

The NHS London Anchor Programme: our journey to date

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Overview

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2. Introduction to the NHS London Anchor Programme
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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

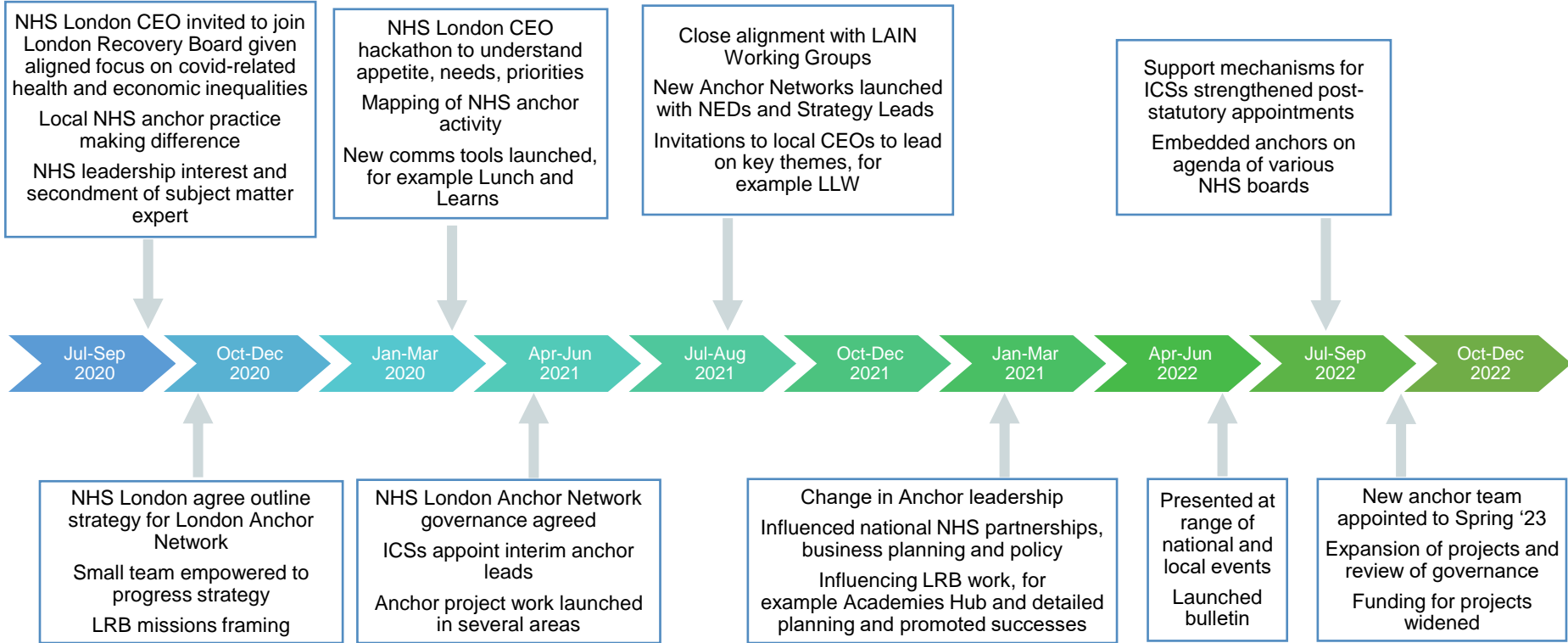


ICS: building on system strengths and partnerships



Place: maximising local impact at organisation level

Timeline: our journey to date



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

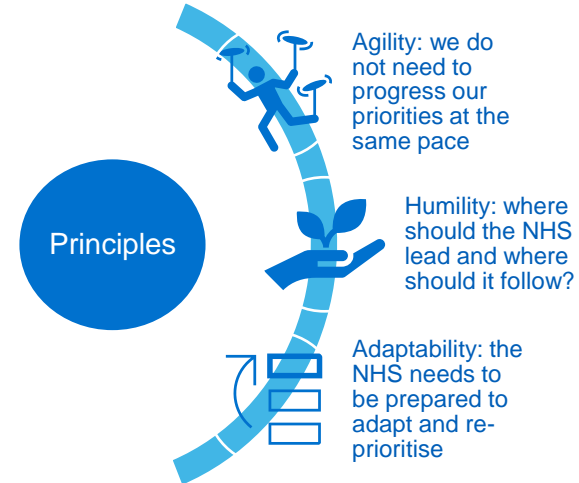
- Collaborating fully in the London Anchor Institutions Charter and across NHSE, NHS LPP and the ICSs
- Co-chairing the LAIN Anchor Steering Committee and delivery against the targets
- Embedding anchors throughout key London strategies
- Collaborating through advisory roles, e.g. PCAN

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)

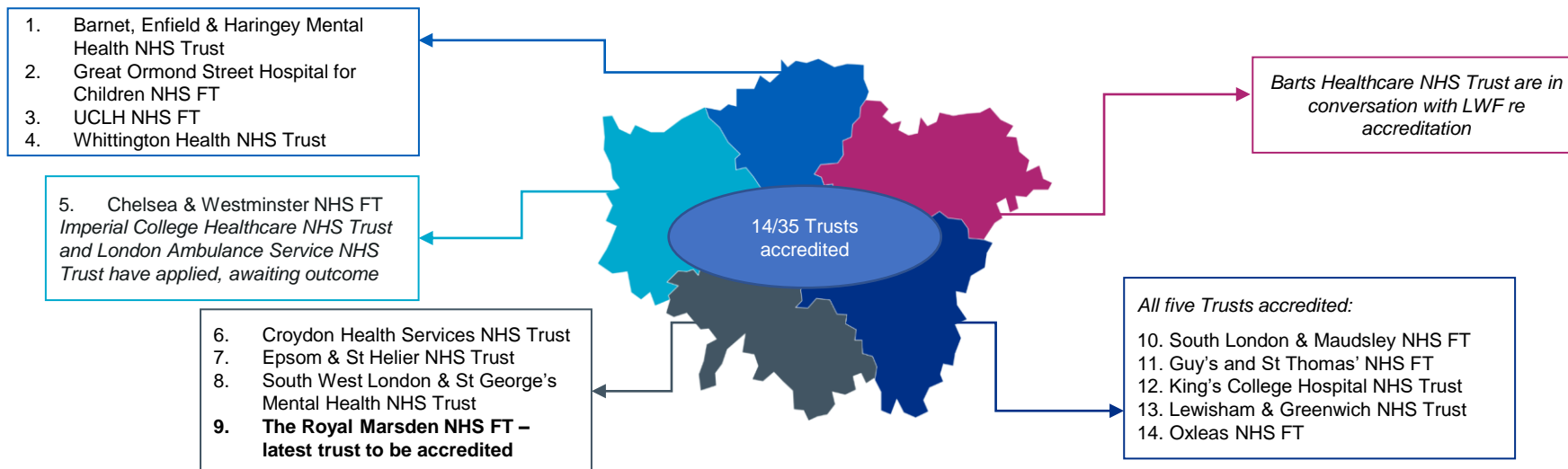
Measuring & evaluating

- 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	<ul style="list-style-type: none"> 29 primary care employers accredited Work ongoing with the sector as part of Living Wage Place strategies and in Primary Care Anchor Networks 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 14 accredited Trusts, 2 applied (Imperial & London Ambulance Service), and 3 committed to applying (19 Trusts ie 54%) 6 Trusts actively exploring 	<ul style="list-style-type: none"> A further 2 Trusts are required to meet the 75% target



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