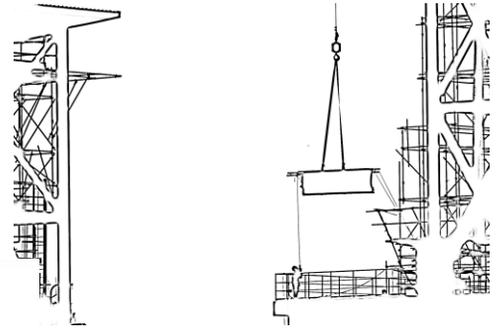
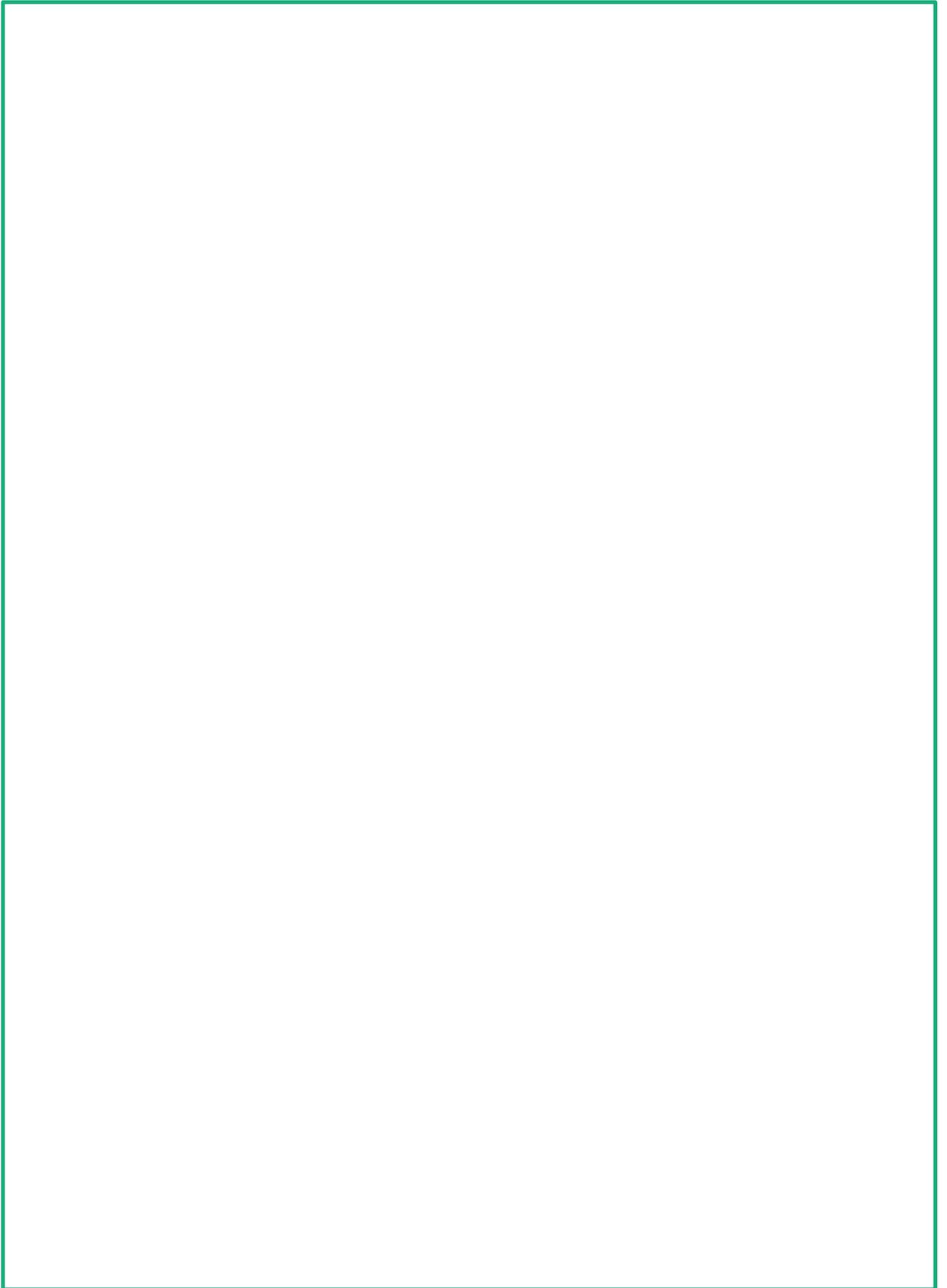


# The Future of Essex

## Anchor Institutions - Ideas Book





# THE FUTURE OF ESSEX - ANCHOR INSTITUTIONS IDEAS BOOK

## FOREWORD BY IAN DAVIDSON

As Sponsor of the Essex Anchors programme, I'm delighted to introduce the latest Future of Essex Ideas Book, which places the 'Share Prosperity With Everyone' ambition firmly at its heart and reflects Essex Partnership's commitment to bringing the Future of Essex vision to life.

After the considerable challenges of the past 18 months and the difficulties our communities and local economies are facing as a result of Covid-19, the benefits of collaboration between anchors and learning from one another have, perhaps, never been greater.

We are all too aware of the impact of the pandemic on many types of inequalities such as employment, health and education and without mitigating action, we are faced with the very real risk of these deepening still further.

The Essex Anchors Institutions Ideas Book has been developed to help organisations fully realise their potential in terms of making progressing against our collective vision for change, and to assist them in addressing the significant task of pushing forward on local recovery and reform as we emerge from the Covid-19 crisis.

In addition to a range of excellent suggestions and resources to inspire us all, the book also showcases some examples of activities taking place across the county and elsewhere in the country. For instance, the expansion of Tendring District Council's Wellbeing Hub Project, consisting of an after-school provision for primary age children who have been identified by teaching staff as needing additional support.

Going forward, I urge all partners to consider how you might best use the ideas and case studies in this book to add value to your ways of working and service delivery, as we continue to shape the future of Essex and strive to improve social and economic outcomes for the communities we represent and serve.

Ian Davidson,  
Chief Executive, Tendring District Council



# **THE FUTURE OF ESSEX - ANCHOR INSTITUTIONS IDEAS BOOK**

## **FOREWORD BY ED GARRATT**

The links between health and the economy have been long known, with the last 18 months having highlighted this relationship even more than ever. Over this time, people and communities have not just faced the direct impacts of COVID-19 on their health but also the associated impacts on their employment, their income, and their opportunities.

Evidence tells us that having a good job, a good home and a support network provides more of a foundation for having a healthier life than anything else. Sadly, good health is not evenly distributed, with those living in the most deprived places facing many more years in poor health than those in our least deprived places, with this now likely to worsen.

