

LTHT as an anchor institution

**Trust Board
30 September 2021**

Presented for:	Information
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Previous Committees:	25 th November 2020

Trust Goals	
The best for patient safety, quality and experience	
The best place to work	✓
A centre for excellence for research, education and innovation	
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
External Risk		Strategic Planning Risk - We will deliver Our Vision “to be the best for specialist and integrated care” though the delivery of a set of Strategic Goals and operating in line with Our Values.	Averse	↔ (same)

Key points	
<p>1. This paper provides an update on LTHT’s activity as an anchor institution, including engagement with the Leeds Anchor Network, anchor metrics collected and the most recent self-assessment against the anchor’s framework for action.</p> <p>2. The Board are asked to review and comment on the anchor metrics and self-assessment, and receive the report for assurance on progress against the Trust’s activity as an anchor institution</p>	Assurance

1. Summary

The paper provides an update on LTHT's activity as an anchor institution, including engagement with the Leeds Inclusive Anchors Network (LAN), the anchor metrics collected and the most recent self-assessment against the anchor's framework for action.

2. Background

Anchor institutions are large non-profit organisations whose sustainability is tied to the health and wellbeing of its local population. As a major employer, purchaser, and owner of capital, LTHT is considered a key anchor institution across Leeds and West Yorkshire.

The LAN brings together the city's largest (mainly) public sector employers to focus on areas where they can make a difference and scale the impact of their anchor initiatives. As part of the annual review process, each organisation is asked to submit a set of metrics and complete a framework to review its progress and identify its ambitions. The results of this review are provided in the appendix.

3. Metrics

All organisations in the LAN agreed to collect a series of metrics to measure their progress in employment, procurement, and environmental initiatives. This includes the proportion of employees from a disadvantaged area, the total spend in Leeds and West Yorkshire and the annual carbon savings achieved. Due to issues with the system provider, the local spend for 20/21 is currently unavailable, however procurement colleagues are working to address this.

3.1. Employment

The total number of employees, including from a deprived or Black and Minority Ethnic background have all increased since 2019. Moreover, the number of people being paid above the living wage has increased, and the pay difference for those earning below this has decreased. Whilst much of this increase in staff numbers has been the result of the pandemic, these results indicate that the Trust is an increasingly significant employer within the region, and that it should continue to create opportunities for those who face the greatest structural barriers to employment.

3.2. Sustainability

The Trust has delivered significant annual carbon savings in the last two years. It should continue to deliver on its ambitious Green Plan and work towards achieving Net Zero by 2040.

4. Progression framework

The LAN Progression Framework was developed in partnership with the Joseph Rowntree Foundation and helps each organisation in the Network to self-assess their current progress and ambitions as an anchor. A score and evidence is provided for each theme, alongside an ambition score and the deliverables required to achieve it.

4.1. Employment

LTHT continues to set the precedent for successful anchor outreach and employment opportunities for local communities. For example, its entry level recruitment is based solely on values, which increases accessibility and is now being considered for use as a case study by the Network. Notwithstanding, there is recognition that the move towards flexible working is still underway, and less finalised than some of its other areas of work. To further its role as an anchor in employment, the key ambitions for the Trust are to:

- Consider the non-pay reward offer and whether that can be flexed or communicated to enhance the nature and relevance of the benefits for those on lower pay, leading to higher take up
- Expand the Moving Up programme for other protected characteristics to assist underrepresented groups to progress

4.2. Procurement

NHS organisations face significant barriers to increasing local spend, but the government's Procurement Policy Note (PPN) 06/20 suggests there is an increasing commitment to delivering social value through commercial activities. The Trust has evidenced the potential of this approach through its Hospitals of the Future (HofF) project, but there is scope to apply this to other areas. Therefore, the key ambitions for the Trust as a procurement anchor are to:

- Improve way that procurement data is translated into positive intelligence to inform procurement decisions
- Turn promotion of social value throughout contracts into business as usual

4.3. Environment

The Trust's Green Plan outlines its steps towards Net Zero Carbon. Its progress includes the introduction of ultra-low emission vehicles, as well as ambition to develop a decarbonisation plan for each hospital site. Building on this initial progress, the Trust's ambitions as a sustainable anchor are to:

- Make significant Net Zero progress as part of climate emergency response, supported by decarbonisation planning and linked to energy measures
- Reduce waste, including through re-use systems and procurement specifications
- Increase electric vehicles in the fleet and further promote active travel

4.4. Corporate and civic

The role of LTHT as an anchor is widely recognised and supported by senior leadership, with anchor initiatives incorporated into key documents and strategies. Notwithstanding, there are further opportunities to share and scale this practice across the region.

