



The NHS London Anchor Programme: our journey to date

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Overview

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Setting the scene: national and regional policy drivers

The foundations and rationale for anchor working in the NHS are laid out in various legislation, policies and charters

NHS People Plan Health and Care Act 2022 NHS Planning Guidance NHS Net Zero Build Back Better: our plan for growth FE White Paper Social Value Act 2013 Government COVID response

National Health Anchors Learning Network

ICS recovery planning ICS People Plans ICS Procurement Strategy London Recovery Board missions Making London Living Wage City initiative London Anchor Institutions
Charter
ICS Anchor Charters and
programmes

Introduction to the NHS London anchor programme

Who we are

- The NHS London anchor network was established in September 2020, evolving from the region's health equities framework
- We work closely with the NHS LPP, Greener NHS team for London, GLA's London Anchor Institution Network and London Recovery Board, and the five London ICS.

Our aims

Our ambition is to support an anchor approach embedded at three levels:



City: putting health at the heart of decision making



ICS: building on system strengths and partnerships



Place: maximising local impact at organisation level

Timeline: our journey to date

NHS London CEO invited to join London Recovery Board given aligned focus on covid-related health and economic inequalities

Local NHS anchor practice making difference

NHS leadership interest and secondment of subject matter expert

NHS London CEO hackathon to understand appetite, needs, priorities

Mapping of NHS anchor activity

New comms tools launched. for example Lunch and Learns

Close alignment with LAIN **Working Groups**

New Anchor Networks launched with NEDs and Strategy Leads

Invitations to local CEOs to lead on key themes, for example LLW

Support mechanisms for ICSs strengthened poststatutory appointments

Embedded anchors on agenda of various NHS boards



2021

2021

Jan-Mar 2021

Jul-Sep

NHS London agree outline strategy for London Anchor Network

Small team empowered to progress strategy

LRB missions framing

NHS London Anchor Network governance agreed

ICSs appoint interim anchor leads

Anchor project work launched in several areas

Change in Anchor leadership Influenced national NHS partnerships.

business planning and policy Influencing LRB work, for

example Academies Hub and detailed planning and promoted successes

Presented at range of national and local events

Launched bulletin

New anchor team appointed to Spring '23

Expansion of projects and review of governance

> Funding for projects widened

Core areas of work and principles

Leading

- •Developing and delivering an anchor vision for the NHS in London
- •Priorities relating to procurement, workforce and sustainability
- •Funding strategic projects
- •Building new networks to foster a culture of change, e.g. NHS Chairs and NEDs, PCAN

Collaborating

- Collaborating fully in the London Anchor Institutions Charter and across NHSE, NHS LPP and the ICSs
- Co-chairing the LAIN Anchor Steering Committee and delivery against the targets
- Embedding anchors throughout key London strategies
- Collaborating through advisory roles, e.g. PCAN

Supporting

- Supporting the 5 ICSs in London to succeed
- Convening new multi-stakeholder partnerships across the system geographies
- Funding and piloting anchor approaches and projects with a view to rolling out more widely (eg social value tool)

Measuring & evaluating

- Beginning to identify core metrics spanning place, organisation, system and region
- Beginning to develop a means to evaluate approaches, to understand the impact across all levels in the region



Example in practice: Living Wage

Agreed targets (July 2022)	Dec 2022	Anticipated by March 2022
By 31/3/23, 100% of NHS employers in London will have committed in principle to paying their staff the LLW	 29 primary care employers accredited Work ongoing with the sector as part of Living Wage Place strategies and in Primary Care Anchor Networks 	Living Wage Foundation research on impact of LLW in primary care
By 31/3/23, 75% of NHS Trusts in London will be accredited or on the path to becoming accredited LLW employers	 14 accredited Trusts, 2 applied (Imperial & London Ambulance Service), and 3 committed to applying (19 Trusts ie 54%) 6 Trusts actively exploring 	A further 2 Trusts are required to meet the 75% target
1. Barnet, Enfield & Haringey Mental Health NHS Trust 2. Great Ormond Street Hospital for Children NHS FT 3. UCLH NHS FT 4. Whittington Health NHS Trust 5. Chelsea & Westminster NHS FT Imperial College Healthcare NHS Trust and London Ambulance Service NHS Trust have applied, awaiting outcome 6. Croydon Health Serv 7. Epsom & St Helier N 8. South West London 6.	HS Trust & St George's	Barts Healthcare NHS Trust are in conversation with LWF re accreditation All five Trusts accredited: 10. South London & Maudsley NHS FT 11. Guy's and St Thomas' NHS FT 12. King's College Hospital NHS Trust
Mental Health NHS T 9. The Royal Marsden latest trust to be acc	rust NHS FT -	13. Lewisham & Greenwich NHS Trust 14. Oxleas NHS FT

Resourcing

Team

- · Hosting arrangement between NHSE and HEE, until Spring 2023 in first instance
- Exploring how this model is secured in the new NHSE, so that the NHS has permanent anchor support in the region
- Recruitment based on values, diverse skill-sets, and varied experience (policy and research, programme management, anchor work at Trust level; frontline experience [podiatry])
- Advised by Michael Wood, seconded from NHS Confederation

Strategic funding for anchor projects

Up to £250k of optional, in-year funding made available for each ICS to progress a breadth of anchor activity:

- NCL: Online **pre-employment platform** for entry-level roles in health and care, and **work experience** for 75 young people
- SWL: Deep dives to support **social mobility** of staff, accessible and bespoke **recruitment documentation**
- NWL: Anchor data analysis and evaluation, career pathways for volunteers, coordinator role to support health skills academy
- NEL: Net Zero training & Green Leaders coaching for staff, wellbeing initiatives for social care staff, & training for staff on social value in procurement

Reflections on challenges and next steps

Each sector faces challenges in anchor working. In the NHS, some of our key challenges are:

- 1. Changes to NHS architecture
 - a) The national NHSE/ HEE/ NHS Digital merger
 - b) Capability and capacity of ICSs as new statutory bodies
- 2. National policy: aligning anchors with existing priorities, and the ICS fourth purpose
- 3. Learning from other sectors: continuing to find our shared purpose and supporting London's civic agenda

Some of these are within our gift to address, but some are not – we endeavour to work together with partners on this journey