



Social Value



Lancashire Teaching
Hospitals
NHS Foundation Trust

Social Value Enabling Strategy 2025–2030

*Working together to improve
the health and wealth of the
population we serve*



Foreword

by Professor Silas Nicholls, Chief Executive

Lancashire Teaching Hospitals is proud to be part of the fabric of the communities we serve. We are more than a healthcare provider – we are a major employer, a partner, and a trusted presence in people’s lives. This Social Value Strategy is a statement of our intent to use that position to do more: to shape opportunity, reduce inequality, and support healthier, fairer futures.

For me, this commitment is not abstract. I have seen first-hand how the circumstances people grow up in can shape their health, their prospects, and their sense of possibility. Those experiences have left me with a deep conviction that our organisation must do everything it can to widen opportunity and help people to thrive. The Board shares this conviction, and together we are determined to make social value part of how we lead, plan and act every day.

Social value is about recognising that the care we provide through our services is only one part of the difference we can make. By embedding social value into how we employ, procure, invest, and partner, we can create opportunities that uplift communities, support inclusion, and strengthen the foundations of health.

This strategy sets out our collective ambition: to ensure that social value is not an afterthought, but a golden thread woven through all that we do. It is about how we act as an employer of choice, how we support the local economy, how we protect our environment, and how we work with others to create lasting impact.

The Board and I are fully committed to this agenda. But success will not come from leadership alone. It depends on all of us – colleagues, partners, and communities – working together to ensure our organisation’s positive impact extends beyond our services and into people’s daily lives.

Together, we can make Lancashire a place where more people live not just longer, but better lives.



Professor Silas Nicholls
Chief Executive

Our commitment to maximise social value and fulfil our role as an anchor institute

Being an anchor institute

“Anchor organisations are rooted in a place, with strong ties to the area in which they operate and large enough to make a significant contribution to the local economy through their purchasing power. They exert a substantial draw on local people for work and training, beyond just the services they provide.” NHS Providers (Being an anchor institution: Partnership approaches to improving population health 2023) Anchor institutions due to their size are unlikely to relocate and have a significant stake in the geographical area, therefore anchored to their surrounding community (Source: The Health Foundation 2019 Building healthier communities: the role of the NHS as an anchor institution).

At Lancashire Teaching Hospitals, we acknowledge the enormity of our role within the communities we serve. We are conscious of our responsibilities to advance the welfare of the local populations, recognising that we must use our voice to influence how resources are spent locally to enable community wealth building and development.

We understand the importance of looking beyond our organisational boundaries by working in partnership to play our part in improving the social, economic and environmental conditions that can shape good health and deliver a sustained positive societal impact. We recognise how health is shaped by the circumstances people live in and we have a vital role in reducing health inequalities for the people who live and work across our region not only through the services we provide, but in our role as an employer, landowner, and purchaser of goods and services.

In our role as an anchor institution, we commit to having a continually evolving set of responsibilities which will form part of our organisational way of doing things. We will not view these actions as additional one-off programmes, instead seek to integrate this ethos into our wider strategic aims in how we employ our colleagues through to supporting their development, where we purchase goods and services, how we manage our land, building and environment along with how we work in partnership.

The importance of social value

Social value is a ‘catch-all’ term used to describe the difference we can make to the communities we provide services too. Social value matters because it is the right thing to do.

Social value encompasses all activity across our organisation, it goes beyond the financial bottom line, it includes employment, training and education, commissioning or procurement, investment and service delivery. It also includes how we go about doing our work, such as the ethical approaches we consider, the community engagement we undertake through to the collaboration we have with partners and wider stakeholders.

The purpose of social value is to deliver an impact within the community, this can be through reducing health inequalities, increasing the diversity of our workforce, retaining and attracting talent and skills to the area, improving the health and wellbeing of our communities and colleagues, through to increasing economic prosperity in the region and improving the environment.

The concept of social value has been around for decades and continues to evolve since the introduction of the Public Services (Social Value) Act in 2012. Since the act was published the focus of social value has expanded from being a procurement framework to be more about the role large organisations such as ours has in creating a sense of community, supporting the environment and the green agenda through to creating inclusive workforces who have the skills and desire to remain working in the region which in turn increases the health and wealth of our communities.