Therefore, its ambitions as a civic partner are to:

- Generate greater clarity and more systematic reporting through the organisation on anchors to mainstream it and frame it as something we are accountable for
- Engage with other hospitals in West Yorkshire on this agenda to promote, share and collaborate with them

4.5. Service delivery

The Trust is an active member of the Healthy and Sustainable Hospitals Programme and is currently developing a health inequalities strategy. However, the role of an acute Trust in addressing health inequalities is still poorly defined. Therefore, its key ambitions are to:

- Identify three key areas that could address health inequalities through a clinical setting, service provision or pathway
- Improve data collection to enable us to better understand the main challenges and inequalities facing patients
- Improve the availability and distribution of educational materials to help clinical services address health inequalities

5. Hospitals of the Future

Several anchor initiatives are delivered through the HofF project. For example, the new hospitals will deliver 'Good' BREEAM and WELL ratings, with sustainability being a

significant principle within its design and construction. Moreover, social value was incorporated with a percentage weighting within the tender process for the design bids, with initiatives being targeted at the Council's Priority Neighbourhoods as well as the locality immediately surrounding the site. Similarly, The Social Value Portal has been commissioned to evaluate and monitor the social value delivered in the construction contracts.

6. Proposal

The Trust should continue to build on its progress as an anchor, recognising the wider strategic drivers of 'Levelling Up' and the economic impact of COVID-19. Its main priorities should be improving its procurement decisions and identifying new ways to address its role as an anchor in service delivery. The Trust should continue to scale the impact of its initiatives by participating, where possible, in citywide events and sharing case studies with other NHS organisations.

7. Financial Implications

There are no financial implications from the presentation of this paper.

8. Risk

This paper is for information, and therefore does not impact on the existing or future risk appetite.

9. Communication and Involvement

The metrics and progression framework were both completed in collaboration with the relevant internal leads and the Leeds Anchors Network. The results will be shared across the Anchors Network.

10. Equality Analysis

The Trust's role as an anchor institution will actively improve the opportunities for promoting equality, as it addresses the wider determinants and health inequalities in Leeds.

11. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000

12. Recommendation

It is recommended that the Board should:

- Review and comment on the anchor metrics and self-assessment
- Receive the report for assurance on progress against the Trust's activity as an anchor institution

13. Supporting Information

The following papers make up this report:

- Appendix 1: Anchor metrics
- Appendix 2: LTHT Anchor progression framework

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 LTHT as an anchor institution
 21st September 2021

Appendix 1: Anchor metrics**Procurement**

(19/20) non-pay expenditure

Leeds	£ 55,627,923.23	9.80%
West Yorkshire	£ 24,908,834.32	4.39%
Other	£ 487,012,868.83	85.81%
Total	£ 567,549,626.38	100.00%

Employment (full time)

	2019/20	2020/21
The total number of employees	12219	12823
Employees that live in Leeds	7885	8444
Employees that live elsewhere in West Yorkshire	1741	2041
Employees in the most deprived 20% in England on the Index of Multiple Deprivation	3010	3013
Employees from a BAME background	2629	2845
Number of employees (%) paid foundation real living wage. Exc. apprentices	14995 (81.4%)	18982 (86.8%)
Non-living wage difference from the lowest wage	£2.00	£0.86
Number of apprentices employed	736	880
Number (%) intermediate	314	342
Number (%) advanced	115	134
Number (%) higher	274	368
Number (%) degree	33	46
Lowest apprentice pay per hour	£7.03	£7.03

Employment (part-time)

