Harnessing the power of anchor institutions – a Progressive Framework

This document provides a Progression Framework to help organisations to capitalise on their power and role as an inclusive anchor institution. It is designed to set what being an inclusive anchor means in practice, using five 'dimensions' to describe this and to then show against each why it matters, what difference it can make, what sort of things anchors can do to affect change.

It acts as a tool for organisations to use to self assess where they are now against each dimension, and to then to support them in deciding where they want to be and the actions they can take to get there. It does this by using four-steps – from basic start point (level 1) to best practice (level 4). It combines high level summaries aimed at decision and policymakers and a depth of detail aimed at practitioners and specialist functions.

West Yorkshire Combined Authority

Leeds CITY COUNCIL

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What is an anchor institution?

Anchor institutions are big and locally rooted organisations like councils, FE colleges, universities, hospitals and big businesses with local HQs. Because they employ many people, spend substantial amounts of money, own and manage land and assets and often deliver crucial services, they have a weighty impact on local communities and economies. And as they have a long history in their places and are unlikely to move, they are intrinsically connected to them and are pivotal to their success and wellbeing.

In addition, smaller community organisations, often in disadvantaged neighbourhoods, can act as 'community anchors' in their own areas. These have a positive and lasting local presence, support local communities and connect their residents to opportunities.

Why do they matter and what can they achieve?

Because of their size, 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. The way in which anchors run their businesses, deliver services, buy goods and interact with other local organisations and the community can add significantly to local employment, business growth, skills, incomes, health and wellbeing. It can help places to thrive and become places where people want to live and businesses want to invest, setting them on a path to long term success and shared prosperity.

How can anchor institutions make a difference?

There are lots of ways in which anchor institutions can act. These will vary in emphasis and over time for different organisations. However, there are five areas of activity where all anchors can make a difference:

- As an **employer** – policies on recruitment, pay & conditions, progression and health can support inclusion goals and lower paid workers – and help organisations to recruit and retain staff and fully tap the talents of their workforce

- Through **procurement** of goods and services – which can be designed to 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' across their own ethos, planning and actions, and work with other anchors to systematically share good practice, help each other succeed, and deliver enhanced positive impacts for their people and places.

What does it mean to be an inclusive anchor organisation?

Areas for action

Dimensions	Themes	Anchor institutions can…
Employer	• Recruitment • Pay and conditions • Training, development and progression • Healthy workplaces	• Recruit in ways that provide equality of opportunity and maximise scope for local people to secure good jobs • Pay the living wage, and go further to support people in stretching take home pay, e.g. via pensions, non-pay benefits and poverty proofed HR policies • Commit to lower paid staff reaching their potential via inclusive personal and professional development, flexible working, transparent progression pathways and excellent management • Support mental and physical health, e.g. via facilities, policies, culture, advice
Procurer	• Local supply chains • Social value from procuring goods and services	• Engage with local suppliers and increase the proportion of spend with them • Use procurement processes to deliver social value, e.g. for communities, employees, environment
Bricks and mortar	• New development • Best use of land and assets	• Procure developments in ways which create local jobs, skills and apprenticeships, with focus on young people and those facing disadvantage • Design buildings/spaces to create vibrant places with community, health and environmental benefits • Enable access and use by local communities
Service delivery	• Core service delivery and disadvantaged communities • Links to community anchors	• Design and deliver services so that they reach and benefit disadvantaged communities • Work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities
Corporate and civic	• Internal anchor ownership • External civic role and partnerships	• Recognise the organisation as being an anchor, then embed inclusive anchor dimensions into organisational vision/mission, values, culture/communications, behaviours, leadership, corporate planning and budgeting • Champion anchor collaboration, take civic responsibility, learn, share, promote the services of other anchors, lead by example

Anchor action: employer

What does it cover?

- This dimension is about what anchors can do to provide good jobs for all their employees, and in particular those who work in lower paid roles. It covers how anchors recruit, the pay and conditions they provide, the training and development they offer and the emphasis they place on health and wellbeing.

Why does it matter and what can it achieve?

- 'Good' jobs are defined by decent income, fair terms and appropriate flexibility and security; where effort is recognised and rewarded, and where people have the opportunity to learn, contribute, progress and work in a safe and healthy environment. Given the numbers of people that anchors employ, providing good jobs has the potential to reach and make a positive difference to the lives of many thousands of people, and go on to benefit their families and the communities they live in

- Good jobs are good for business too. They help to attract and retain talented people; reduce levels of sickness and stress; and boost staff engagement and morale. They can underpin competitiveness and help drive productivity gains that in turn lead to higher wages

- Low pay is a feature of our national labour market. Today, eight million working-age adults live in poverty, earning too little to make ends meet and relying on in-work benefits. There is much more employers can do – at little or no cost – to help their lower-paid workers to stretch their take-home pay. Tackling low pay in turn enables increased spending, and as such, and has a positive impact on the local economy.