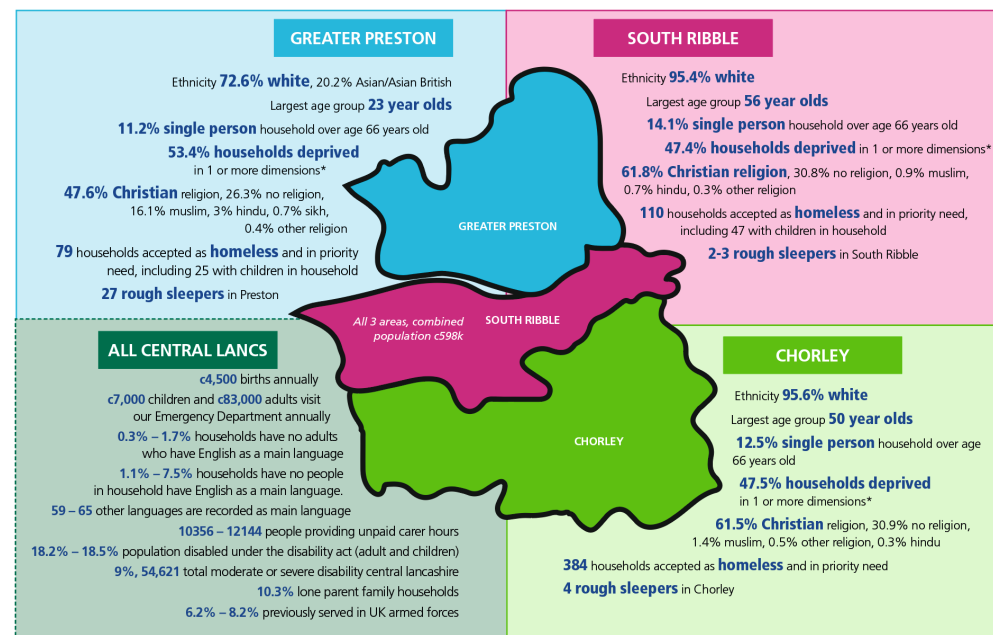
Why does social value matter for our communities

Although progress is being made across the public sector, voluntary and charitable partners for Lancashire and South Cumbria, our communities and indeed workforce continue to be hindered by several deep-rooted, long standing and interconnected challenges.

To summarise, this includes pockets of deprivation when compared to other areas of the country and in some cases within the northwest, high numbers of unpaid carers, with Preston having more than double 'high to severe outdoor living environment deprivation (Source: Lancashire City Council Social Value Portal and Local Needs Analysis 2022) at 50% compared to the wider northwest at 20.4%. Further to this, wider deprivation as measured by the Indices of Multiple Deprivation (deprivation is measured as a 'lack of' for factors such as income, employment, education and skills, health, crime, housing and outdoor living environment), it was found for Preston the overall level of deprivation according to this measure for Preston is 55.8% with Chorley at 19.7% compared to the Northwest region at 44.2%.

The Office of National Statistics data set for 2024 with relation to proportion of our community who are in jobs with hourly pay below the living wage for Lancashire as a whole is 19%, with Males in 15.7% of roles and 23.4% of Females in roles which do not pay above the living wage. The proportion significantly increases for those individuals in part time employment with 36.7% of our community in jobs which pay below the living wage. The Local Needs Analysis (2022) published by Lancashire County Council reported that 88.5% of businesses in Lancashire are micro businesses, with three main enterprise groups in construction, professional, scientific and technical along with retail. The [Lancashire Skills and Employment Hub](#) reported in 2023 that 15.9% of total employment across the Local Authority Area for Lancashire were employed in Human Health and Social Work Activities, the largest employer, with wholesale and retail next at 15.8%.

As described in our Health Improvement Plan (2024) and the image below, the demographics across the 1.8 million population for Lancashire and South Cumbria published in the 2021 Census shows the proportion of our communities with protected characteristics and who are experiencing deprivation. (Source: Data from 2021 Census <https://www.lancashire.gov.uk/lancashire-insight>)



*dimensions of deprivation used to classify households are based on education, employment, health and housing.

Further to the information provided above, when reviewing the levels of qualifications held by members of our community, it was found that 28.2% of residents aged 16 or over had no qualifications, which is higher than the rest of England at 27.8%. For the highest level of qualification however 30.6% of residents in Lancashire as a whole had a degree level qualification or equivalent which is lower than England at 33.5%.

The [Get Britain Working White Paper](#) published in November 2024, outlines reform required nationally to tackle a number of key issues which are relevant to the trends found in the local communities of Lancashire and South Cumbria. These include developing new ways to support individuals with health conditions, caring responsibilities, it highlights that women who care for their families still experience challenges staying in and progressing in work. Equally it outlines how many employers can struggle to fill their vacancies due to labour and skill shortages, which then subsequently holds back economic growth in the local area and contributes to poor quality living standards.

It recognises that individuals with lower skill levels and from socially deprived backgrounds can struggle to enter employment and collectively we need to develop ways which enable young people to access high quality further learning, apprenticeships or support to work so they can thrive at the start of their career. The Sutton Trust report titled '[Unequal Treatment?](#)' looks at the impact of social deprivation on ability to gain a university place to study medicine, with only 5% of applicants being from the lowest social economic group and 75% of applicants being from higher socioeconomic backgrounds.

The impact of parental occupational achievements also impacts on young people's ability to gain a medical school place, the report details how only 3% of applicants had parents who were in 'semi-routine and routine occupations', compared with 74% of applicants who had parents who were in 'higher managerial and professional occupations'. Parental educational attainment also impacted on those who applied to medical school, with 74% (2021 data) of entrants having a degree educated parent. The report examines the interaction between socio-economic group and ethnicity, illustrating stark differences by ethnicity and socio-economic group. Over half (52%) of entrants from the highest socio-economic group were White, 8% were

Black and 31% were Asian; whereas among entrants from the lowest socio-economic group, 15% were White, 16% were Black and 61% were Asian.