	2019/20	2020/21
The total number of employees	6411	6562
Employees that live in Leeds	4516	4744
Employees that live elsewhere in West Yorkshire	865	946
Employees in the most deprived 20% in England on the Index of Multiple Deprivation	1797	1800
Employees from a BAME background	979	1042
Number of apprentices employed	40	63
Number (%) intermediate	13	24
Number (%) advanced	18	23
Number (%) higher	6	12
Number (%) degree	3	4
Lowest apprentice pay per hour	£7.03	£7.03

	2019/20	2020/21
Overall wellbeing of employees	32.3%	34.8%

Sustainability

	2019/20	2020/21
Total tonnes of CO ₂ saved	4931	7596
% saving on the previous year	4.7%	8.0%

Appendix 2: Progression framework

The original framework document with domain scores and definitions is available here:

<https://democracy.leeds.gov.uk/documents/s181576/4%20Anchor%20Institution%20Progression%20Framework%20Toolkit.pdf>

DIMENSIONS	Current (1-4)	Ambition (1-4)	HEADLINE MESSAGE(S) AND PRIORITIES FOR ACTION
EMPLOYER	3.4	3.9	<ul style="list-style-type: none"> • Consider the non-pay reward offer and whether that can be flexed or communicated to enhance the nature and relevance of the benefits on offer for those on lower pay – leading to higher take up • Expand Moving Up programme for other protected characteristics to assist underrepresented groups to progress
PROCURER	1.6	3.0	<ul style="list-style-type: none"> • Improve way that procurement data is translated into positive intelligence to inform procurement decisions • Turn promotion of social value throughout contracts into business as usual
ENVIRONMENT and ASSETS	2.7	3.2	<ul style="list-style-type: none"> • Make significant Net Zero progress as part of climate emergency response, supported by decarbonisation planning and linked to energy measures • Reducing waste: including through re-use systems and procurement specifications • Reducing travel impact: – increase electric vehicles in the fleet and further promote active travel
CORPORATE and CIVIC	3.3	3.8	<ul style="list-style-type: none"> • Generate greater clarity and more systematic reporting through the organisation on anchors – mainstream it and frame as something we are accountable for • Engage with other hospitals in West Yorkshire on this agenda - promote, share and collaborate with them
SERVICE DELIVERY	1.8	2.8	<ul style="list-style-type: none"> • Identify 3 key areas that could address health inequalities through a clinical setting, service provision or pathway • Improve data collection to enable us to better understand the main challenges • Improve the availability and distribution of educational materials to help clinical services address health inequalities

EMPLOYER: Robyn Swain				
THEMES	FEATURE	CURRENT	AMBITION	COMMENTARY AND PRIORITIES FOR ACTION
RECRUITMENT	Methods of recruitment	3.5	4	<p>Would score a 4 in many respects because of:</p> <ul style="list-style-type: none"> • Targeted outreach • Work with local charity partners • Encourage entry level recruitment based solely on values, including for apprenticeship programme - where no qualifications or experience required if values are apt – which allows wider entry [NB – potential good practice case study – see box on apprenticeships below too] • Lincoln Green Programme • Hidden Talents programme • ...but can't claim job descriptions etc. for all 21,000 staff are perfect, hence scored as a very strong 3 and aiming to be a 4 through being more systematic across all areas
	Nature of apprenticeship offer	4	4	<ul style="list-style-type: none"> • Over 40 different apprenticeship programmes • Over 800 apprenticeships • Clear progression frameworks across many areas, e.g. nurses, theatre practitioners, in estates and facilities, etc. – worked hard to create pathways for people • Active transfers to other healthcare partner organisations in the region • Also some soft skills apprenticeships, e.g. team leadership and management • Shortlisted for national; CIPD awards
	Flexible working	2	3	<ul style="list-style-type: none"> • Aiming to achieve flexibility as the default, but not fully there yet • Policy not widely spread yet, but on that journey • Action to move to a 3 is to make the policy more routinely and frequently applied with an increase in flexible working as a result
PAY AND CONDITIONS	Living Wage	3	3	<ul style="list-style-type: none"> • Nationally negotiated via Agenda for Change • Pay the real living wage (bottom pay band is c£18,000/hr - apprentices also earn this) • <i>Not sure whether LTHT is Living Wage Foundation accredited – need to check this (scores assume not accredited and not intending to be)</i>
	Pensions	3	3	<ul style="list-style-type: none"> • Engage with national work on total reward statements – and everyone prompted to access this and wider non pay benefits package • Offer financial education on pensions and anyone can book on to learning sessions
	Non-pay benefits	3	3	<ul style="list-style-type: none"> • Have a package in place which is proactively communicated – albeit by intranet and a staff app (i.e. dependent on online/digital routes) • Not done much to target low paid staff as a conscious decision –potential to do this • Will consider whether to review the benefits package to see whether there is scope to improve/change the core benefits within it so that they are accessible and useful to