What types of things can anchors do?

Recruitment

- Reach out to a wider pool of candidates and think innovatively about how to support these people to secure roles then monitor and track your success in doing so

- Find ways to recruit a diverse range of apprentices, using pre-apprenticeship support, paying a decent salary and offering clear onwards progression

- Commit to making more quality part time and flexible jobs available at all levels and use it to attract and progress the best talent.

Support people to stretch their take home pay

- Become an accredited Living Wage Foundation employer, or if not immediately possible, plan to move towards it or pay a local Living Wage

- Target pension take-up amongst lower paid staff and help people to access good financial support

- Provide a non-pay benefit package that helps to reduce the cost of living then make sure it is widely communicated and accessible not solely via IT.

Training, development and progression

- Make opportunities accessible to all. Do this by creating and communicating clear progression pathways. Use tools such as redesigning roles to be shared or flexible, job rotation and softer skill development to help people build confidence. Back this up with excellent, open leadership and management and recognition of great work.

Health and wellbeing

- Make the physical and mental health and wellbeing of staff a priority, provide facilities or support at work to do that, and develop a culture of care.

Progression framework: employer

Anchors can...	Feature	1	2	3	4
a) Recruit in ways that minimise discrimination, provide equality of opportunity and maximise scope for local people to secure good jobs	Methods of recruitment	Meets legal requirements of Equality Act 2010 preventing against unlawful discrimination	Some additional efforts made to draw attention to roles from a wider pool of candidates	Clear job descriptions that welcome all applicants, advertised in accessible formats and wide range of outlets, removal of specific information from applications to avoid bias	As 3, plus targeted local outreach and work with local partners to reach potential candidates, offer work experience opportunities, innovative interview techniques, targets set for diversity in recruitment at all levels and regular reflection on success. Use Equality Impact Assessments
	Nature of apprenticeship offer	No or minimal action, pay National Apprenticeship Minimum Wage	Standard offer, but with some extra allowances (e.g. for travel) and wage progression over time	Pay at least National Living Wage, with wage progression reflecting role and experience. Ethos of investment in future workforce, commitment to quality training and mentoring	As 3, but with pay at Foundation Living Wage level or above and with same terms and conditions as wider staff. Diverse routes for engaging, recruiting then supporting candidates in targeted communities and cohorts e.g. offering part-time apprenticeships. Celebrate success
	Flexible working	No policy in place and any instances of flexibility are isolated and 'earnt'	Some flexibility, but discretionary and not applied evenly across organisation or roles	Flexible working more widely spread, specific goals to open up more jobs to be quality part time and flexible working	Specific policy to use flexible working at all levels to attract and progress the best talent, advertised as this at point of hire, monitored and targeted

Anchors can...	Feature	1	2	3	4
b) Pay the living wage and then go further to support people in stretching take home pay	Living Wage	National Living Wage employer	As 1, but taking action to raise pay of staff below Local or Foundation Living Wage	Local Living Wage employer (i.e. significantly above National Living Wage, but below Foundation Living Wage, based on local circumstances/ living costs)	Accredited Living Wage Foundation employer
	Pensions	Auto-enrolment to workplace pension for those staff who are legally eligible	As 1, with some proactive communications on the benefits of saving	Review of pension information through low pay perspective, proactive communication of benefits and options	Analysis of low take-up groups, targeted focus on enrolment (including for casual workers) including at point of contract, shared practice, use of technology to demonstrate value, work with Credit Union to deliver good financial education
	Non-pay benefits	No package in place	Standard package, open to all staff	As 2, but proactively communicated, mainly via staff intranet, use of technology to demonstrate value. Some effort to include elements that benefit low paid staff and to promote these	Package explicitly designed and procured to support lower paid, shared practice, reinvestment of salary sacrifice savings in benefits for lower paid, active engagement to drive take-up and design offer going beyond IT systems where necessary
	Contract types	No or little consideration of social impact in determining contract types	Zero hours contracts generally avoided but with contingent temporary/casual workforce used	As 2, plus focus on shift to more secure contract types. Better planning of work schedules and notification in advance. Engagement with workers/unions in agreeing contract types and conditions. Pay for all hours worked, including additional time.	As 3, plus no use of zero hours contracts unless mutually favoured, agency / casual workers protected from effects of low pay and used as a route to more stable employment where relevant, no use of exclusivity clauses or 'false agencies', poverty-proofed HR, work with supply chain, paid time off and sick pay. Autonomy within roles encouraged and scope to vary work explored