All of these factors were also described in the Marmot Review: Health Inequalities, Fair Society, Healthy Lives (2010) outlining how the conditions in which people are born, grow, live, work and age and can lead to health inequalities and impact on the social determinants of health. Health inequalities arise from the complex interaction of many factors such as quality of housing, income levels, educational attainment, social isolation, disability - all of which are strongly affected by one's economic and social status.



As described by the [Lancashire Skills and Employment Hub](#) and associated paper Lancashire Skills Hub insight report (Sept 2023) titled [Economic Inactivity in Lancashire: Health and Wellbeing and the Economic Threat of Inactivity](#), the proportion of the population that are economically inactive in the areas covered by Lancashire County Council (data set March 2025) is approximately 193,000, which is similar to the national economic inactivity rates. However when looking at Preston separately this rises to 24.2% (2.7% above the national average), which is in stark contrast to Chorley and South Ribble which are well below the national average. This inactivity

has significant economic consequences, with modelling estimating an annual loss of circa £5 billion in potential economic output, therefore by helping to get a proportion of this cohort back into work it would result in significant economic gain for our region.

Looking further at the population who are economically inactive in Preston, 64.2% do not want employment, with 91% who are economically inactive in Chorley also not wanting a job. However overall employment rate across the areas covered by Lancashire County Council is at 77.5% and this is back to pandemic levels. Despite this 23% of 16–17 year olds, 31,7% of 18–24 year olds and 28% of 25–49 year olds are claiming universal credit as a result of worklessness. Across Lancashire the reasons for inactivity are due to long term sickness with 41.3% stating this as a reason, followed by 17.6% looking after family/home and 12.9% retired. This split changes when looking just at Preston, with long term sickness increasing to 50.9% and caring for family to 11.2%. There again is a stark contrast when looking at Chorley with only 39.7% inactive due to long term sickness however 15.8% caring for family and South Ribble with only 36.6% being economically inactive due to a long-term condition and 12% caring for family. The levels of inactivity due to a long-term condition are far higher in our local region than compared to the national average at 28.2% and the Northwest average at 32.3%.

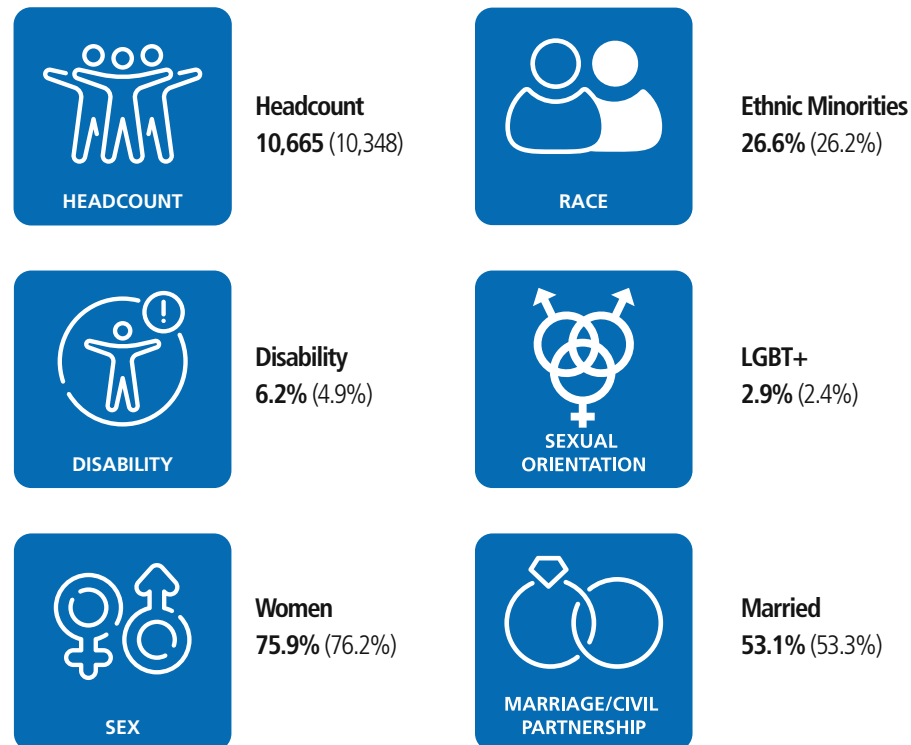
As well as supporting economic gain, it could potentially reduce the demand on our healthcare services. There is strong evidence that “work is good for health and unemployment is bad for it” Health, work and health related worklessness - A guide for local authorities (2016). Furthermore, this guidance highlights how worklessness is associated with an increased risk of mortality and morbidity including cardiovascular disease, poor mental health, suicide and health-damaging behaviours. In our role as a healthcare provider and large local employer we have a dual role in supporting our community with health issues to be well enough to obtain and retain work, whilst supporting colleagues to maintain economic independence and wellbeing.