The NHS knows that preventing poor health and widening the gap between good and poor health of our residents is a national, regional and local priority. I am delighted that Essex has made this a focus for all partners and am proud to be part of this work, bringing together these vital agendas of health and economy. By working together, we can accelerate action, massively more than by working individually, and I implore all anchor institutions to join and commit to this mission.

Ed Garratt,

Executive Lead ,

Suffolk and North East Essex Integrated Care System (ICS)



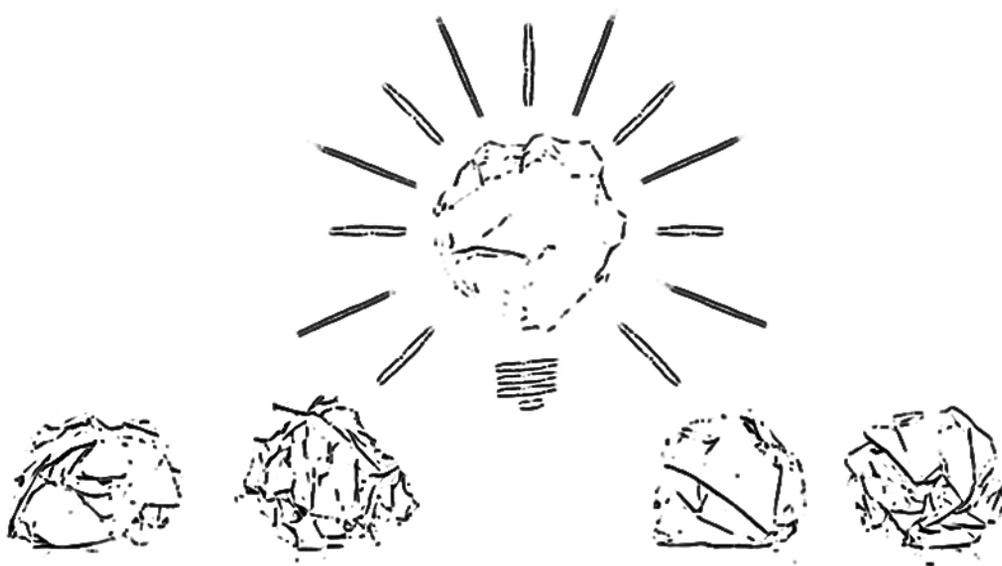
# Essex Anchor Institutions Ideas Book

## **Purpose**

The Ideas Book aims to provide a source of inspiration and provocation through a series of tangible activities that Anchor Institutes across Essex could consider implementing. Set in amongst the ideas are a series of case studies that reflect the work being undertaken, much of it in Essex, to drive forward the priorities of individual organisations around this important agenda, collectively contributing to the aims of the Essex system, as set out by the Essex Partners Board (EPB).

## **How to use this book**

Each one of the ideas included in this book has been drawn from local, national or international research where a difference has been made through this approach. In addition, the book has been developed with input from Essex Partners to include some of the activities that individual organisations across Essex have identified as priorities to further progress this agenda.



# What is an Anchor Institution?

The term Anchor institutions refer to large, typically non-profit organisations like hospitals, local councils, and universities whose long-term sustainability is tied to the wellbeing of the populations they serve.

Anchors get their name because they have 'sticky capital' (i.e. are unlikely to move given their connection to the local population) and have a significant influence on the health and wellbeing of a local community through their sizeable assets. It is from this vantage point, that Anchor Institutions can make an important contribution to the local economy and local communities.

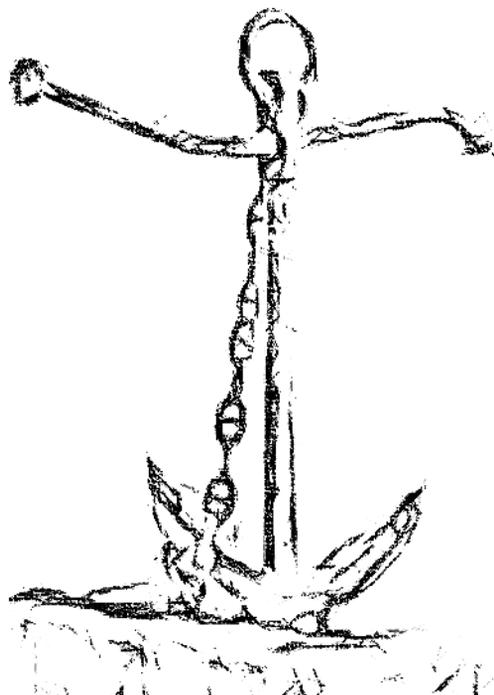
Through their day to day practices, anchor institutions have the leverage to maximize social value through their role as workforce developers, employers and procurers, their core business (health and education for instance) and linkages to the place they operate.

In Essex we want to explore how the public sector and its partners can use their position as an Anchor to support local growth and help share prosperity with everyone.

## **How Anchor organisations can shape local places**

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

1. Workforce developer
2. Employer
3. Local business and VCS incubator
4. Procurement of good and services
5. Estates and environment



# Levers Available to Anchors

## Workforce Developer

- Provide direction for local skills and talent development
- Help organisations recruit and retain staff
- Full tap the talents of their workforce

## Procurement of Goods & Services

- Engage with local suppliers, social enterprises and increase the proportion of spend with them
- Use procurement and commissioning processes to deliver added social value, e.g. increase employment opportunities, improve the environment
- Source products from local businesses and feeding back into the community

## Local business and VCS incubator

- Encouraging innovation of products and services with vendors which can be designed to support local business opportunities
- Recirculate wealth and bring benefits to the community
- Encourage setting up of new businesses and help create local jobs.

## Employer

- Provide direct employment for local residents and attracting new talent in the community
- Policies on recruitment, pay and conditions, progression and health can support inclusion goals and lower paid workers
- Support mental and physical health of staff
- Adopting family-friendly working practices

## Estates and Environment

- Procure new 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
- Support initiatives to tackle climate change and the growth of local green businesses

**Anchors can maximise the potential of these levers by reaching out to their networks**



# Workforce Developer

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

## Themes

- Provide direction for local skills and talent development
- Help local organisations recruit and retain staff
- Fully tap the talents of the local workforce

## **Sector Work Experience and Skill Academies**

Creating work experience opportunities to support people into growth sectors.

[For more information click here](#)

## **Skills Passports / Bridges**

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

[For more information click here](#)

## **Removing Barriers**

To support people into careers in health and care or growing sectors.

[For more information click here](#)

## **Supply Chain Employment and Local Re-spend**

Targeted local hiring. Working with suppliers of Anchor Institutions to create and promote jobs and re-spend in Essex.

[For more information click here](#)

## **Retail Switch**

Identifying opportunities for those employed in retail to switch to other public sector roles.

## **Cross-sector Retention and Retraining**

Working in partnership to retain and retrain those employed by Anchors.