Anchors can…	Feature	1	2	3	4
c) Commit to lower paid staff reaching their potential	Training, development and progression	No or limited provision in place and generally focused in and above mid-level roles	Ad hoc training, including but not specifically targeted at lower paid roles and at this level typically focused on skills needed to do the current job. Internal jobs advertised.	Skills enhancement opportunities targeted at lower pay bands including provision for basic (ESOL, literacy and numeracy) and softer/transferable skills and delivered so as to avoid barriers to access, e.g. shift patterns or location. Internal progression supported and encouraged. Skills recognised as central to driving productivity	As 3, with strong communication of offer and its links to progression. Inclusive strategy for personal and professional development in place to attract and retain talent with delivery via a range of solutions including via Unions. Poverty proofed HR policies and a focus on reducing institutional barriers. Use of specific tools e.g. functional flexibility, skills matrices, job rotation, career pathways, coaching, celebrating success
	Leadership and management	No or limited provision in place	Systems in place for developing leadership and management at top end of organisation and with ad hoc application	Awareness of need for leadership and management spread throughout organisation. Efforts being made to ensure even application via corporate set of leadership expectations, monitoring of consistent application of HR policy. Some element of good practice adopted	Even and visible use of leadership and management to build positive work environments and open communication at all levels of the organisation, where effort is recognised and there is focus on engendering pride, trust, teamwork, values, confidence, wellbeing, management performance assessed, Use of specific tools to assist progression, improve job quality, boost wellbeing and performance, excellent use of communications to connect lower paid staff voice to management
	Measuring performance	No or limited provision in place	Performance management system in place but ad hoc in its application and not used to its potential	Regular appraisals to assess performance, progress towards agreed goals and development opportunities	As 3, but actively connected to corporate values and competencies and to progression and development with use of innovative tools in communicating, acknowledging, rewarding high performance

Anchors can…	Feature	1	2	3	4
d) Support mental and physical health through facilities, policies, culture, advice, etc.	Supporting physical and mental health, wellbeing and resilience	Statutory requirements in place	Health, safety and wellbeing included in induction and monitored, plus sporadic training. Some positive policies in place, such as return to work policy to prevent presenteeism, taking breaks, promotion of national campaigns	As 2, but with senior management buy-in, staff engagement and positive policy and practice in place. Alignment to training, and encouragement of behaviour change, e.g. showers and secure cycle parking places to encourage exercise, access to mental health support, positive/pleasant work environment	As 3, with health and wellbeing prioritised and ambitious policy or charter in place. Positive corporate culture, embodied by leaders. Health & wellbeing offer for all that is widely communicated and targeted. Environment that supports healthy choices and physical activity, including excellent facilities for cycling and exercise. Pride in being a caring and supportive employer, with workplace health related campaigns/activities; provision for health and eye tests; and signposting and assistance for wider support (including financial wellbeing)

Anchor action: procurement

What does it cover?

- This dimension is about what anchor institutions buy. It covers the goods and services they procure, the processes they use to do this, and how they engage with suppliers. Many of the same principles apply to procurement of infrastructure, but as that is a bit different and about physical assets, it is covered under the 'Bricks & Mortar' dimension that follows instead.

Why does it matter and what can it achieve?

- Decisions about what to buy, how it is bought, and who it is bought from can make a surprisingly big difference to local areas

- Buying more from local businesses (or social enterprises) will help them to survive, grow, employ more people and pay better wages. Over years, this recirculation of money in the local economy can amount to many millions of pounds and help meet local goals on jobs, apprenticeships, incomes and community wellbeing

- It is also possible to design the specifications for what you buy, and the processes for choosing and engaging with suppliers, to take account of your organisation's goals on the community, environment and economy – summed up as 'social value'. This will help make the most of your money by directing it to suppliers who can deliver goods and services at the required price and quality and advance your wider social value goals

- Doing all of this involves some technical work on policies, specifications, tender scoring systems, monitoring processes, etc. It takes time and there are some rules and limitations to stay within. But it is wholly possible and has succeeded elsewhere. Get the detail right and there are big dividends that can be reaped.

What types of things can we do?

Local supply chains

- Monitor your spending using a consistent and comparable method so you know how much you are spending locally, can track change and benchmark with others

- Help SMES with cash flow by insisting that your suppliers pay subcontractors promptly, and by splitting big contracts into smaller lots to make it easier to bid for them

- Communicate with potential local suppliers so they know what opportunities are coming up, how to bid, and what you expect of them (e.g. on social value)

- Identify key areas of spend where there are no or few local supply options, and see if new enterprises or groups of local firms working together can close them.