The connection between workplace health in our organisation and population health is very close as many people live within a relatively short commute to our hospital sites. Through our actions we have the potential to play a significant role in reducing health inequalities, influencing and enhancing the economic and social status of our community through meaningful employment and careers development opportunities.

The Get Britain Working White Paper described how we as a large employer have a responsibility to support colleagues to upskill and get on in their career, ensuring they have access to training and ongoing development. The paper emphasises the importance of recruiting and retaining people with a disability or long-term condition, taking action to prevent people from becoming unwell at work, creating healthy workplaces and taking early intervention for sickness absence as a way to try and reduce levels of economic inactivity driven by ill health. The local authority guide titled Health, work and health related worklessness identified that by investing in keeping colleagues engaged and happy in their work it supports their wellbeing, protects against social exclusion through the provision of income whilst providing social interaction, identity and purpose. It also highlighted the benefits of investing in workplace health, with every £1 spent on health and wellbeing programmes for staff delivers a return on investment of between £2-£10 as it leads to reduced absence, increased productivity and reduced turnover.



Our communities are our workforce, we understand that our workforce is broadly in line with the 2021 Census data, the issues which impact on our communities around deprivation, housing and caring responsibilities will be the lived experience for some of our workforce. As described in the Equality Diversity and Inclusion Strategy and highlighted in the image below which is taken from the associated most recent annual report in 2024, this illustrates our workforce demographics and protected characteristics;



(2023 data shown in brackets)

Our workforce is predominantly female (at 75.9%), which is higher than the general population for Lancashire and South Cumbria as outlined above. Given that the Census data indicates that as a region we have higher proportion of unpaid carers, with 10.3% lone family households, as an organisation we could make an assumption that we have more colleagues who fall into these groups and have multiple caring responsibilities and single incomes available to support their families. However as we do not hold this data as part of our employment service record it is not possible to make a data lead analysis.

As an organisation our workforce is proportionally representative for ethnicity, we have more colleagues from an Asian, Black and other ethnic group than the populations that make up Preston and Chorley. We are also proportionally representative for the majority of religions captured by the Census, with the organisation being underrepresented for Muslim, Sikh and having no religion when compared against the Preston Census data and the opposite being said when comparing this data against the Chorley Census data set.

The majority of our workforce falls between the ages of 25 – 64 years, however we are underrepresented when compared to our communities for employing colleagues who fall between 16 and 24 years (making up 6.9% of total headcount). For sexual orientation we are proportionally representative of the community we serve.

There are 4.9% of colleagues who have told us they have a disability or long-term condition, however in reality we are aware there are more colleagues with conditions who may not shared this with us as their employer. This is reflected by the 2021 Census data which indicates across Preston 24.4% and in Chorley 26.6% of the population have a long-term condition. Further to this we have within our workforce significant health and wellbeing challenges, with sickness levels being reported above the regional and national averages and an especially high prevalence of our workforce experiencing mental health problems.

Our vision

Our vision through this strategy is to

Improve the lives of our communities and colleagues through our role as an anchor institution

The key principles underpinning this vision statement is that all aspects of our work as an NHS organisation and employer should contribute towards the social value impact we make. The Social Value Strategy is integrated in the 5 corporate objectives of the organisation, these are:

Further to this the principles of this strategy are aligned to the [NHS 10-year plan](#) which envisions a shift towards neighbourhood health services, where care is delivered closer to people's homes and within their communities through integrated, multidisciplinary team working across place. The NHS 10-year plan aims to improve access to healthcare, reduce pressure on hospitals, and promote preventative care to achieve better health outcomes, reduced health inequalities and reduced hospital admissions.



Patients

Our ambition is to consistently deliver excellent care



Performance

Our ambition is to consistently deliver excellent care



People

Our ambition is to be a great place to work



Productivity

Our ambition is to deliver value for money



Partnership

Our ambition is to be fit for the future

This strategy is not designed to replace or supersede other core strategic aims of work. Its focus is on creating a framework which underpins and emphasises the programmes of work which acknowledge the leadership role we have in our community as an anchor institution and deliver tangible social value. The Social Value Strategy has embedded at its core the work of vital strategic programmes of work as detailed in the Equality Diversity and Inclusion Strategy, Our People Plan, Green Plan, Health Inequalities Plan, Patient Experience Plan and Education Strategy. There are clear correlations and intersections across all of these strategy documents in relation to Social Value.

To achieve our vision, the aims of this strategy are to put social value at the forefront of decision making across through:

Creating careers and opportunities by being a local employer of choice – we know our actions speak louder than words for our colleagues and communities. To enable our region to retain its talent we will need to continue to widen access to good employment through understanding local demographics, creating opportunities, targeting positions for local people and inspiring young people into healthcare careers.

Through our drive to be a great place to work we will support the health and wellbeing of colleagues, create inclusive teams where members of the community can see themselves reflected in our people at all levels and across all roles. We will support continual professional development and career progression along with supporting fair pay and conditions of employment to enable colleagues and our community to flourish and achieve their aspirations.

