

LEEDS TEACHING HOSPITALS NHS TRUST – EXTENSIVE AND INCLUSIVE APPRENTICESHIPS

At a glance

Leeds Teaching Hospitals Trust (LTHT) is the highest ranking NHS employer of apprentices – it has employed 2,000 apprentices since 2010, and 18% of new starters at the Trust are now apprentices. It has used apprenticeships to help fill vacancies and to enable progression, and offers a wide range of opportunities, including innovative and inclusive approaches.

The apprenticeship offer and nursing in focus

Faced with major recruitment challenges, LTHT has harnessed apprenticeships both as a vehicle to attract new talent and to establish career pathways for existing employees. Apprenticeships are one of several tools which help it to fill vacancies, create new roles, enable staff development opportunities, and ultimately ensure quality patient care. The Trust is now running over 30 different apprenticeships from Level 2 to Level 7, and took on 570 new apprentices in 2018/19.

The Nursing Career Pathway is a good example of the approach. LTHT worked with local providers and universities to create the UK's first Registered Nurse apprenticeship, including entry criteria and routes into the programme, to enable new recruits and existing LTHT support staff to commence nursing careers. The pathway offers the opportunity to come into the Trust with no experience or qualifications, to 'learn while you earn', and achieve Registered Nurse status in around 7 years. The pathway continues to expand and is enabling the Trust to offer previously unobtainable progression opportunities and routes into the NHS, with guaranteed jobs on successful completion at each stage.

Outreach and Inclusion

Reflecting its values, and to widen participation, diversity and inclusion are built into the Trust's apprenticeship strategy. Mechanisms to achieve this include:

- ▶ an in-house assessment centre which selects recruits based on fit with 'Leeds Way' values
- ▶ employability programmes to support individuals who may face barriers to employment (including care leavers, the long term unemployed and refugees) to be successfully recruited
- ▶ Over 200 Healthcare Ambassadors who visit schools to promote apprenticeships, primarily in disadvantaged areas
- ▶ Learning mentors and pastoral support for entry level apprentices (and support for managers)

Results

The Trust recruited 596 apprentices 2017/18 - double the intake in the previous year - and a similar level was sustained in 2018/19 (570 apprentices). Of over 2,000 apprentices employed since 2010, more than 1,000 still work at the Trust, and retention rates are nearly three times higher than the UK apprentice average. Cost pressures apply in relation to Apprentice Nurse and Nursing Associate salaries, but the Trust believe that its investment makes staff feel valued and will engender loyalty and staff retention and lead to fewer nurse vacancies and enhanced patient care.

In 2018/19 LTHT invested almost £1.2m of Apprenticeship Levy in recruiting and developing new and existing staff. This compares to a Skills Funding Agency estimate that every apprentice working in healthcare brings a productivity rise of £5,500 – equivalent to over £3m for 570 apprentices in 2018/19. Other benefits include savings on recruitment and admin agency costs, and a contribution to dramatic improvements in Care Quality Commission assessments which moved from 'improvement needed' in 2015 to an overall Good with a number of areas highlighted as Outstanding in 2018.



CASE STUDIES

LEEDS CITY COUNCIL - DRIVING SOCIAL VALUE THROUGH PROCUREMENT

Leeds City Council adopted a new Procurement Strategy (2019-2024) in June 2019 and are introducing new approaches in line with this, supported by its Procurement and Commercial Services section. One of the strategy's five key elements is focused on Social Value, whereby the council will "seek to improve economic, social and environmental wellbeing from our contracts" at no extra cost.

The Council already has a track record in using procurement and planning obligations to gain employment and skills and social value benefits, for example through:

- ▶ supporting local firms and small businesses (e.g. by dividing large contracts into smaller 'lots')
- ▶ requiring contractors to provide work experience and training opportunities
- ▶ creating and preserving job and apprenticeship opportunities
- ▶ promoting better employment standards and payment of the Real Living Wage

The new policy will raise the bar further by requiring consideration of social value in all contracts, and specifically in relation to four areas:

- ▶ employment and skills;
- ▶ the environment and climate change;
- ▶ education; and
- ▶ asking suppliers to consider what else they can do to be 'social entrepreneurs' in Leeds.

Implementation and the Real Living Wage

To give the policy bite, Social Value Guidance for Leeds City Council commissioners has been developed to encourage commissioners to evaluate Social Value commitments as part of the tender process for all contracts valued above £50,000, with a weighting of at least 10%

suggested. It is recognised that Social Value is complicated to measure, however, KPIs are being developed to help do so, along with proposals on how to incentivise delivery of commitments by contractors, e.g. financial deductions for non-performance.