## Professional Development

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

## Sector Skills Audit

Understanding skills needed across the Anchor network.

[For more information click here](#)

## Opportunities for Volunteering

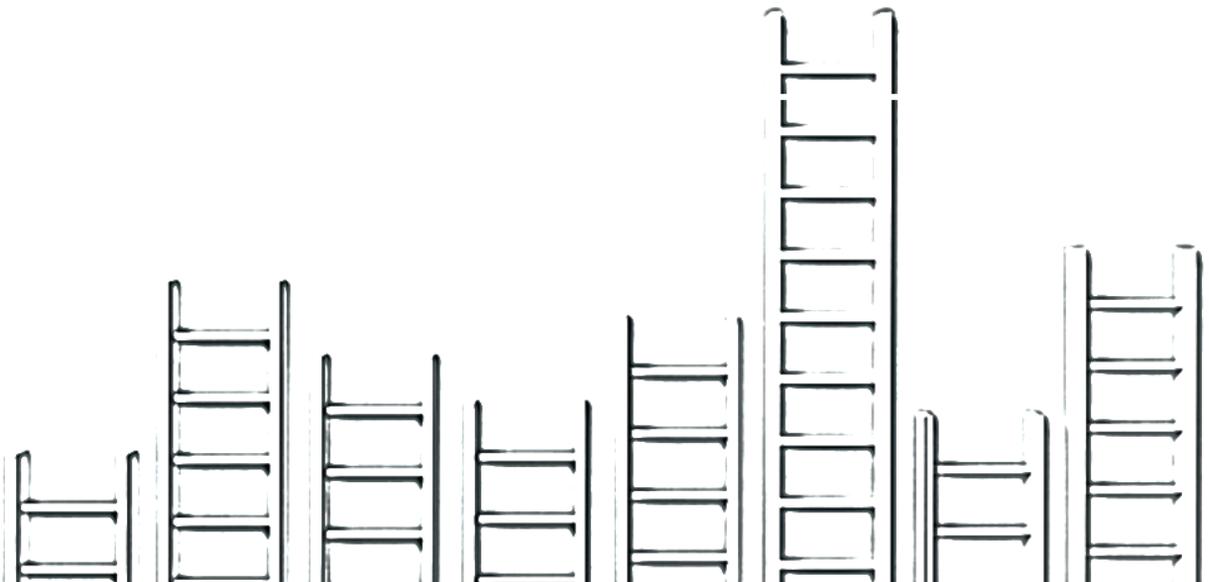
Help local people acquire the skills and experience needed to work in key sectors through targeted training and volunteer roles.

[For more information click here](#)

## Job Training and Work Re-entry programmes

Partner with other Anchor organisations to recruit and train candidates for jobs and re-entry programs.

[For more information click here](#)



## Re-training bursaries

Removing the financial barriers to retaining and tuition for people in at risk sectors or long-term unemployment.

## In work progression

Communicating clear in work progression pathways and the range of roles in Anchor Institutions.

[For more information click here](#)

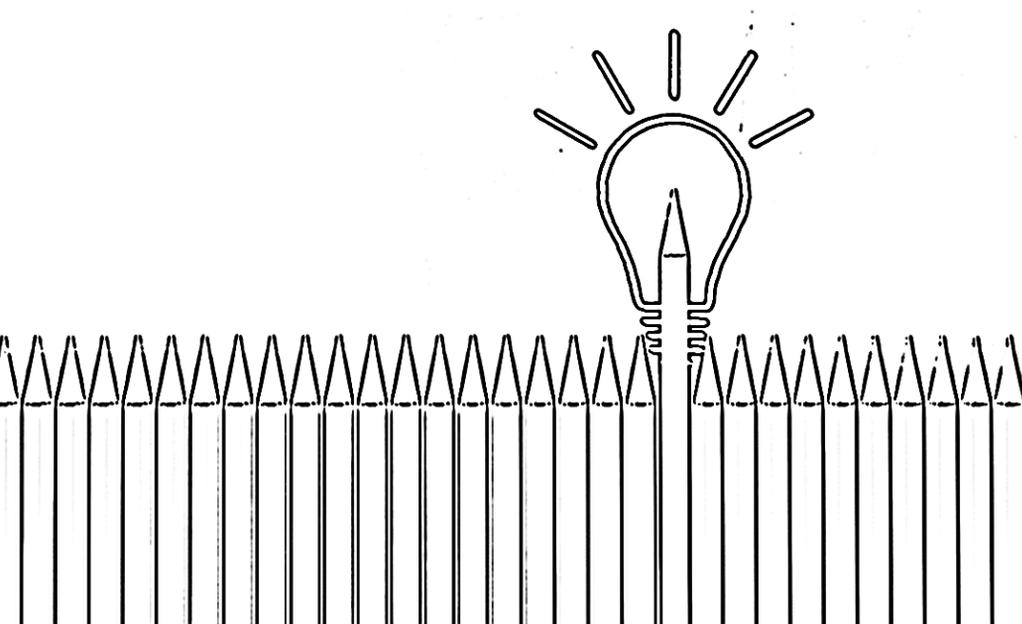
## Community-led employment

Partnering with community - based organisations to develop employment programmes focussed on local needs and opportunities.

## Rehabilitation

Supporting individuals with criminal or juvenile justice histories through work opportunities.

[For more information click here](#)



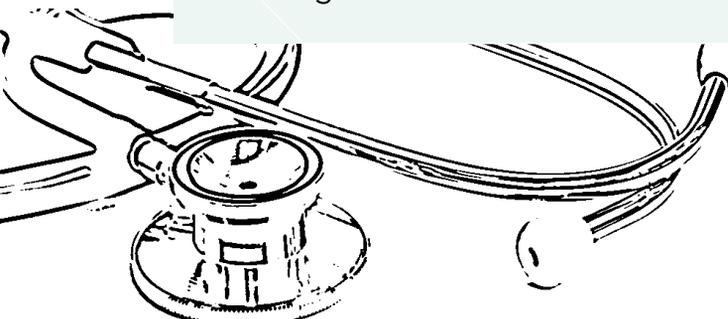
## Generation Medics partnership offers young people the chance to shine

Generation Medics is an award-winning social enterprise that works across the UK, supporting children and adults from all backgrounds to explore and take steps towards the 350+ careers in the healthcare sector. Generation Medics directly tackle problems like unemployment and social determinants of health. They are helping to reduce health inequalities and promote social mobility by inspiring the next generation to believe they can succeed whatever path they choose.

Generation Medics has been supporting students across Essex since 2014 including having supported Anglia Ruskin University to become a new medical school. They are now working with Mid and South Essex NHS Foundation Trust (MSEFT) in its role as an Anchor Institution. The Anchor Institution connects the NHS and the people that work in the NHS, with the community in which they live and serve. Basildon Hospital is the pilot site for the Trust.