Social value

- Adopt a social value policy, build social value into most or all contract specifications, and award a significant proportion of tender scoring (e.g. 15%+) based on this

- Include fair pay and conditions for workers as one of the scored criteria – covering points such as the real living wage, skills/progression and good employment practice

- Include wider criteria such as social/community, health and environmental impacts and benefits and include clear criteria and goals on these

- Monitor and enforce the implementation of the actions that contractors said that they would deliver, and track and share any wider good practice by suppliers.

Progression framework: procurement

Anchors can…	Feature	1	2	3	4
a) Engage with existing and potential new suppliers and increase the proportion of spend with local suppliers	Monitor/analyse local spending	No or minimal action	Sporadic analysis of % local spend	Annual analysis of local spend using consistent methodology	As 3, plus analysis benchmarked against other localities and stretching targets set to increase local spend
	Enable SMEs to submit proposals	No or minimal action	Pay contractors promptly; very large contracts sometimes broken into lots	As 2, plus clauses on prompt payment of subcontractors; large contracts often split into lots, avoidance of complex application forms/processes	As 3, but large contracts *routinely* split into lots; SMEs engaged in designing standard application processes, and fast payment of all suppliers/ subcontractors
	Engage with local suppliers on contract opportunities and requirements	Local suppliers invited to tender, but no more so than others	Basic or ad hoc communication of some contract opportunities to local suppliers	Proactive and routine engagement with local suppliers to communicate opportunities and identify their current SV (good) practice	As 3, plus sessions and advice for local suppliers on SV and other requirements and how to meet them
	Identify and address local supply gaps	No or minimal action	Ad hoc identification of areas of spend that lack local supply options	Thorough analysis of main local supply chain gaps	Plug large local supply chain gaps by connecting businesses, helping relevant SMEs to expand, or supporting new social enterprises

Anchors can…	Feature	1	2	3	4
b) Use procurement to deliver social value (for communities, employees, environment)	Apply SV goals and scoring widely in competitively tendered contracts	Usually only included when legally required (EU threshold+) with just a few exceptions	Not systematically applied, but included in most contracts of £100k+	Systematically applied to all contracts above £50k with just a few exceptions	Systematically applied to all contracts above around £20k
	% of total marks allocated to SV in scoring of tenders	Less than 5%	5%-9%	10%-19%, often with some factors also core requirements of contract	Always 20%+, with some elements also covered in core requirements /subject matter of contract
	Coverage of workforce issues – employment, pay and conditions	No specific criteria or scoring of workforce issues (e.g. real living wage, fair conditions, progression, health)	Part of overall SV criteria – taken account of in scoring at a general level but not singled out	Specific goals/scoring on workforce pay & conditions, including reference to real living wage, contracts, training and progression. Local job/apprenticeship opportunities sought where work will be done locally.	As 3, but payment of real living wage sought as far as legally possible (e.g. in contracts where budgeted for or through seeking prices with and without living wage compliance). Specific and strengthened clauses on recruitment in and around the area for contracts that require local work
	Coverage of wider social, health and environmental issues	No specific criteria or scoring of social, health and environmental issues	Identified within SV criteria and taken account of in scoring at a general level	Specific goals and criteria set out and scored on social/community benefits, health and environmental good practice	As 3, but with more stretching specifications and a wider range of specific goals cited under each of the main categories (social/community, health and environment)

Anchors can…	Feature	1	2	3	4
	Extent and nature of supplier engagement (with new and existing suppliers)	No or minimal action	Communication of SV requirements in contract information, ad hoc engagement with suppliers on SV	Engage with suppliers for larger new contracts to communicate SV requirements. Engage with existing suppliers to identify current SV (good) practice	As 3, but done for all significantly sized contracts, and with sessions for potential and current local suppliers on how to meet SV requirements and to discuss what they can do to go beyond their current (good) practice
	Monitoring and enforcement	No or weak monitoring and enforcement	Some monitoring and reporting of delivery, but not systematic. No follow up if SV actions are not delivered	Regular monitoring and reporting of delivery of SV in all relevant contracts. Consequences for non-delivery specified in contracts	Strong and systematic monitoring for all contracts, with evidence of delivery sought and verified. Reporting of benefits at senior level at least annually. Enforcement with penalties for non-compliance

Anchor action: bricks and mortar

What does it cover?

- This dimension is about the physical assets that anchor institutions own or control, base themselves in, or manage. It includes buildings, land and other facilities and invites anchors to think about how they can maximise inclusive growth, community, health and environmental benefits when they specify, design and procure these assets. It also covers how land and built assets are managed and the ways in which they can benefit local communities, help the environment and create great places.

Why does it matter and what can it achieve?

