

# The NHS as an anchor institution: unlocking opportunities through social value

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NHS England and NHS Improvement



# Overview

1. Introduction to the NHS London anchor network
2. The NHS as an anchor institution
3. NHS London anchor priorities
4. NHS London anchor activity:
  - I. HACT report: understanding Social Value in the NHS and key recommendations
  - II. Supporting the roll-out of a pan-London social value tool
5. Next steps




# Introduction to the NHS London anchor network

## 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

Our role in this agenda is to:

-  Convene anchor leaders
-  Connect emerging anchor work
-  Collaborate across key issues

# The NHS as an anchor institution (I)

## The importance of anchor institutions

- Anchors are large public sector institutions that are unlikely to relocate and therefore rooted in their local communities.
- Embracing these opportunities will equip us to tackle health inequalities, influence the wider determinants of health, and improve the sustainability of the NHS.

## What makes the NHS an anchor institution?

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care. The NHS can make a difference to local people by:



**Purchasing more locally and for social benefit**  
In England alone, the NHS spends £27bn every year on goods and services.



**Using buildings and spaces to support communities**  
The NHS occupies 8,253 sites across England on 6,500 hectares of land.



**Working more closely with local partners**  
The NHS can learn from others, spread good ideas and model civic responsibility.



**Reducing its environmental impact**  
The NHS is responsible for 40% of the public sector's carbon footprint.

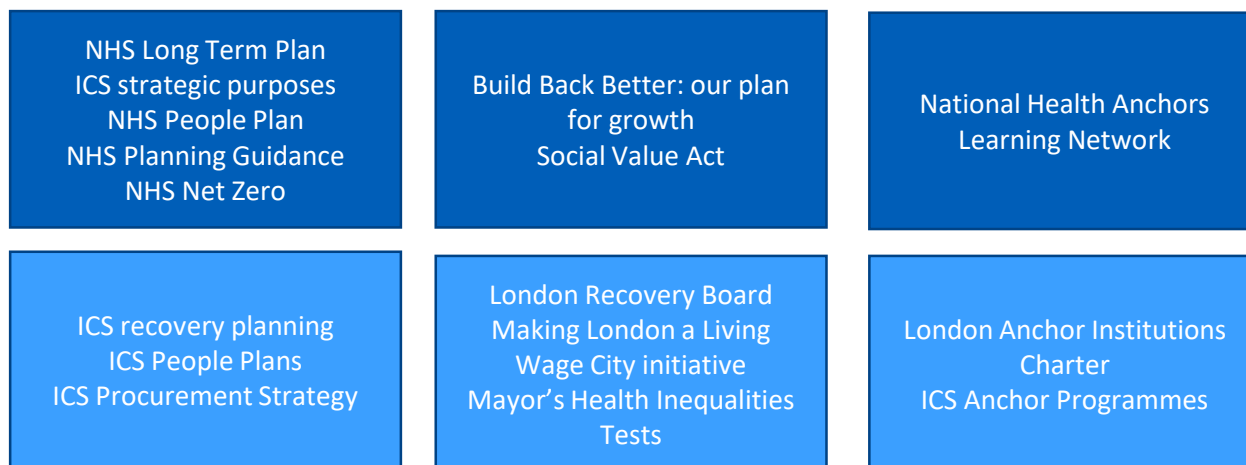


**Widening access to quality work**  
The NHS is the UK's biggest employer, with 1.6 million staff.

As an anchor institution, the NHS influences the health and wellbeing of communities simply by being there. But by choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

## The NHS as an anchor institution (II)

- In London, the NHS can play a leading role as an anchor, supporting the city's social and economic recovery from the pandemic and working with partners to build resilience in the longer term.
- As the cost of living grows more acute, NHS London is collaborating with anchors in different sectors including TfL, the Metropolitan Police and University of London, to share learning on how they are supporting their staff and communities.
- There are a suite of national and regional policy levers driving anchor work. Notably, NHSEI introduced the 10% requirement for social value weighting from April 2022, and ICS' now hold a statutory responsibility to support broader social and economic development.



# NHS London anchor priorities (I)

- Critical to supporting outsourced staff and in some cases bank workers
- Targets set to encourage NHS employers to become accredited
- Identifying recognised service providers who pay LLW when supplier contracts come to an end

London Living Wage



- Develop community assets to increase local recruitment & retention in primary and community care
- Pathways for volunteers to progress into health and care roles

Supporting local recruitment and retention



- Initiatives to support physical and mental health
- Volunteering
- Improving NHS estates (eg. green spaces)

Staff and community wellbeing



- Reduce health inequalities through good quality work opportunities
- Targeted to young people, underrepresented groups and those disproportionately affected by the pandemic

Access to good quality work



- To make available surplus NHS electronic devices for community groups

Digital exclusion



## NHS London anchor priorities (II)

### **Commitment to 20% SME spend target**

- In March 2022, members of the GLA's London Anchor Institutions Network committed to supporting the city's recovery from the pandemic by spending over £1.3bn over the next 5 years on contracts with SME businesses.
- NHS London pledged to increase its annual spend with SMEs in London from 9% to 20% (an uplift of over £312m by the end of the 2023).
- NHS LPP are supporting this work through the social value tool.

### **Supporting ICSs to embed social value and share learning**

- The NHS London Anchor Network will continue to champion the use of social value to support London's recovery from the pandemic and make London the greenest city
- We are working with ICB anchor leads to identify and share learning across systems (e.g., learning from ELFT's evaluation of embedding social value into procurement, and how the Trust can measure its impact on health inequalities)

# NHS London anchor activity (I)

## HACT report: social value discovery

- In 2022 NHS London commissioned HACT to undertake research on how the NHS can better incorporate social value into procurement processes and ways of working.
- HACT found variation in understanding of social value, and varying degrees of adoption as a corporate initiative. They also identified room for further work on aligning strategic priorities with social value outcomes

### Select recommendations include:

Recommendation	Detail	Next steps
<b>Social value training for senior NHS leaders and boards (PCNs, Trusts, ICS')</b>	To deliver a better understanding of how social value can support delivery of wider organisational objectives; the alignment to wider programmes such as workforce and environmental sustainability; and new and emerging risks around implementing social value	Series of webinars in development, supported with HEE funding
<b>Library of social value resources</b>	To include technical guidance, case studies and information about what social value means to different roles	Website underway, led by NHS LPP
<b>Collateral and training for NHS colleagues</b>	Training and resources to equip NHS colleagues to brief current and potential suppliers	In development, led by NHS LPP



## NHS London anchor activity (II)

### **A pan-london tool to monitor Social Value across the NHS**

- The Social Value Portal exists to enable a common report of the quantity of social value delivered by the NHS in London
- London anchors pump-primed the cost of the first 50 user licenses to Trusts, split equally between the five ICBS, to support the roll-out of the tool

# Next steps

**For more information about the NHS London Anchor Network please contact:**

Executive Lead: Lizzie Smith, Regional Director, HEE London

Advisor: Michael Wood, Strategy Advisor, NHS London

Chair and NED Network: Michael Bell, Chair, Croydon Health Services

**Please visit the NHS London Anchors Network site on the FutureNHS platform to:**

- Continue discussions on anchors and social value as an enabler with like-minded colleagues in London
- Register for talks and networking events
- Access blogs and case studies