				those on low incomes – this would be key to scoring a 4
	Contract types	4	4	<ul style="list-style-type: none"> • Vast majority not on zero hours contracts • Some use of zero hours during pandemic for responsive areas like facilities – but mainly to be flexible for those who want to work with LTHT, not for employer advantage/to exploit employees • Progression routes to substantive employment in place • Those on zero hours trained up to be able to do substantive roles and intent is for them to take this up – so long as pass probation and perform on values, reliability, etc.
TRAINING AND DEVELOPMENT	Training, development and progression	4	4	<ul style="list-style-type: none"> • Wide prospectus of development opportunities for all staff • Proactively targeted courses for people who are less likely to access training & development, e.g. Moving Up Programme, which helps to build confidence and soft skills for interviews, with initial focus on BAME employees – high demand and expanding the programme. Now expanding this for other protected characteristics – disability and LGBTQ+. [Could be best practice case study] • For staff on lower pay bands, ensure a real breadth of training – e.g. on digital skills or Leeds Way values • Apprenticeships used as development opportunities as well as employment opportunities - including broad areas such as admin • Just starting to analyse data on take up of learning and development by staff group, band and protected characteristics – not quite there yet and this will further strengthen
	Leadership and management	3	4	<ul style="list-style-type: none"> • Recognise that as a large organisation, have some areas of poorer practice - a project now in place to articulate ‘what good looks like’ for management and leadership and a programme of training to help managers to achieve this.
	Measuring performance	3.5	3.5	<ul style="list-style-type: none"> • Robust appraisal for medical and non-medical staff • Over 90% have done an appraisal in last 12 months, and a large majority see this as valuable • Encourage 1-1s with managers as good practice • Can identify any areas of poor performance • Robust supporting performance policies in place – supporting managers and a formal HR route to back up • Embed Leeds Ways values into appraisal system -staff identify values they are strong on and ones they would like to improve • Not using innovative tools to acknowledge/reward high performance
HEALTHY WORKPLACES	Supporting physical and mental health, wellbeing and resilience	4	4	<ul style="list-style-type: none"> • Strong on this and seek to be a caring employer and the best place to work • Strong mental health support offer • Physical health and financial health also supported

PROCUREMENT: Paul Ralston				
THEMES	FEATURE	CURRENT	AMBITION	COMMENTARY AND PRIORITIES FOR ACTION
LOCAL SUPPLY CHAINS	Monitor / analyse local spending	2	3	<ul style="list-style-type: none"> Do carry out baselining but it is at postcode level and sporadic and there is not much follow on analysis Shift to 3 will come from doing this on a more consistent and formal basis annually, and in time, will look to benchmark against others and possibly set a target
	Enable SMEs to submit proposals	2	4	<ul style="list-style-type: none"> Mixed picture – currently pay 91% of all invoices within 30 days, frequently break large contracts into lots (albeit not specifically to aide SMEs), and have carried out some market engagement But much procurement is via nationally set frameworks so far harder to influence in Leeds; and not aware of any work to push payment terms down supply chain Aim for 4 by being far more consistent on this
	Engage with local suppliers on contract opportunities	1	3	<ul style="list-style-type: none"> May have been some on occasions but exception rather than rule Shift to 3 – have agreed across West Yorkshire to start to do supplier days to give advice on how to submit tenders, what opportunities are coming up, information on procurement portals etc plus looking at social value clauses that can be put into contracts. In addition will look to identify a cohort of suppliers that they can communicate with and improve engagement approach over time.
	Identify and address local supply gaps	1	2	<ul style="list-style-type: none"> Nothing at present and feels very limited in scope given nature of what Trust buys, with the two biggest areas being medial products and pharmaceuticals - opportunities to fill gaps locally are very limited Potential to look at other services e.g. laundry but realism of this seems unlikely given substantive nature of infrastructure requirements and costs of entry Shift to 2 will come from being aware of gaps but very unlikely to push beyond this
SOCIAL VALUE	Apply social value goals and scoring in tendering	1	3	<ul style="list-style-type: none"> Nothing at present Ambition to shift to 3 on all new contracts (although uncertain as to whether this will be achieved in 18 months given point in contract cycles)
	% of total marks allocated to social value in scoring	1	2.5	<ul style="list-style-type: none"> Nothing at present Desire to progress - in future may be mandatory at 10% depending on Government policy, although there will still be times when this is not relevant e.g. when using major internationally purchasing contracts
	Coverage of workforce issues	1	2	<ul style="list-style-type: none"> Nothing at present Need to investigate in order to be clear what the expectation of the Trust is on this but feels realistic to aim for 2 in the first instance and then look to go higher