As part of the Anchor Institution, Generation Medics' focus is on supporting the next generation of healthcare professionals. They are working with children and young people at secondary schools, sixth forms and colleges in the local area, offering them valuable opportunities through a ['Virtual Healthcare Academy'](#). It provides a positive basis for conversations about future careers, information, advice and guidance.

The Virtual Healthcare Academy connects young people to the ever-changing world of work, allowing them to learn first-hand about the different healthcare careers on offer whilst developing the confidence, skills and knowledge they will need to work towards future goals.



## **Generation Medics partnership offers young people the chance to shine (Continued)**

The programme seeks to draw out the aspirations of students, and plugs them into the routes for education and training that can influence their future, equipping them with the information to make informed choices.

“Speaking to Generation Medics has changed the way I see things. I never used to think I was clever enough to go into healthcare. Now I think, why not me?” - Emily, a Year 8 student in a Generation Medics Programme.

The Virtual Healthcare Academy includes workshops, mentoring, online work experience and a dedicated online platform where students can access hundreds of hours of workshops, videos, e-courses and guides to help them build the understanding and skills they need for their future. It also connects young people with a national network of peers, current trainees and NHS professionals, further encouraging and motivating them to reach higher.

Generation Medics is able to flex in response to local priorities, working with Basildon Hospital to identify and showcase areas where there are long-term shortages in the NHS (e.g. nursing and care) to connect young people with local job opportunities in the future.

Across Basildon, the Virtual Healthcare Academy will support 500+ students, but this programme isn't about numbers. It's about the change and confidence our young people will gain, increasing their aspirations, believing in themselves, increasing employability; reducing, long term, the number of young people not in education, employment or training (NEET) and general levels of unemployment in the community.

## **Mid and South Essex NHS Foundation Trust Sector Based Work Academy Programme (SWAP) Vaccine Hub**

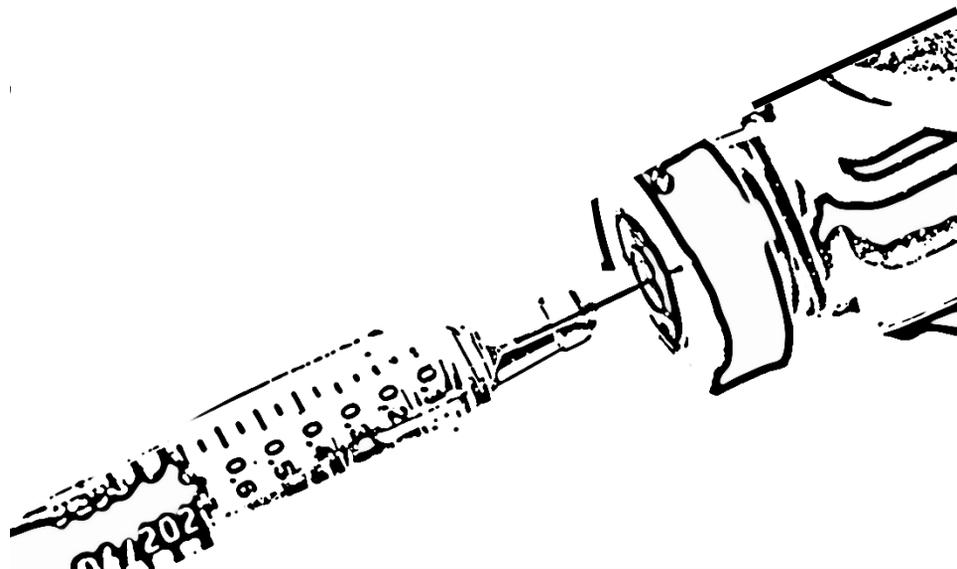
As part of the Essex and Basildon Anchor Programme, Rayleigh and Southend Department for Work and Pensions (DWP), Work and Health Services Group were approached by the Associate Director of Resourcing at the Mid and South Essex NHS Foundation Trust to support with the immediate recruitment of administrative staff to co-ordinate the appointments for NHS employees to receive the COVID19 vaccine.

With 20 vacancies in all, the Trust had already received over 100 applications through an external advert but wanted to extend the opportunity to unemployed people living in the Basildon area.

Through negotiation between DWP and the Trust, five out of twenty posts were exclusively ring-fenced for DWP customers living in Basildon, creating local employment opportunities.

With this work requiring a quick turnaround, DWP colleagues offered support for the entire recruitment process using digital channels to deliver the SWAP for the 5 ring-fenced vacancies.

With only two days to design and recruit for a four-day online SWAP, a suitable, Essex based Training and apprenticeship specialist provider, The Lightbulb Ltd, was identified using the Essex Provider Network.



## **Mid and South Essex NHS Foundation Trust**

### **Sector Based Work Academy Programme (SWAP)**

### **Vaccine Hub (continued)**

The SWAP included three key elements:

- Bespoke NHS Pre-employment training, including 1-2-1 support for interested parties. Work focused on information about NHS Values and Behaviours, what the NHS look for in a CV and applications; how to present skills and attributes on a Personal Statement, confidence building and interview skills.
- An audience with the Associate Director of Resourcing from the NHS, talking to prospective applicants about the specific role and the range of career opportunities within the NHS.
- The opportunity to have a paper-based interview ready for start the following week.

Outcomes to date

- Of nine initial candidates nurtured by DWP, six applied for the vacancy and made it through to paper interview alongside 30 applicants from the original NHS advert.
- Of the six applicants that applied for the five ring-fenced vacancies, three were offered the job and are now working in a new role within the Covid Hub Admin Team.

The individuals that came through the SWAP came from different industries, from Retail and the Hospitality Sector, with one individual long-term unemployed since July 2019.

Together DWP and the Mid and South Essex Health partnership are now working on a much wider Health and Social Care SWAP programme.



2

# Employer

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

## T Themes

- Provide direct employment for local residents and attracting new talent in the community
- Policies on recruitment, pay and conditions, progression and health can support inclusion goals and lower paid workers
- Support mental and physical health of staff

## Reviewing 'Essential' Criteria for all recruitment

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

[For more information click here](#)

## Job Advertisement

Reviewing how jobs are advertised and the language used. Removing sector specific language or jargon, particularly for entry level roles.

[For more information click here](#)

## Functional Skills

Linking people to learning opportunities to gain skills for employment.

## Cohort Specific Focus

Matching cohorts of people with opportunities across specific sectors.

[For more information click here](#)

## Physical and Mental Health Packages for Employees

Supporting employees to maintain good health and wellbeing.



## **Sharing opportunities**

Disseminating job opportunities across the Anchor Network.

## **Targeted recruitment campaigns**

Connecting to our most deprived communities.