- The design specification and location choices for buildings, spaces and other infrastructure can make a massive difference to how accessible and well used they are by communities, especially ones where poverty is common. They can support or hinder physical activity and mental health and wellbeing. They can make environmental impacts positive ones and create attractive buildings, spaces and places. That can bring benefits for inclusion, health and wellbeing, profile, perceptions and investment

- A well-designed procurement process for new infrastructure can create opportunities for local people, including those who have not been in work, to secure a job or apprenticeship. It can encourage construction companies to engage with schools and colleges, subcontract with local businesses and set high environmental standards

- Opening up assets for community use can provide hubs for people and groups to meet, run sessions or do activities such as education, training, sport and leisure. It can strengthen communities and help people to be active and groups to make a positive difference. There is also potential for widening income streams, and if asset transfer and community ownership is involved, to turn potential liabilities into community hubs and thriving resources.

What types of things can we do?

Design and procurement of new infrastructure and developments

- Design and commission new infrastructure with inclusive growth, community and the environment in mind – including location, access, attractive design and usability

- Go beyond standard procurement good practice (see 3) by adding clauses that are specific to the opportunities provided by big construction projects – e.g. minimum requirements for new job opportunities accessible to local and previously unemployed people, enabling local subcontracting, and links to local schools/colleges.

Management of existing buildings, land and other assets

- Adopt good environmental practice and management systems, and retrofit assets to improve their attractiveness, enhance green infrastructure and enable active travel

- Widen the extent to which local groups and communities can use buildings and spaces for enjoyment or positive uses

- Encourage the sharing of resources/facilities, involve communities in managing and maintaining assets, and take opportunities to transfer assets to the 3rd sector where this would improve their use and strengthen communities

- Work across locality to develop shared anchor asset strategies e.g. looking at the assets of a hospital, university, local authority and planning how they can best be used for the benefit of the economy, people and places.

Progression framework: bricks and mortar

Anchors can…	Feature	1	2	3	4
a) Design and procure new development in ways which deliver social value and local benefits *NB: procurement and supply chain aspects are in addition to those in the 'Procurement' Dimension*	Use procurement to create jobs and skills benefits from the construction and end use of large developments	No additional requirements set out (on top of those under Procurement - section)	Ad hoc approaches to specific contracts, to create local job/ apprenticeship opportunities	Contract requirements to create local work opportunities for all large construction projects (e.g. 12 months+, £1m+ in value) included within contract core subject matter	As 3, but applied more widely – contracts of £500k+, and to end use of developments as well as design and building work
	Put focus on those who most need work and skills – e.g. unemployed people and those leaving education	No requirements or specific emphasis on these groups	Encouragement and ad hoc measures to reach this audience, but no specific requirements or incentives to do so	Specific focus on this and minimum requirements for employment of 'first job opportunity' workers / 'new entrant trainees' – e.g. 26-person-weeks per £1m of spend	As 3, plus supply side and brokerage mechanisms to help developers recruit from this group locally, and higher person weeks targets applied (e.g. 52 person-weeks per £1m and more for labour intensive contracts)
	Build high environmental standards into design spec and procurement	Industry standard – typically BREEAM 'Pass' or 'Good'	BREEAM 'Very good'	BREEAM 'Excellent'	BREEAM 'Outstanding

NB: BREEAM is the main UK Environmental Assessment Method for buildings. It covers energy, materials and waste, water, transport, pollution, health & wellbeing, management and land/ecology/green infrastructure

| | Design new buildings/ spaces to maximise benefits for local and deprived communities, and involve them in the process | No or minimal community use or benefits considered or designed in | Modest community access to facilities designed in. Some consideration of access for disadvantaged and diverse user groups | A good level of community use/access designed in. Access for disadvantaged and diverse users and communities integrated into decisions on specification and location | Designed as a multi-use facility to benefit many users and communities, including disadvantaged ones, and to bring diverse communities together. Effective engagement with intended users to help guide design process |

Anchors can…	Feature	1	2	3	4
b) Manage land and physical assets to maximise local benefits	Good environmental practice, management and improvement	No or minimal action beyond basic requirements	Environmental policy and measures in place, but not good practice and year on year improvement in outcomes not demonstrated	Strong environmental policy, environmental management system (e.g. ISO 14001) adopted, good practice measures in place and outcomes improving annually. Some retrofit to enhance assets/spaces	As 3, but with ambitious policy (e.g. carbon neutral aim), best practice implemented in a number of areas, and active sharing/communication of this. Active retrofitting to enhance buildings and green infrastructure and community use, joined up with civic or local masterplans
	Enable community access, use and management of assets	No or minimal action beyond basic requirements	Modest level of community access to facilities. Some effort to enhance access/ use by disadvantaged and diverse user groups	A good level of community use/access evident, including disadvantaged and diverse users, and with communication of available facilities to target groups. Small scale community involvement in managing assets and transfer of assets to 3rd sector groups	As 3, plus work to use facilities to bring communities together; and to involve local communities and users in how assets are managed. Proactive communication of opportunities to disadvantaged and underrepresented groups. Transfer of a good number/scale of assets to the 3rd sector, and projects to encourage sharing of resources
	Strategic land and asset planning	No interaction with others in locality	Some discussion with neighbouring land and asset owners	A good level of cooperation with neighbouring land and asset owners to help open up space and promote an area	Proactively participate in strategic partnerships as part of masterplanning and place shaping to align development and use of land and assets and maximise the impact of investment for the betterment of places and inclusive growth

Anchor action: service delivery

What does it cover?