				<ul style="list-style-type: none"> Review opportunities to include living wage, fair conditions, modern slavery, training and apprenticeships into SV evaluation on all contracts
	Coverage of wider social, health and environmental issues	1	3	<ul style="list-style-type: none"> Nothing at present although environment and health impacts feel like a stronger area and where there will be more appetite to progress via setting specific goals and hence have an ambition of 3 Identify relevant contracts where social/community benefits can be included and evaluated on Work with other Anchor institutions to transfer existing scoring criteria on social/community benefits and include in our SV evaluations.
	Extent and nature of supplier engagement	1	3	<ul style="list-style-type: none"> Very little currently, anything done is ad hoc and not routine Shift to 3 Include SV requirements when undertaking supplier engagement for larger contracts Review current suppliers and identify where SV is being undertaken and add into contract management regime for that contract Include SV in supplier days ran at West Yorkshire level with other Trusts
	Monitoring and enforcement	2	4	<ul style="list-style-type: none"> Decent contract monitoring in place but not aimed at social value Soon to be launching a new contract management tool which will make monitoring more systematic and will allow Trust to aim for 4
PROCURING NEW DEVELOPMENTS TO DELIVER LOCAL BENEFITS	Use procurement to create jobs and skills benefits from construction	3	3	<ul style="list-style-type: none"> Building the Leeds Way central to this – both the design and construction tenders have social value embedded and weighted accordingly Social Value Portal has been commissioned to help in evaluating and monitoring social value in the design contracts A quarterly social value coordination meeting has been established to maximise the social value impact of the design contracts
	Put focus on those who most need work and skills	3	4	<ul style="list-style-type: none"> Social value asks in tenders have been focused on employment and education and connected to the city's priority neighbourhoods and Trust footprint, albeit with discretion for bidders to specify what they can deliver, and will be held to account via Social Value Portal monitoring Scope to really push bidders to maximise social value Scope to look at supply side brokerage e.g. via Leeds City Council; and to continue to leverage social value from the new build once it is occupied

ENVIRONMENT AND ASSETS: Libby Sutherland				
THEMES	FEATURE	CURRENT	AMBITION	COMMENTARY AND PRIORITIES FOR ACTION
ADOPT STRETCHING ENVIRONMENTAL POLICIES, TARGETS AND MANAGEMENT SYSTEMS	Climate emergency response	3	3	<ul style="list-style-type: none"> Have a green plan, net zero target (2040) No ambition to bring that forward Annual monitoring and action plan in place
	Environmental policy and Environmental Management Systems	2	3	<ul style="list-style-type: none"> Started on the process on an environmental management system, but currently paused Have a waste policy and regular auditing with actions, but not currently formalised as of yet. Ambition to do this Ambition to develop and run an EMS – ISO 14001 (or equivalent)
TAKE ACTION ON ENERGY, RESOURCE USE, WASTE AND POLLUTION	Energy use and efficiency and renewables	3	4	<ul style="list-style-type: none"> Have strong systematic actions to reduce energy use and improve efficiency Buy energy through green tariffs Plans to use solar panels at Chapel Allerton Have a longer goal ambition to develop a decarbonisation plan for each hospital site including options appraisals New hospital build has good energy efficiency (BREEAM excellent), but supply of renewable energy into the buildings is under debate Technical issues as to why we can't generate energy on site with renewables Ambition is to be a 4 is longer term, as renewables progress would take some time, not next 18 months
	Waste, resource use and pollution	2	3	<ul style="list-style-type: none"> Waste is converted to energy via incineration rather than going to landfill Have introduced a reusable sharps container to reduce amount of plastic we bring in Signed up to plastics pledge – don't use plastic in a non-clinical setting Ambition is working towards more challenging areas of plastic use, including looking at more reuse systems (furniture, etc.) and procurement specifications
ENHANCE IMPACTS RELATED TO TRANSPORT AND THE BUILT AND NATURAL ENVIRONMENT	Transport	3	3	<ul style="list-style-type: none"> Have ultra-low emission vehicles and electric vehicles in our fleet with ambition to make all electric. Looking into charging required Electric vehicle charging strategy in development Running various campaigns to encourage active travel – e.g., 1 day a week active travel campaign, walking works Showers and secure bike parking options, ambition to improve these and to increase active travel Have a metro card and shuttle bus between sites Discussing financial incentives to encourage active travel Plans are in place to promote the use of public transport for patients and improving