Leveraging our contracting, estate, and sustainable practices to deliver local benefits and social value – we need to put our money where our mouth is, influencing sustainable practices in the community through how we procure from local suppliers and ensure social value is embedded in all our purchasing decisions. We need to work in partnership to maximise the wider value of our estate, enabling local groups and businesses to use our facilities. Through the work delivered through our Green Plan we need to shape colleague and community behaviours encouraging their buy in for environmental sustainability.

Connecting community and partnerships – we need to walk the talk, as a healthcare service provider, we have a wider role to play as an anchor institution to influence, mobilise, convene and coordinate wider activities of our partners and stakeholders for the benefit of the people in our region.

Organisationally we have a role in partnering with other anchor institutions, to develop collaboratives which support shared learning, create community engagement opportunities designed to support health, wellbeing, redressing inequalities, empowering communities and reducing deprivation within our region.



Social value delivery framework

The purpose of the framework

The Social Value Framework has been developed to provide a consistent approach to embedding Social Value across our organisation. It is also intended to ensure that we go above and beyond our current Social Value activity and explore new ways of creating, measuring and reviewing Social Value across the organisation. The Social Value Framework aims to:

Inform: Support all colleagues to understand the role of social value and identify how all parts of our organisation can contribute to fulfilling our role as an anchor institution. To do this we must provide information and practical guidance to help all teams to take ownership of social value as well as help elevate existing good practice and showcase areas where we are already creating social value.

Maximise: The key principle underpinning the Social Value Framework is that all our activities should contribute towards our vision which is to improve the lives of our communities and colleagues through our role as an anchor institution. There isn't one set of actions which will achieve this, our actions and approach must be dynamic, evolve with time and as we make progress and learn through doing.

To maximise our impact, we need to gain senior leadership and board buy-in through visible commitment and tangible actions which help embed anchor working as part of business as usual. We need to build relationships, develop shared objectives and outcomes to ensure that the benefits outweigh the challenges and make it worthwhile persevering in cross system programmes of work. The social value framework needs to provide a common language and guide for practical action to help us navigate different ways of working.

We need to empower our colleagues and teams to innovate by tapping into their core motivation, which is to improve people's lives through good health, wellbeing and help keep people out of poverty.

Measure: Develop immediate and longer-term commitments which will facilitate the creation of social value, along with clear indicators that we can use to measure, monitor and evaluate progress towards our impact in providing social value. This will involve scoping measurement opportunities and methodology, identifying the data and information we need to benchmark and then track progress, highlight success and understand areas that need improving.

Report: We will publish an annual strategic update of our progress in delivering social value and achievements as an anchor institution. The annual update will demonstrate the progress we are making, where there are opportunities to do more, the impact our actions have had and our focus for the coming year.



Create careers and opportunities by being a local employer of choice

Our recruitment practices, widening participation opportunities, the terms and conditions of employment, the health and wellbeing support we provide colleagues, our drive towards being a consciously inclusive organisation through the delivery of the Equality, Diversity and Inclusion Strategy, through to the extensive training and education offer are all key elements of the social value we create. We are already achieving a lot in this area, for example:

- An extensive widening participation offers, with outreach and engagement in local schools, colleges, community groups where there are higher levels of unemployment.
- Extensive range of apprenticeship opportunities enabling individuals to gain a qualification whilst earning and gaining work experience.
- Attraction and support programmes which help to attract local people into employment opportunities with us and overcome barriers to entering into work.
- Working with range of community partners to promote career and development opportunities to local people.
- The range of volunteering opportunities
- We provide an extensive range of health and wellbeing initiatives for colleagues, along with provision of targeted support for colleagues with certain protected characteristics
- We operate a range of Ambassador Forums and Networks for ethnic minorities, colleagues living with a disability or long-term condition, LGBTQ+, Carers, Endometriosis and Menopause support.
- We have a comprehensive Equality, Diversity and Inclusion Strategy which sets the principles which progress us towards being consciously inclusive in everything we do for our communities and colleagues.

- Our People Plan provides the workforce and organisational development strategic direction, bringing together transformational streams of work which create the conditions for a great place to work.
- We work in partnership with Trade Unions on our employment practices.
- We hold several employer accreditations including the Care Leavers Covenant, Disability Confident, the TUC Dying to Work Charter and the Armed Forces Covenant.
- We have signed up to Lancashire Skills Pledge, demonstrating our commitment to upskilling, recruiting, and inspiring local people through our widening participation offer, apprenticeships, volunteer scheme and community engagement around our vacancies.
- We offer flexible working opportunities from day one, reducing the barriers to employment for example for colleagues with caring responsibilities.

To evolve and improve our approach we will work towards the following future aspirations and plans. As part of the Social Value Delivery Framework we will:

- Ensure the principles of social value and our role as an anchor institution is embedded in the actions and strategic direction described in the refreshed Equality, Diversity and Inclusion Strategy and Our People Plan.
- Grow volunteer opportunities and create a volunteer to career pathway which helps local people to develop their employability skills.
- Increase community engagement and presence in our community as an employer of choice, through working in partnership with and utilising the support offer from Lancashire Skills Hub including [Connect to Work Programme](#), and [WorkWell Lancashire](#).
- Reach out to children and young people to inspire them to consider careers in health and social care, raising awareness of our apprenticeships and routes into our professions.
- Maximise through the submission of our [Lancashire Skills Pledge](#) to further demonstrate our commitment to inspiring, recruiting and developing the people of Lancashire.