[For more information click here](#)

## **Community Relationships**

Harness the work of community-based organisations who already have established links with specific groups to connect people to employment opportunities.

[For more information click here](#)

## **Embed Anchor Values**

Build Anchor commitments into culture, values and behaviours of the organisation

[For more information click here](#)



## Job Carving

Creating new opportunities for those furthest from employment.

[For more information click here](#)

## Speed Interviewing

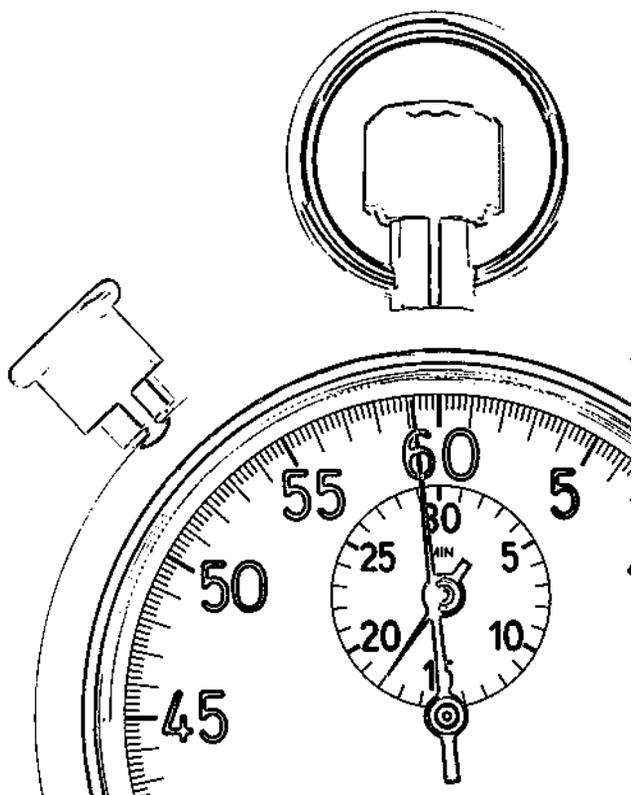
Alternative recruitment methods to fill 'hard to recruit' and entry level roles through 'speed interviewing' events and supported application processes

[For more information click here](#)

## Ring-fenced roles for priority neighbourhoods

Exclusively ring-fenced posts for communities with greater levels of unemployment and deprivation.

[For more information click here](#)



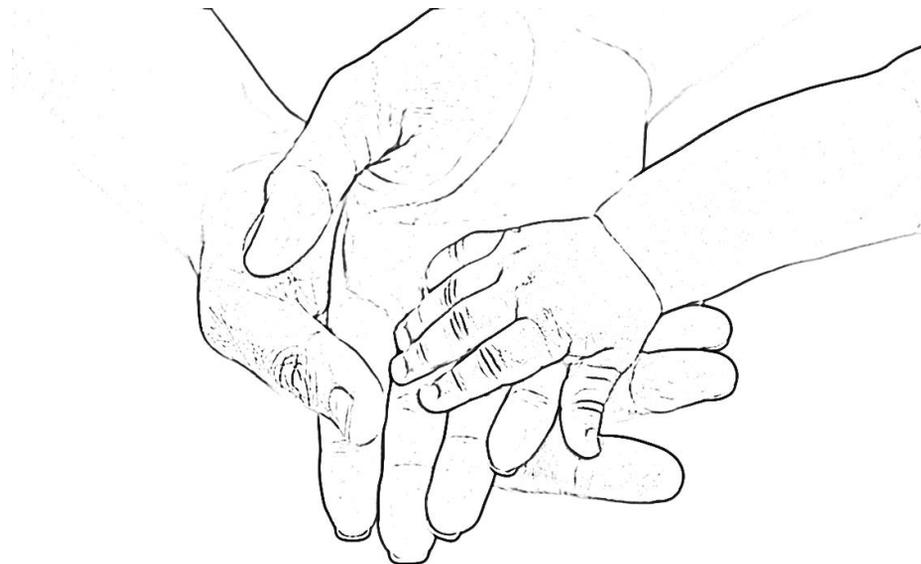
## **Policies on flexible and family friendly working**

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

## **Returnships**

Supporting professional internships designed for people returning after an extended career break supplemented with relevant training courses.

[For more information click here](#)



## **Job Carving - The Goldlay Supported Internship**

Set up in 2018, this scheme is an innovative study programme, which supports young people with learning disabilities to gain employment and to live as independently as possible, whilst developing their confidence and contributing to the work of Essex County Council (ECC).

The scheme is unique in its arrangement, based on a partnership between L&Q Living, Essex County Council and Chelmsford College, that makes use of the accommodation at Goldlay Gardens and uses County Hall as a base for the study and work programmes.

Chelmsford College provide a bespoke learning programme, tailored to the needs of the individual. This is delivered in small groups from 'The Base' - a classroom, which is located at County Hall, the Headquarters of Essex County Council in Chelmsford. These sessions offer an opportunity for interns to bond and seek to bring out confidence in those where it is less forthcoming.

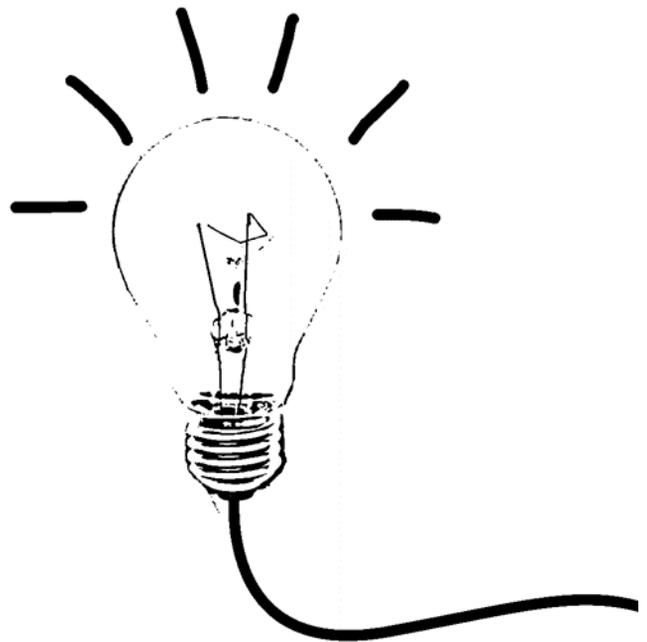
Essex County Council are the provider that completes the three-way partnership. There is a commitment from ECC, to support paid employment to every intern; in their second year, those opportunities are being created.

At its core this is a Study Programme. Paid employment is the outcome by which success of the scheme is measured. Each intern is supported for a two-year period and spends three days a week working across two placements, within different Council services, to provide them with a range of workplace experiences. Interns have a day a week in the classroom learning English, Maths and employability skills, linked to their work placements.