				<p>signage to promote cycle storage for patients</p> <ul style="list-style-type: none"> • Longer term ambition to achieve a 4 (>18 months) as transition of vehicle fleet will take some time
	Buildings and Infrastructure (existing and new)	3	3.5	<ul style="list-style-type: none"> • Successful in bidding for retrofitting / decarbonisation public sector funding - £13m to upgrade estate, e.g. for lighting (LED), solar PV • BREEAM Excellent and WELL Gold ratings for BtLW new hospital build, but not current hospital • Estates strategy includes greener ambitions • Ambition is to further retrofit, but new building Excellent not outstanding
	Natural environment/green infrastructure	2	3	<ul style="list-style-type: none"> • Have a raised beds trail at St James's to encourage staff to walk between 10 raised beds. In discussions about building and extending this work including delivering more green space • Will plant 2000 trees at Chapel Allerton and St James's Hospital with NHS Forest support. In the process of agreeing when it's going to take place (Autumn 2021) – this will help to move to a 3 when delivered • Not yet looking at offsetting by planting more trees, etc.
DESIGN/MANAGE LAND, BUILDINGS AND OTHER ASSETS TO MAXIMISE LOCAL AND COMMUNITY BENEFITS	Community use of facilities and 'good neighbour' role	2	2	<ul style="list-style-type: none"> • Edible raised trail was financed by charity in Harehills and designed to be accessible for local community. Held a workshop for staff and local community • Discussions for new gardening projects are being developed with communities in mind • BtLW is being developed with green spaces that will be accessible to local communities. However, due to security of the estate and an overall strategy to reduce the Trust's non-clinical footprint, the site is not being developed with provision of meeting space for local voluntary groups in mind. • Whilst we're not planning community access to facilities, we have engaged significantly with local community groups e.g. little woodhouse community group about how we can minimise the impact of the scheme.
	Strategic planning, regeneration and good design	4	4	<ul style="list-style-type: none"> • The Trust are actively engaging with University of Leeds regarding the future operation of the Generating Station Complex. The GSC is used by both organisations to generate Power/Heat across the LGI and UoL estate, with discussions ongoing as to how we utilise the GSC to maintain contractual agreements, whilst achieving Net Zero Carbon ambitions. • The Trust are also engaging the Leeds District Heat Network (Leeds Pipes) about the potential to utilise this network for heating the LGI site, which will likely include conversations as to how we also feed energy in to this grid to support the resilience of the wider network. • we have engaged strongly with Leeds City Council on a strategic regeneration framework for the wider area as part of the innovation district