- Tackle health inequalities in our workforce through increasing the declaration rates of colleagues with a long-term condition or disability, supporting colleagues to complete Disability Support Passports to enable colleagues to remain in work, to deliver targeted wellbeing campaigns and interventions to support colleagues from minority groups to feel well and remain in work.
- Deliver a health and wellbeing plan alongside seeking to reduce levels of sickness absence.
- Work with partner organisations to deliver health and wellbeing awareness, promotion and engagement opportunities for colleagues and wider community.
- Through understanding the experience of colleagues from different socio-economic backgrounds develop intelligence led actions to improve their levels of staff satisfaction and engagement.
- Through our vision to achieve University Hospital status attract and retain talented individuals to live and work in our community, to contribute to research and advance healthcare to benefit our patients.
- Expand our apprenticeship programme to create opportunities for our current and future workforce to obtain a qualification whilst in employment in the organisation.
- Promote and grow our widening participation offer, through working in partnership across the system to deliver a range of placement opportunities, virtual programmes, seminars and information sessions.
- To support members of our community who struggle to secure employment through delivery of range of pre-employment programmes and guidance on how to successfully apply for jobs.
- Create community connection through the implementation of a colleague volunteering scheme, supporting local partners and businesses to benefit from the skills of our workforce by enabling them to take up volunteering opportunities.
- Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.
- Increase the proportion of minority group colleagues at all levels and across all professions.
- Continue to take action to eliminate pay gaps for all protected characteristics.
- To educate, appreciate and celebrate the rich diversity of our colleagues through diversity and inclusion training, awareness and promotion of inclusion events.
- Continuing to progress our Zero Tolerance approach to discrimination and racism.
- Deliver on the actions in the Organisational Sexual Safety Charter.
- Achieve bronze level in the Northwest Black, Asian and Minority Ethnic Assembly Anti-racist framework.
- Increase the disclosure of protected characteristics, enhance intersectional reporting and scope ways to gather socioeconomic data from our workforce to understand barriers to social mobility and career progression.
- Embed social value principles in our Leadership Development offer to ensure managers understand the motivations behind our actions and recognise how through their role they can contribute to delivering on this agenda.
- Create opportunities as part of our Leadership Development offer to develop skills in system and partnership working where applicable, by creating opportunities for leaders in all professions to develop community partnerships with colleagues from the voluntary, charitable sector, local government and public health.



Single Improvement Plan Alignment and Success Measures

This aim of the Social Value Strategy is aligned to the following Single Improvement Plan aim and the enabling strategies to support the delivery includes:

Our People Plan

The Equality, Diversity and Inclusion Strategy

The Education Strategy



People

We will measure success by:

- A workforce that understands social value through increased awareness and participation in social value training or opportunities.
- Number of permanent employees from the local area.
- Improved employability of young people, measured through numbers of full time 16–25-year-olds working in the organisation on permanent contracts or in student roles.
- Number and representation of colleagues with protected characteristics in all bands and professions.
- Understanding of our pay gaps for all protected characteristics and seeking to reduce gaps where applicable.
- Improved experience of work for colleagues with protected characteristics as measured by the NHS Staff Satisfaction Survey.
- Understanding and where required improving the experience of work for colleagues from different socio-economic backgrounds.
- Number of colleagues who are hired and retained who are care leavers, local armed forces veterans or have not been in education or employment.
- Number of apprenticeship opportunities completed during the year or will be supported by the organisation through to completion.
- Number of qualifications or accredited training programmes completed by colleagues in year.
- Number of colleagues with protected characteristics who access non mandatory development.
- Number of hours of support into work assistance provided through applicable widening access schemes, career mentoring, work experience placements.
- Number of volunteer hours provided by our colleagues to the local community organisations and to voluntary, community and social enterprises.
- Number of volunteers undertaking roles in our organisation who are not in education or long term employment and seeking to gain skills to return to paid work.
- Number of hours completed by our volunteers as recorded on a quarterly basis to NHSE.
- Improved mental and physical wellbeing of colleagues measured through participation in multidimensional wellbeing offer, reduced sickness absence and increased colleague satisfaction.
- Our performance against the annual Workplace Wellbeing Charter assessment and reaccreditation findings and recommendations.
- Uptake on health and wellbeing programmes and training sessions.
- An engaged and empowered workforce measured through the NHS Staff Satisfaction Survey, the percentage of the workforce that has completed skills development and training and has participated in a talent management programme.

Sustainability
Working together to create a greener future

Lancashire Teaching Hospitals NHS Foundation Trust

Green Plan 2025–2028

Scan the QR to see our new strategy, or search the intranet for Green Plan

NHS
Lancashire Teaching Hospitals
NHS Foundation Trust

Leverage our contracting, estate and sustainable practices to provide local benefits and social value

As a large landowner, we have a significant estate and capital assets across multiple sites within the region our buildings are part of the local landscape. The quality of our estate, buildings and facilities contribute to levels of colleague satisfaction and both colleague and patient wellbeing. With patient's perceptions of the quality of care we provide along with their recovery impacted upon by the standard of food we provide, through to the environment in which we care for them all of which influences both physical health and mental wellbeing.