## **Job Carving - The Goldlay Supported Internship (continued)**

Many departments of the Local Authority are involved, from Payroll and HR through to Youth Services and Data and Analytics. The College team work carefully to match the right opportunity to the individual in order that they succeed and thrive.

Working predominately with departments that support apprentices and lower entry roles, Chelmsford College help departments to carve up existing workloads and package up those more administrative and routine jobs to form the focus for the Goldlay Interns. Of the current cohort of 8 Interns, seven are in placements within Council departments as they approach the end of their two-year study programme.



## **Build Anchor commitments into culture, values and behaviours of the organisation**

Suffolk and North East Essex Integrated Care System (SNEE ICS) has identified 'Reducing Health Inequalities' as its primary ambition over the next five years. With some of the greatest inequalities arising from socio-economic and environmental factors such as employment, educational attainment, housing and income. SNEE ICS has identified a key role that has the potential to influence these wider determinants of health and their impact on the local community through its role as a collective of public sector Anchor Institutions.

Suffolk and North East Essex ICS have developed an 'Charter for Local Anchor Institutions' which has allowed them to explore their collective role as Anchor Institutions, to articulate a series of local priorities and to build this into the culture and behaviours of all component organisations.

Covering the role of organisations as Employers, Purchasers and supporters of supply chains and, as land and asset owners the charter signals a commitment to working together for the people and communities in which they live and serve. Rooted in the development and sharing of best practice with a focus on holding each other to account for impact the Charter is ambitious and an example of real vision in the Anchors landscape.



3

# Local business and VCS incubator

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

## T Themes

- Encouraging innovation of products and services with vendors which can be designed to support local business opportunities
- Recirculate wealth and bring benefits to the community
- Encourage setting up of new businesses and help create local jobs.

## **Social Enterprise**

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

[For more information click here](#)

## **Procurement training for local business**

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

[For more information click here](#)

## **Community Assets**

Offering up community assets for business development.

## **Knowing local business**

Develop strategic dialogue with the local business community.

[For more information click here](#)

## **Working with Community and Voluntary Services (CVS)**

To explore opportunities to create employment for those they support and to be able to bid for public sector contracts.

[For more information click here](#)



## **Invest in employees**

Training for entry-level employees who are interested in business.

## **Leadership training for local business**

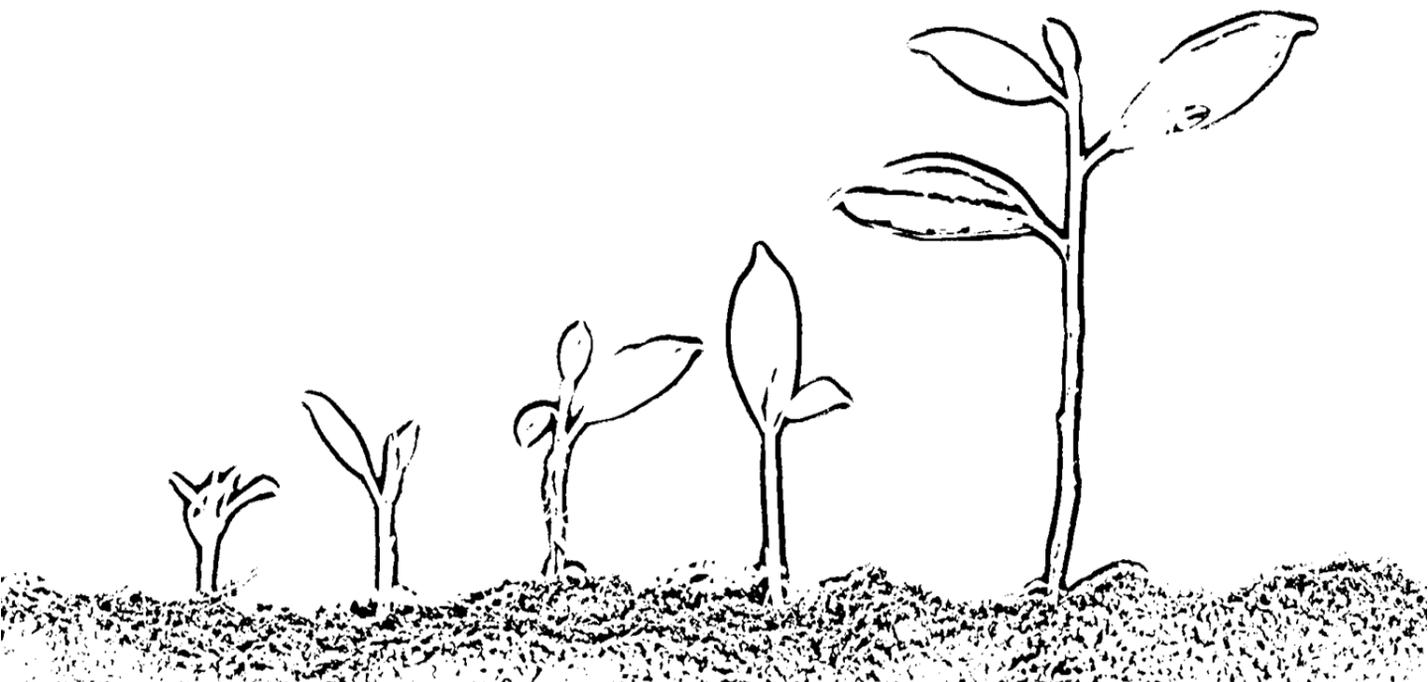
Procurement training and support for local businesses, awareness of opportunities.

[For more information click here](#)

## **Targeted Outreach**

Outreach support for BAME start-ups.

[For more information click here](#)



## Apprenticeship Levy Matching

In April 2018 the government made it possible for all Levy paying employers to transfer up to 25% of their Levy annual funds to other employers and organisations, within the supply chain, across industry and with city and regional partners.

The 'Levy Match Leeds' initiative seeks to improve access for SMEs to any support and funds that are available for apprenticeship training costs through Levy Transfers. The 'Levy Match Leeds' service is able to highlight the unspent funding available to SMEs, and to broker transfers to ensure that this money is reinvested in businesses across Leeds, to assist with skills development and training programmes.

A dedicated 'Levy Match Leeds' website [www.levymatchleeds.co.uk](http://www.levymatchleeds.co.uk) provides a range of information regarding the scheme and highlights the opportunities in each sector of the economy. Dedicated staff are also available to provide support to SMEs wanting to create more apprenticeship training schemes.

The COVID-19 pandemic and the challenging economic climate has seen a fall in the number of people starting an apprenticeship in the city. The introduction of 'Levy Match Leeds' is one example of a range of work that is currently being undertaken by the council and partners to reverse this trend, and offer support that will enable them to provide more meaningful apprenticeships.