CORPORATE AND CIVIC: James Goodyear				
THEMES	FEATURE	CURRENT (and 2018)	AMBITION	COMMENTARY AND PRIORITIES FOR ACTION
COMMIT TO BEING AN INCLUSIVE ANCHOR	Corporate leadership and commitment	3 (2 in 2018)	4	<ul style="list-style-type: none"> • Role well understood amongst senior leadership including Exec and Board • Role as an anchor championed by CEO – including externally • Flows through into other dimensions and action • Not yet a 4 as more to do on setting priorities and holding ourselves to account systematically. Have in certain areas and can widen this and make consistent – key step to realising the '4' ambition.
	Embedded in values, behaviour, culture and communications	3 (3 in 2018)	3	<ul style="list-style-type: none"> • Our values set (Leeds Way) fits very well with anchors thinking and values – e.g. fairness and collaboration • Within last 12-18 months, much greater recognition that these values are about the wider community and population health, not just patients • Cultural assessment surveys pick out strengths in supporting lower paid staff • Initiatives are championed which do that, e.g. volunteering outreach with disadvantaged groups • Could still go further, e.g. in community wealth building • Action is to better understand needs and aspirations in order to do more – covered under other questions in the framework (under Service Delivery)
	Incorporated in key documents – corporate vision and plan, etc.	4 (1 in 2018)	4	<ul style="list-style-type: none"> • Reflected well in corporate strategy and plans below this, e.g. links well into Green Plan. Well covered overall. • Also has currency in NHS more widely, with increasing interest in anchors work • Very well embedded – and need to maintain that more than heighten
	Manage financial assets to create positive impacts	N/A	N/A	<ul style="list-style-type: none"> • Don't have funds that can be invested or influence over

	Resource allocation that supports inclusive anchor impact	3 (1 in 2018)	3	<ul style="list-style-type: none"> Investing in the Academy, which helps support inclusive recruitment Funding projects and programmes that address anchors agenda Not doing budgeting based on population needs yet, as might be done in a health commissioning role taking account of deprivation, etc. Overall, taking opportunities to invest where relevant – e.g. new hospital design and approach to Social Value in build and delivery
COLLABORATE WITH OTHER ANCHORS	Collaborate with other local anchors	3 (3 in 2018)	4	<ul style="list-style-type: none"> Participation in Leeds Anchors Network has strengthened level of understanding and collaboration Some initiatives now taken forward in collaboration with other anchors More work possible on community anchors at corporate level – some now with 3rd sector umbrella groups, but not as wide as it could potentially be – this is the key areas to improve to move to a 4
	Collaborate and share experience beyond local area	3 (3 in 2018)	4	<ul style="list-style-type: none"> Do quite a lot of sharing and collaboration with others Aware of risk of talking too much instead of doing, so keep in balance Could do more with other hospitals in West Yorkshire

SERVICE DELIVERY: Lulu Tucker/Charlotte Orton				
THEMES	FEATURE	CURRENT	AMBITION	COMMENTARY AND PRIORITIES FOR ACTION
CORE SERVICES	Knowing your place and service users	2	3	<ul style="list-style-type: none"> • Patient Level Costing Team have developed a population health management tool to look at the use of the Trust's services based on IMD, ethnicity and postcode. Actively promoted through the Trust with significant engagement from some services in application e.g., maternity • Data has been collected on waiting lists by ethnicity
	Reviewing service delivery to reach diverse communities	2	3	<ul style="list-style-type: none"> • A health inequalities strategy is in development, which looks at how service delivery can be adapted for those in disadvantaged communities • All clinical specialities have considered how they are affected by and can act on health inequalities as part of the clinical service strategy for the organisation. • Maternity has implemented continuity of carer, with the programme targeted at BME groups.
IMPROVE UPTAKE OF SERVICES	Embedding joint working	2	3	<ul style="list-style-type: none"> • Part of the WH&Y HCP Healthy and Sustainable Hospitals Group which is looking at Covid recovery waiting lists, and how services can address inequalities. • A member of the Leeds Tackling Health Inequalities Group, and have been involved in the development of a health inequalities toolkit for use in health and care settings across the city
CONTRIBUTE KNOWLEDGE, RESOURCES, DATA OR EXPERTISE	Support local business success	1	2	<ul style="list-style-type: none"> • There is currently no systematic approach to how we work with local businesses
	Build links with local schools, colleges and universities via talks, projects, funding, curriculum input, careers links or work experience	2	3	<ul style="list-style-type: none"> • As a teaching hospital LTHT is closely involved in education of future medical workforce. Also have several apprenticeship routes and a strong working relationship with the health and care academy. • Active outreach and engagement through employment opportunities to local communities, including school engagement for medical careers in disadvantaged communities.