Our approach to environmental sustainability can have a significant impact on the wider behaviours and practices of the local suppliers we use. How we procure and purchase services and products from suppliers from within our locality can have a profound impact on the wider economy, retention of talent and skills through to reduction in deprivation. We have an obligation to create social value through our contracting, estate and sustainable practices and already have examples of good practice being delivered. For example:

- The publication and progress made towards the Green Plan which sets out our strategy to be net zero.
- Sought to reduce carbon emissions by increasing use of virtual patient consultations, encouraging agile working practices for our workforce.
- Reduction in the annual expenditure on paper.
- Increased the number of tender and business opportunities for local companies and social partnership companies to bid for.
- Made progress to increase the expenditure with local suppliers.
- Increased the number of procurement contracts incorporating net zero and social value as part of their tender specification.
- Implemented a car share scheme for colleagues.
- Increased the number of outdoor seating areas.
- Regenerated a number of the gardens and green areas across the estate.
- Created a network of sustainability champions
- Introduced a simpler recycling system.
- Promote environmental awareness days.
- Created a reupholstery scheme to give used furniture a new life.

To evolve and improve our approach we will work towards the following future aspirations and plans. As part of the Social Value Delivery Framework we will:

- As part of our longer-term vision and strategy for our estate, create collaborative spaces where colleagues from the voluntary and charity sectors, Public Health, housing and local authority colleagues can be collocated. This will be aligned to the vision set out in the wider NHS 10 year plan which describes the shift towards neighbourhood health services which are staffed by cross organisational multidisciplinary teams.
- Develop new ways to use our estate and green spaces to support local health.
- Work in partnership to maximise the wider value of our estate such as enabling local groups to utilise our premises as a way to create community cohesion.
- Refresh and launch a new 5-year Green Plan to reduce our impact on the environment, delivering on strategic actions and measuring impact.
- Increase the amount we spend locally and as part of annual social value strategic updates publish the percentage of expenditure on good, services and works within Lancashire and how we are proposing to continually improve this.
- Embed social value into purchasing decisions by influencing our suppliers to deliver on social value and support environmental sustainability through our procurement processes.
- Ensuring all suppliers pay the real living wage.
- As part of procurement processes seek to understand the protected characteristics of the organisations we are working with, this includes the characteristics of ownership and leadership.

Single Improvement Plan Alignment and Success Measures

This aim of the Social Value Strategy is aligned to the following Single Improvement Plan aims and the enabling strategies to support the delivery includes:

The Green Plan and 1 LSC Procurement Strategic Plan



Productivity



Partnerships

We will measure success by:

- An increase in the proportion of the total amount spent with local services, suppliers and micro, small and medium (MSME's) in Lancashire in order to provide maximum benefit to Lancashire residents.
- Evidence of how through procurement processes suppliers can demonstrate they implement ethical employment practices throughout their organisation and with the suppliers they utilise in provision of goods or services.
- Evidence of inclusion and diversity practices provided by suppliers when tendering for contracts (this will include reduction in pay gaps, representation, training etc).
- An increase in the proportion of or number of suppliers with social value principles embedded in their working practices.
- An increase in the proportion of or number of suppliers with green strategies, plans for net zero etc embedded in their working practices.
- Increased number of local community groups who utilise our estate to support community activities.
- Delivery of the Green Plan and tangible impact made for each of the strategic aims.



Connecting community and partnership

Our corporate objectives emphasise the strategic importance we place on partnership, we recognise that we need to develop networks with the other anchor institutions, the voluntary sector, wider public sector services to develop shared and local approaches. We understand we must be intentional in our community engagement, and we have roles to play in outreaching to our communities to understand their needs. Through the work of this strategy, we will support our local population to feel part of a community, that we take deliberate action to cultivate a sense of cohesion, collective pride and influence the wider societal culture and identity. We are already committed to maximising social value through our role as an anchor institution as demonstrated by the following actions we have taken:

- The publication and delivery of the Health Improvement Plan developed to support the reduction in health inequalities. The plan has been developed through collaboration and partnership with other anchor institutions and local partners (local councils, healthcare providers, Northwest Ambulance, local prisons, primary care networks and Lancashire and South Cumbria Integrated Care Board).
- Submission of research grants in partnership with northwest universities.
- Increased our outreach activity to support marginalised groups across our communities including - Breast Cancer Awareness and Breast Screening with Asian women, Prostate Cancer Awareness within the Windrush community and events to raise awareness of Prostate and Testicular Cancers across male prisoners.
- Working in partnership with Healthwatch Lancashire as part of 'Share for Better Care' programmes, enabling us to gather real time experiences and feedback from patients and the public and provide opportunities to discuss experience of our care with Healthwatch as partners.
- Working with the Prison Service to increase awareness and instigate support groups around specific health conditions such as prostate and testicular cancer.
- Developing an integrated Northwest-wide service and referral pathway across 3 centres (Manchester, Alder Hey and Preston) for children and young people with severe obesity.
- Creation of extensive range of involvement forums which enable us to understand the experiences of our patients and to collaborate with charities, advocacy services and 3rd sector organisations to develop services based on their needs. As a result of the forums we have created a 7-day bereavement service, redesigned the emergency department, developed day case surgery for children at Chorley, recruited a full-time bereavement lead for Gynaecology services, created a Garden of Remembrance to honour organ donors and those that lost their life during the pandemic.