By ensuring that as many levy payers as possible in the public and private sector are able to transfer any unspent funds to non-levy payers, this will provide SMEs with not only much needed support for their individual apprenticeship programmes and ambitions, but also negate the need to pay any co-investment costs.

4

# Procurement of Goods & Services

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

T

## Themes

- Engage with local suppliers, social enterprises and increase the proportion of spend with them
- Use procurement and commissioning processes to deliver added social value, e.g. increase employment opportunities, improve the environment
- Source products from local businesses and feeding back into the community

## **Progressive and Responsible Procurement**

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

[For more information click here](#)

## **Local Business Register**

Develop a record of local suppliers to inform sub-contracting.

[For more information click here](#)

## **Employment Opportunities**

For care leavers through procurement contracts

[For more information click here](#)

## **Forensic Analysis**

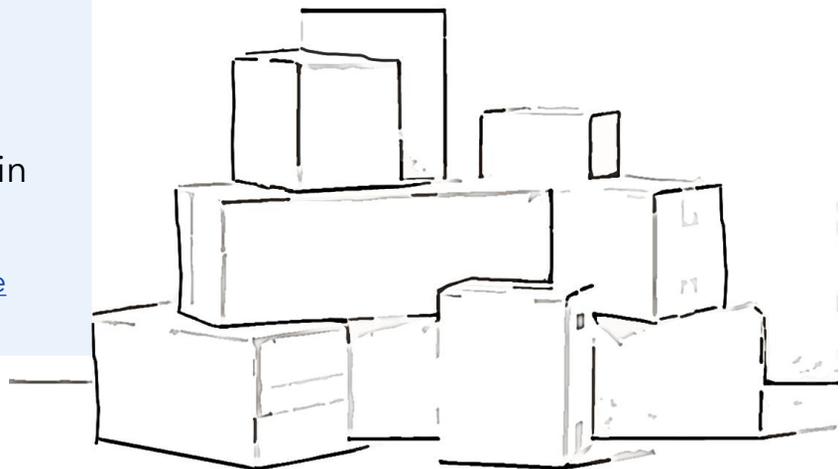
Analyse spend. Baseline, monitor and influence proportion of local spending.

[For more information click here](#)

## **Meet the Buyers**

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

[For more information click here](#)



## National Procurement

Supporting a national procurement for Small and Medium Enterprises (SME).

## Build the Voluntary Sector

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

[For more information click here](#)

## Community Use

Leverage capital assets by extending opportunities for community to use and enjoy capital investment.

[For more information click here](#)

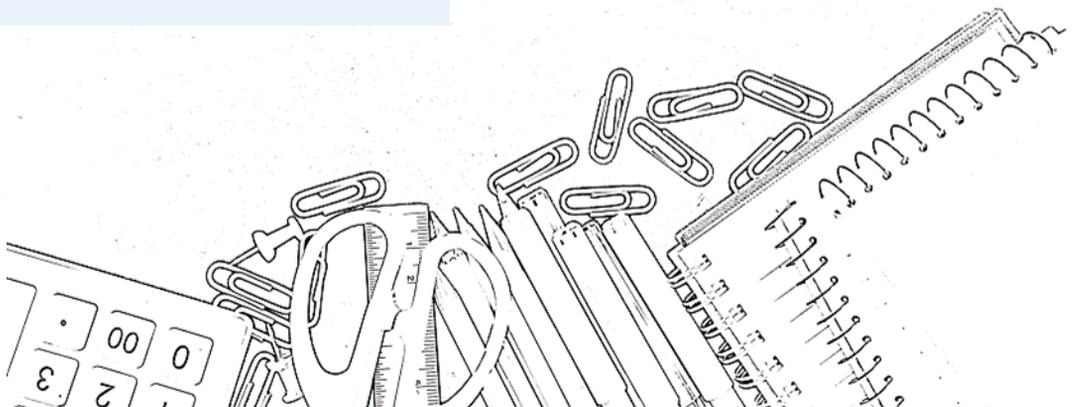
## Inter-Anchor Procurement

A shared portal for procurement with common ambitions and values.

[For more information click here](#)

## Prompt Payment

Stipulate prompt payment terms for all relationships with local suppliers.



## **Public Procurement Framework**

Creating community benefits for contracts above £200,000.

[For more information click here](#)

## **Local Buying**

Encourage local buying by using it as a metric in contract consideration.

[For more information click here](#)

## **Identifying opportunities for local contractors**

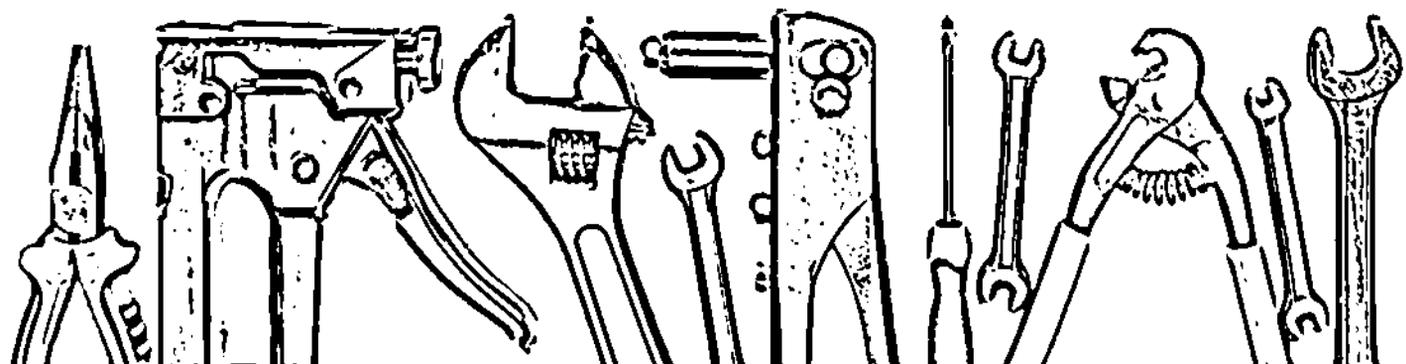
Including landscaping, maintenance, laundry and catering.

[For more information click here](#)

## **Build Communities**

Enhance benefits of capital projects on neglected communities.

[For more information click here](#)



## **Social Value Journey**

Social Value is a way of adding value to the community and supporting our economy through the day to day activity of the organisation. Social Value has the potential to release millions of pounds of public money for community benefit through smarter procurement and management processes, and it can be applied to any project or service.

Motivated by the Public Services (Social Value) Act 2012 (Act), the Procurement Team at Essex County Council evaluated how the services they commission and procure might improve the economic, social, and environmental well-being of Essex. It was the beginning of an organisation Social Value journey, seeking to bring best practice Social Value approaches into local authority ways of working.