- This dimension is about how anchor institutions deliver their core business. It will differ depending on the type of institution you are, so the content here is general in nature. The detail relating to specific services is not included as that needs to be tailored to the service in question. But the principle is the same – are you going about your business in a way that delivers the best possible inclusive outcomes for the economy, people and places you serve?

Why does it matter and what can it achieve?

- This is best demonstrated through an example such as healthcare. A local hospital exists first and foremost to treat and care for people, including high numbers of people from its immediate community. As demand for its services grow, the hospital has a vested interest in understanding the determinants of health in its local area. We know that too often this pressure is borne through the growing gap between the best and worst off. Being poor or living in poverty unequally affects your health

- From an anchor perspective, the hospital can think about how it can use its size and scale to shape these determinants, allowing it to intervene earlier to help transform the lives of those who experience poorer health outcomes. As well as via its hiring and purchasing, fully understanding the make-up of the local community, allows for more intelligent design, delivery and targeting of services. Aligning the hospital's interests with those of its community is a win-win scenario

- It follows therefore that aligning across anchors also makes sense. So, how can a hospital work with a Combined Authority to better line up transport services to make sure certain groups can easily access the care they need; or how can it work with a college to better promote health and wellbeing; or how can it work with a university to create the conditions for business growth in the healthcare supply chain that go on to provide more and better jobs for people in the community?

- Anchors must be innovative in their partnerships. Community anchors have a rich track record in reaching people and communities that big agencies often struggle to get to. Partnering on this basis can extend impact across many policy areas, and across the lives of many. It can also in the long term manage demand for public services by building community capacity and resilience and creating opportunities to deliver services differently.

What types of things can we do?

Design and deliver core services so that they reach and benefit disadvantaged communities

- Know your place and your audience/service users and their needs, including communities facing poverty and disadvantage

- Use this intelligence in setting strategy and the design and delivery of services then monitor take up and impact, especially by those in poverty and disadvantage

- Work with other anchors to co-design, simplify and streamline solutions that will extend your reach and impact, and deliver multiple outcomes more effectively

- Communicate widely and make your services real to people.

Work with community anchors

- Recognise and draw on the reach/influence of community anchors, and tap into their ability to communicate, broker dialogue and facilitate community-led solutions

- Support them to be the best they can be, maximising their role as a driving force for community renewal and social change in geographically defined neighbourhoods

- Connect community anchors to the strategic debate and formalise the relationship so they can influence the decisions that affect their communities.

Progression framework: service delivery

Anchors can…	Feature	1	2	3	4
a) Design and deliver core services so that they reach and benefit disadvantaged communities	Knowing your place and service users, including those facing poverty and disadvantage	Little intelligence on diversity of need, difficulty identifying and reaching different groups and places as a result	Some mining of data to generate a high level picture of need and some segmenting of approach as a result	Ready access to reliable data, info and baselines with target groups and communities mapped and fed into strategy for service delivery	As 3, with wider techniques employed to gather intelligence, targeted consultations to identify need and barriers, refreshed regularly to understand how needs change over time
	Reviewing service delivery to reach and benefit diverse and disadvantaged communities	No review or targeting of activity, universal provision	Universal provision but with some additional efforts to communicate offer and then support specific groups	Evidence based review of activity and delivery and enhancements to offer made as a result, strong communication and case studies of success making service relevant to different lives, use of non-standard venues	As 3, with co-design of services used, regular review of take up and outcomes, innovative use of diverse communication channels including trusted community intermediaries, extensive multi-agency partnership working to connect services and align priorities and links to mainstream services
b) Work with local 'community anchor' organisations to better deliver and gain uptake of services, especially by disadvantaged communities	Embedding joint working	No joint working, reluctance to share or collaborate	A number of links and projects with community organisations, but somewhat sporadic	More comprehensive, strategic and ongoing partnership working with local groups to better reach disadvantaged people and places; volunteering, engagement and community assets considered as part of this	As 3, with long term evidence based strategic ambition, shared delivery objectives and policy in place. Regular sharing of information and referrals, and a one-stop-shop style of joint working to connect services. Focus on developing long term financially viable community capacity

Anchor action: corporate and civic

What does it cover?