To evolve and improve our approach we will work towards the following future aspirations and plans. As part of the Social Value Delivery Framework we will:

- Strengthen relationships within our communities by ensuring face to face involvement, listening to patient experiences and putting their voices at the heart of our decision making.
- Create opportunities for leaders in all professions to develop community partnerships through providing learning and collaboration opportunities at system and place with colleagues from the voluntary, charitable, local government and public health.
- Working towards University Hospital status by working in partnership with local universities to enhance the education offer, progress cutting edge research in the heart of our community to develop new treatments, technologies and approaches to healthcare to benefit our patients.
- Be part of the [Lancashire Growth Plan](#) through aligning the aims of this strategy with those set across Lancashire in order to contribute to the innovation and economic growth of the region. This will be achieved through identifying combined projects across health and skills organisations to reverse the growth in economic inactivity, supporting the aspirations of young people through creating effective transitions from education to the world of work and investing in AI skills and innovation to release capacity, to create productivity and prevent digital exclusion of our workforce.
- Actively participate in the Lancashire Social Value Network through involvement in the bi-annual social value networks.
- Consider the cultural factors which affect access to healthcare services for patients and community groups with protected characteristics.
- Build connections and relationships with excluded groups and put this learning into our plans to ensure we continue to build and grow with our communities.
- Increase the representation of minority groups in the Patient Experience and Involvement Group to enable the lived experience of those with protected characteristics to be shared and considered as part of decision making.
- Continue to provide accessible information, where necessary use interpreter services for languages and our Deaf communities with BSL to ensure public health information is understandable to all.
- Support the reduction in poverty of our patients through signposting relevant advice and guidance on wider benefit or charitable support individuals with health needs can access.
- Using an intelligence based and intelligence lead approach to develop cross sector multidisciplinary working to manage complex health conditions and needs, social issues, substance abuse for example with patients who are high intensity or frequent users of emergency care services by taking an integrated, multi sector approach to bringing about wider place-based changes.
- Partnering with other anchor institutions across a place by establishing anchor collaboratives and networks to develop shared approaches on building community understanding of the importance of self-care and empowering communities to take greater control of their health and wellbeing.
- Developing networks to support shared learning and spread good practice.
- Develop charitable fundraising campaigns that bring together diverse sections of our community and range of local businesses to have a shared aim and create sense of collective pride.
- Work in partnership with local organisations, voluntary sector, not for profit organisations to support health and wellbeing programmes, development of green or environmental initiatives.
- Work in partnership with other Anchor Institutions and the Integrated Care Board to increase awareness of diversity and inclusion within our communities to reduce levels of discrimination and health inequalities.

Single Improvement Plan Alignment and Success Measures

This aim of the Social Value Strategy is aligned to the following Single Improvement Plan aims and the enabling strategies to support the delivery includes:



We will measure success by:

- Increase the number of charitable community engagement opportunities by working with local businesses to deliver social value projects e.g. improving outdoor spaces on hospital sites.
- Increase the number of community groups and local business who deliver fundraising challenges to support the organisations charities.
- Increase the volume and range of initiatives provided to support or engage members of the community in health interventions, leading to increased levels of participation and health outcomes.
- Increased number of partnerships with local organisations, voluntary sector, not for profit organisations in the delivery of an increased range of health and wellbeing programmes, development of green or environmental initiatives etc.
- Reduction in levels of violence and aggression, discrimination and abuse of colleagues with protected characteristics.

- Delivery of Health Inequalities Plan outcomes and improvement measures as detailed for each of the strategic actions and drivers.

Governance and reporting

To provide leadership and oversight of the delivery relating to the social value agenda we will refresh the focus of the already established working group to ensure it includes colleagues from wide variety of settings including Workforce, Organisational Development, Education, Charities, Clinical Leadership, Estates and Facilities and Procurement. The Executive lead for Social Value is Neil Pease Chief People Officer.

Clear reporting will ensure we understand the progress we are making. The governance and reporting arrangements are outlined below:

- A chairs report will be submitted to the Workforce Committee to provide regular oversight.
- An annual strategy report will report on delivery against the strategic aims and measurable impact to the Workforce Committee.
- The impact we are intending to deliver will be monitored through the Single Improvement Plan metrics.



Social Value

Social Value Enabling Strategy 2025–2030

Thank you

Keep in touch:

If you would like to know more about our strategy,
please contact

Communication@lthtr.nhs.uk

www.Lancsteachinghospitals.nhs.uk

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