While the Council cannot legally require that all contractors pay the Real Living Wage (as set by the Living Wage Foundation) it will work closely with, and explicitly encourage, businesses to pay the Real Living Wage to all their employees as a minimum, as the Council has done itself since April 2018.

Social Value Example – The Leeds Ten Schools Primary PFI Project

QED is Leeds City Council's private sector partner procured through a long term PFI partnership to construct new schools during 2004/2005 and deliver maintenance, lifecycle, caretaking, grounds maintenance and cleaning services until 2031. During the contract, QED has collaborated with the Council to go beyond contractual requirements and realise Social Value that benefits school pupils and local communities. Examples of this have included:

- ▶ Local spend and labour – 85% of annual spend has been with SMEs within 15 miles of Leeds
- ▶ Voluntary activity – e.g. giving employee time to deliver projects for schools such as a learning garden/vegetable patch, sponsoring a football tournament, and projects to tackle period poverty
- ▶ Environmental improvements – that save money and reduce emissions, such as installing greywater recycling systems and LED lighting, and using local suppliers to reduce food miles
- ▶ Supporting communities – e.g. by initiatives to help families in poverty to buy basics, to support homeless people, and to help young people build basic skills and work experience.



CASE STUDIES

LEEDS CITY COUNCIL – ACTIVE LEEDS

Based on a vision for Leeds to be the best city to be active in, Active Leeds brings sport and physical activity provision to the people of Leeds on behalf of Leeds City Council. As well as overseeing the running of all city council leisure facilities and the services in them, the team delivers programmes across the city to enable active and thriving communities and positive experiences that increase levels of physical activity and in turn reduce health inequalities, including by working in the city's most deprived communities and with under-represented groups.

The team's "Get Set Leeds" project addresses an identified gap in the corporate health and wellbeing market. Drawing on Active Leeds' offer, 10 partnerships have been created with large employers in the city including John Lewis, Marks & Spencer, Npower and Arla. The team works with businesses to understand their drivers, analyse their current health and wellbeing position, gather insights into staff behaviours, and then support co-production of physical activity based solutions.

The Active Leeds team delivered "Fit 4 Peak" at John Lewis' Leeds Victoria and Logic Park, based on a business objective to tackle inactivity, build awareness and raise overall health and wellbeing of partners. Working with the team for over a year, activity has included a range of engagement events and interventions such as social running groups, BoxFit, PING, Store Yoga and Wake Up Shake up mornings, and showcasing the range of provision that exists across the city. The team also carried out health checks with partners and ran motivational interviewing sessions where partners were offered a confidential consultation with a health professional. Alongside this, a pledge scheme was launched encouraging partners to make a commitment to becoming more active.

Sam Blevins (John Lewis Clinical Lead) commented: "We have worked in partnership with Active Leeds for over a year now and the support and enthusiasm is infectious, they have supported us with after work activities, updated

us on city wide initiatives and attended wellbeing events engaging with our partners in a friendly and supportive way. What really makes them stand out to us is their can do attitude and the feeling that they really do care about the health and wellbeing of our Partners, looking forward to many more collaborations in the future keep up the good work."

Similarly, at npower, the team created a partnership and pathways into Active Leeds programmes to support an active and healthy workforce during a period of corporate restructuring. This involved co-design of interventions based on outcomes of employee focus groups, with regular activity now in place including Thai Chi, walking and health checks. npower employees now better understand the benefits of getting active and have a range of tools both in house and in their own communities to support them on this journey. The project has reached 1,500 people who now can receive information on local physical activity opportunities through their internal communications system.

The success of this approach is multi-faceted. On one hand, the city has a route to upscale and promote its interventions to secure and extend improved health and wellbeing outcomes by engaging more people in the city's activity offer, influencing travel behaviours, supporting corporate social responsibility, and co-producing solutions with businesses and residents; whilst at the same time building new revenue streams through a consultancy service offer. On the other, individuals and businesses have clear access to a gateway to meet their health goals. Outcomes reported by participating businesses and employees include increased productivity; improved physical and mental wellbeing, confidence and self-esteem; reduced mood related sickness and absence; happier, healthier workforces; and shifts in travel behaviours.

Inclusive anchor domains: Employer – support mental and physical health and wellbeing.