- This dimension has two angles. Firstly, it is about recognising yourself as an anchor and then translating that into how you run your organisation from your corporate vision and values, to your investment priorities. Secondly, it is about how you apply your position and role as an anchor in the wider place in which you are based, considering how you interact with other anchors to share good practice, help each other succeed, and to collectively make your places better ones.

Why does it matter and what can it achieve?

- First an institution needs to recognise its own anchor potential. Often, and by the nature of its business, it will already be doing many things that are helping the local economy, people and places. This is not about starting from scratch. In many cases it will be about refining existing activity. In others it will be about spotting scope to do something new or different. Either way, what matters most in many ways, is the internal reflection that gets you there

- This is fully realised when the organisation then makes a conscious commitment to embedding anchor thinking into corporate mindset and priorities, from senior leadership to key positions throughout the organisation to the core culture, values and behaviours all staff believe in and demonstrate

- In this way, anchors can act as testbeds for new ways of doing things to support better outcomes for the local economy, people and places. They can take this learning, experience and practice and use it to influence others to do the same. That might be across all anchors in one place, or across a wider geography. This can rapidly multiply impact and drive a powerful positive agenda for change

- Better relationships at all levels between large and smaller community based anchors can only be a good thing too – helping to understand challenges, focus effort efficiently where it is most needed, share practice and act at the right scale to make a lasting difference.

What types of things can anchors do?

Make an institutional commitment to being an inclusive anchor

- Reflect internally on where you are on your anchor journey. Define what you want to achieve and what you need to do as a result

- Establish commitment at the highest level, and back this up with the right people in the right places throughout the organisation to deliver

- Rethink your resource allocations to make sure they align with your anchor vision and define the level of social return on investment you want to see

- Make it the norm – build your anchor commitments into your culture, values and behaviours and put the right systems in place to deliver, monitor and track impact

Collaborate with other anchors

- Tell others what you are doing and celebrate the difference it is making to your organisation and the people and places it serves

- Look for opportunities to share practice and learn from others

- Get the right people involved from other anchors in your local area or across a wider peer network and identify the champions who can oil the wheels of change

- Define where working together will deliver greater impact, identify shared issues to address or opportunities to respond to then make a collective commitment to it

- Play to your strengths, recognising the capacity, reach and influence others bring

- Look for early wins to help prove the concept and generate momentum but be patient, this takes time

Progression framework: corporate and civic

Anchors can…	Feature	1	2	3	4
a) Recognise the organisation as being an anchor, then embed inclusive anchor dimensions into organisational vision/mission, values, culture, communications, behaviours, leadership, corporate planning and budgeting	Corporate leadership and commitment	No or minimal awareness of, or commitment to, being an inclusive anchor	Aware of concept, some senior level thinking and discussion about how to apply it, commitment to act but not well embedded or followed through	Good understanding and integration with CSR policy. High level review of opportunities for action, annual consideration of progress at Exec and Board level, lead role and senior responsibility allocated, clear commitment to action and good examples of its impact on decision making	As 3, but with detailed review of opportunities, regular consideration at Exec and Board level, Director level champion appointed backed by a lead role who can delivers it practically and with wider staff/team support, strong and explicit commitment evident which is routinely considered in decision making, clearly making a difference, monitored and reported
	Inclusive anchor thinking evident in values, behaviour, culture and communications	None or minimal	Organisational culture and values/behaviours statements that show some support for inclusivity, diversity and making a positive local impact. Some local volunteering in work time accepted but not encouraged. Reliance on digital communications	Culture and values/behaviours statements in clear support. Open and supportive culture that engages with and looks after those staff facing challenges. Supportive attitude to local volunteering, community links and sharing of learning. Some adaptation of communication tools to better reach lower paid staff	As 3, but with inclusive anchors thinking to the fore. Highly supportive, inclusive, open and respectful culture. Strong focus on bringing out the best in everyone – especially those facing challenges. Local volunteering and community links encouraged and expected, including in a professional capacity. Many employees with links to local organisations. Pronounced learning and sharing culture. Communication style that actively seeks input from all and does not exclude lower paid staff via digital only communications

Anchors can…	Feature	1	2	3	4
	Incorporation into key documents and statements – vision, mission, corporate plan, etc.	None or minimal	Corporate/Business plan includes some content on how the organisation will act – i.e. use its capacity as an anchor to support inclusive growth	As 2, but well developed content within corporate/business plan and inclusive anchor thinking reflected in vision and/or mission statement	As 3, but role and aims as an inclusive anchor as the centre of the organisation's mission and visions and across corporate documents
	Manage financial assets to create positive impacts	Funds and assets managed only on basis of maximum financial gain	As 1, but some investments excluded if in firms with negative societal impacts (e.g. tobacco, environmental damage)	As 2, but positive criteria also set out to support investment that has positive societal impacts and which will still generate a good return	As 3, but with opportunities to invest in local companies, social enterprise and projects explored and exploited where these will also offer good long term returns
	Resource allocations that support impact as an inclusive anchor	Inclusive growth and anchor roles not taken into account in budget setting	Opportunities considered in budgeting, and some modest allocations typically made for supportive activities	Inclusive anchor goals roundly considered in budget setting, with sufficient resources made available to progress priority areas	As 3, but with thorough review of existing and future budget allocations, and inclusive anchors goals a key factor in determining resource allocations