After running a pilot to test their approach in 2020, ECC adjusted the procurement policy and commenced work with bidders and suppliers guiding their offers to consider additional social value. Part of their activities including giving a Social Value weighting of up to 20% through tendering. The development of the Essex TOMs (Themes, Outcomes and Measures) sets a framework for assessing, monetary valuing, and monitoring the Social Value creation with a local focus on what matters for Essex. One way of inspiring suppliers and partners is the provision of a Social Value Catalogue. A dedicated web resource, the catalogue introduces the reader to the ECC bidders guidance, Essex TOMs and ECC Social Value priority areas, and showcases ideas for Social Value initiatives, including active programmes such as the Laptop Recycling Scheme and the Entry Level Employment Programme; as well as employment opportunities for care leavers and offering employment advice and work experience to young people.

The web resource has been designed to help people to think of ways of delivering social value, as a way of sharing best practise. The website includes links to further information on Social Value and Government resources.

# 5

# Estates and Environment

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

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

## T Themes

- 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

## Creating Good Policy

Embedding sustainability in policy development.

[For more information click here](#)

## Affordable Housing

Exploring opportunities to develop or secure affordable housing for staff.

[For more information click here](#)

## Community Transport

Purchase environmentally friendly vehicles for community transport purposes.

[For more information click here](#)

## Promote Environmental Initiatives

Promote across organisation £1bn Public Decarbonisation Fund.

## Eliminating waste

Driving environmental priorities through procurement including eliminating single use plastics

[For more information click here](#)



## **Supporting Carbon Zero in the supply chain**

Embed carbon reduction into Social Value discussions. .

[For more information click here](#)

## **Understand Environmental Risk**

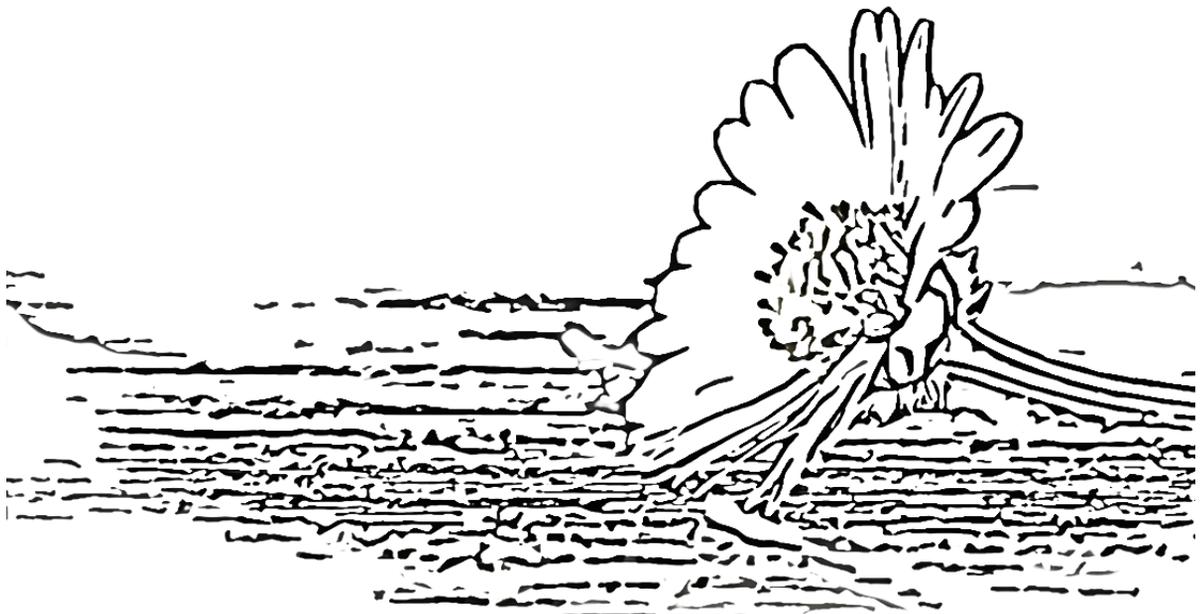
Assess investments against the Climate related financial disclosure framework to assess exposure to climate risk

[For more information click here](#)

## **Climate Challenge**

Anchor Institutions aim to be Net Zero Carbon by 2030.

[For more information click here](#)



## **Kennedy House Scheme and Social Prescribing Programme - Clacton-On-Sea**

The major renovations required to realise the Kennedy House Scheme, located in Clacton-On-Sea in North Essex, are being funded through NHS National STP Capital Funding of which £1.5m was secured and directed through the Suffolk and North East Essex STP/ICS. This is an ambitious programme to turn existing health-based office accommodation and a current brown field car park site into a multi-purpose, Primary Care Network and community-led, Social Prescribing hub.

Internal plans will see two GP practices, one currently located in another part of the Kennedy House building, moving into a fully refurbished surgery. It will encompass a state of the art, wrap around support and facilities including the first Digital Suite in North Essex, enabling online outpatient consultations with Colchester hospital, space for dedicated Mental Health Support Workers, interview rooms, student GP training space and a Group Room to accommodate group based social prescribing activities and group consultations for patients with long-term conditions. The restructure of the existing space has the added benefit of creating more space for the existing Renal Services Provider, allowing them to expand and offer an increased number of regular, local, dialysis appointments.

Being developed in consultation with patient representatives, the local Residents Association and Tendring CVS, in a similar way to the internal renovations at Kennedy House, the outside area on site, once a bramble strewn, former car park, is being developed with funding of up to £100k from NHS Property Services Social Prescribing programme, to create a bespoke social prescribing outdoor environment including a summer house, Vegetable beds, tool shed, seating and a shaded exercise area, all made safe and fully accessible to all.

## **Kennedy House Scheme and Social Prescribing Programme - Clacton-On-Sea (continued)**

Although a national NHS organisation, NHS Property Services have a significant role to play as an Anchor Institution in the local areas within which they have estate and are working with health partners. They do this by using procurement frameworks to the benefit of the local economies where they operate, working in partnership with local services who know their area and the challenges they face. This enables NHS Property Services to bring best value through national economies of scale at a local community level and at the same time focus this on local suppliers and contractors, and indeed employment of staff who live and work in these areas.

In the truest spirit of the Anchor Institutions work, the Tender put out for construction looked not only at best value, but also the Social Value that the work could bring. The chosen contractor was a local company employing a local work force and keeping the economic benefits of the work locked into the community.

With contracts approved in July 2020 the work should be on track for completion in March 2021. The team at North East Essex CCG and NHS PS are already working closely with Community, Tending Community Voluntary Services to plan delivery of the social prescribing programme from the site.