Anchors can…	Feature	1	2	3	4
b) Act as a champion for anchor collaboration, civic responsibility, learning, sharing, promoting the services of other anchors and leading by example	Collaborate with other local anchor institutions (e.g. within the local authority area)	Little connection with other local organisations	Sporadic connections and relationships with a few key partners	Strong connections with many large organisations and community anchors, with some instances of heightened influence and action as a result	Excellent relationships with nearly all large local institutions and community anchors; frequent collaboration to respond to issues, spot opportunities and plan ahead. Significantly enhanced influence and action
	Collaborate and share experience beyond the local area	Little connection with other organisations beyond the local area	Sporadic connections with a few key partners (e.g. peer organisations) beyond the local area. Occasional sharing of learning and practice	Strong connections with peers (i.e. same type of organisation) elsewhere in the region and some national links. Significant sharing of learning and practice, and some positive impacts from collaboration	As 3, but wider connections, deep relationships with peers and other exploratory and opportunistic links, including international. Strong and sustained sharing of learning and good practice, frequent collaboration and significantly enhanced influence and action as a result. Shared objectives on inclusive growth goals

About this framework

This Progression Framework was developed by Les Newby and Nicky Denison on behalf of the Leeds City Region Inclusive Anchors Programme in 2018, with funding from Joseph Rowntree Foundation (JRF) and Leeds City Council and wider support from the West Yorkshire Combined Authority (WYCA).

The Framework is designed to align with and cross reference other tools and expertise, and to match the realities of how anchor organisations themselves think about potential areas for action. In the future, cross references to other information resources and case studies that illustrate what can be done will be added.

The framework's development has been informed by discussion with anchor organisations within the Leeds City Region, and by experts in specific fields. We would specifically like to thank and acknowledge the following for their input: Matthew Jackson at CLES (Centre for Local Economic Strategies); Emma Stewart at Timewise; Peter O'Brien of Yorkshire Universities and CURDS (Centres for Urban and Regional Development Studies at the University of Newcastle); Kate McNicholas of Kirklees Council; Alex Watson (Leeds City Council); and Members of the Inclusive Anchors Programme Steering Group – Mike Hawking (JRF), Ruth Redfern (WYCA) and Sue Wynne (Leeds City Council).

Using this framework

The Framework is a tool for organisations to use to assess where they are now, where they want to be and how to get there. It combines high level summaries aimed at decision and policymakers and a depth of detail aimed at practitioners and specialist functions. It is designed to set out what being an inclusive anchor means in practice and to demonstrate how anchors can affect change.

We recommend that organisational leaders and senior management teams take overall responsibility for using the Framework, as it is inherently about an organisation's vision, mission, priorities and behaviours. This is likely to involve three steps initially and then an annual review process:

i) an initial discussion about the 'inclusive anchor' idea, the dimensions it involves and commitment to using this Framework to support and make progress

ii) carrying out/commissioning a review of current organisational practice against the dimensions and features within the Framework, scoring each 1-4

iii) informed by this baseline information (a score of 1-4 on each dimension), setting annual and long term goals for progress and how to move these forward

Each year, a review of progress should be completed and enable leaders/management teams to assess progress, refine targets and plan future actions.

How to Calculate Scores against the Framework

Scoring is used so organisations can internally self-assess and set goals, not for any competitive or sharing purpose. Scores can be calculated at a range of levels:

- For individual features within each of the five dimensions, just take the score directly from the column that fits your position best

- For each 'Anchors Can' statement, an average score can be calculated by totalling the scores from the features within it and dividing by the number of features

- For each Dimension, the average score is the total of the scores for the 'Anchors Can' statements divided by the number of 'Anchors Can' statements in the Dimension

- The overall average score is the total score of the 5 Dimensions divided by 5.

We recommend that all scoring is rounded to one decimal place, and that leadership/management teams focus on scores for the 5 Dimensions, the 12 'Anchors Can' statement and the overall score, with practitioners drilling down into the detailed scores on individual features.

For further information

For more information, guidance or support on the use of this Framework or on developing anchor practices, please contact: Les Newby at Les Newby Associates Ltd on 07740 900656
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