**London Anchor Institution Metrics - selection of NWL Anchor metrics**

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| **Anchor Pillars**  | **Indicators** | **Community Leaders voice** | **Anchor Leads** |
| Employment  | Participation in pre-work programmes - for example, volunteering, internships or work placements  | Targeted educational awareness for people with SEND to access work  |  |
| Employment  | Proportion of those participating in pre-work programmes who are from local and/or target populations  | Support people with building the skills they need to access work |  |
| Employment  | Proportion of people recruited into employment in the trust out of those participating in pre-work programmes  | Provide volunteering for people to acquire healthcare skills that leads to employment  |  |
| Employment | Proportion of local people and/or those from target populations who are recruited into employment in the trust out of those participating in pre-work programmes  |  |  |
| Employment  | Proportion of the apprenticeship levy spent  |  | Requires senior leadership decision making |
| Employment  | Proportion of the apprenticeship levy spent on local and/or target populations  | Increase apprenticeship from deprived communities |  |
| Employment  | Have a strategy or clear programme in place for community outreach and working with educational organisations to support routes into training and work  | Better understanding and training on quality of care and schools should be part of wider ICS governance / decision making |  |

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|  Employment  |  People from local and/or target populations starting training or hired to work in the trust, by band  |  More meaningful support for disadvantage young people to be prepared for work (eg closing down of Connections) |  |
|  Employment  | Proportion of staff in each band and/or staffing group who are local  |  |  Data can be collected through workforce  |
|  Employment  | Proportion of staff in each band and/or staffing group from target populations  |  |  |
|  Employment  | Relative likelihood of appointment from shortlisting for local and/or target populations  |  |  |
|  Employment  | Proportion of staff paid the real living wage  |  People in diverse communities to be paid the London living wage  |  |
|  Employment  | Pay gap by target population |  |  |
|  Employment  | Leaver rate  |  |  |
|  Employment  | Leaver rate for local and/or target populations employed in the trust |  |  |
|  Employment  | Proportion of staff who agree that their organisation acts fairly with regard to career progression/promotion regardless of ethnic background, gender, religion, sexual orientation, disability or age |  NHS needs more black leaders in senior positions to reflect the diverse population that they serve  |  |
| Anchor Pillars | Indicators | Community Leaders Voice | Anchor Leads |
|  Employment  | Have a process in place for gathering data (quantitative and/or qualitative) on the reasons that people are leaving employment, their onward destinations (e.g. NHS / non-NHS), and whether this varies by local and/or target populations  |   | This data can be collected when staff completed the leavers form |
|  Employment  | Sickness absence rate  |  |  Data can be collected on staff rostering system |
|  Employment  | Staff health and wellbeing  |  |  What initiatives can be put in place to reduce staff stress and burn-out  |

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| **Anchor Pillars**  | **Indicators** | **Community Leaders voice** | **Anchor Institution Leaders**  |
| Procurement | 10% social value weighting in all contracts  |  | NWL ICS has endorsed 10% social value weighting in all contracts |
| Procurement  | Average social value weighting across all contracts in the last year, weighted by value of contract  |  | Decision to be made my procurement leaders for contracts in the last year or new contracts |
| Procurement  | Have clear and specific organisational guidance in place for suppliers on social value expectations and priorities  | Community input on the social value they wantEnsure contracts are not so large to ensure wider supplier participation  |  |
| Procurement  | If organisational social value guidance for suppliers exists, alignment of this with other anchor institution activities - for example, requiring suppliers to pay the real living wage  | NHS and social care to ensure subcontractors pay the real living wage Commit to being an equal opportunities employer |  |
|  Procurement  | Have a process in place for contract managing specific social value commitments using KPIs and as a standard item in contract review meetings |  |  |
| Procurement  | Have a process in place for identifying potential new suppliers, particularly local and/or target organisations, and working with them to support them to supply to the NHS  | Support local business through NHS tendering process and provide guidance and education  |  |
| Procurement  | Proportion of annual addressable spend that is with local and/or target organisations |  |  |

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|  Procurement  |  Average length of time taken to pay suppliers  |  |  Streamline procurement processes  |

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| **Anchor Pillars**  | **Indicators** | **Community Leaders voice** | **Anchor Institution Leaders**  |
| Land and buildings | Have a process in place for embedding anchor procurement, employment and sustainability activities in new development - for example, working with local and/or target organisations or providing local employment opportunities  | In the tendering process what initiatives communities will like companies to support |  |
| Land and buildings | Have provision for local community use (for example, accessible green space) included in any organisational strategy for new building and estates development  |  |  |
| Land and buildings | Have a process in place for engaging with the local community in planning the design and use of new developments  |  |  |
| Land and buildings | If engagement with the local community in planning new developments is taking place, representation in this process of target populations and organisations  |  |  |
|  Land and buildings | Have a policy or strategy in place for local community use of existing land and buildings | Make unusable green space accessible to the communities i.e planning food or gardening |  |
| Land and buildings  | Utilisation rates for buildings and spaces  |  |  |
| Land and buildings  | Bookings of rooms or space by target organisations and populations  |  |  |

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|  Land and buildings  | Proportion of land that is green or biodiverse space that can be used by the local community  |  |  |

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| **Anchor Pillars**  | **Indicators** | **Community Leaders voice** | **Anchor Institution Leaders**  |
| Sustainability  | Aim to reach Net Zero  |  | By 2040 |
| Sustainability | 100% renewable electricity purchased by the Trust  |  |  |
| Sustainability | Total carbon equivalent emissions resulting from building energy use  |  |  |
| Sustainability | Carbon savings from Sin vestment in energy efficiency schemes  |  |  |
|  Sustainability | Have a waste reuse scheme in place  |  | yes |
| Sustainability | If a waste reuse scheme exists, carbon savings from this scheme  |  |  |

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|  Sustainability | Proportion of fleet vehicles that are LEV  |  |  |
| Sustainability | Have interventions available for staff, patients and the community that promote more sustainable travel options - for example, EV charging points, ride share or car pool schemes, showers and bike parking  |  |  yes |
| Sustainability | Proportion of on-site car parking spaces that are electric vehicle charging stations  |  |  |
| Sustainability | Proportion of staff travelling to work using public or active transport, broken down by mode  |  |  |
| Sustainability | Staff business mileage claims by mode of transport  |  |  |
| Sustainability | Have a strategy and/or programmes in place to increase the sustainability of on-site food (for patients, staff and visitors)  |  |  |

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| **Anchor Pillars**  | **Indicators** | **Community Leaders voice** | **Anchor Institution Leaders**  |
| Partnership  | Have anchor partnerships or networks in place with local NHS and non-NHS organisations |  | yes |
| Partnership | If anchor partnerships or networks exist, have agreed common approaches in place for measurement and/or shared indicators |  | Common partnership principles |
| Partnership  | Have undertaken mapping of current and potential future partners in the local area, by anchor pillar  |  | no |
| Partnership  | External partners involved in joint work on anchor activities including joint bids, proposals and planning, by anchor pillar |  | no |
| Partnership  | Have a process in place (for example, a survey) to understand how partners (including the community) see the trust's role in relation to anchors, and the ease of working with the trust as an anchor partner  |  | no |
| Partnership  | Have a process in place for the community to input into decision making related to anchor strategy and delivery - for example through a programme of community outreach  |  |  Develop a community of practice  |

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| Partnership | Have an anchors plan or strategy in place that is supported at board level  |  |  In working progress  |
| Partnership  | If an anchors plan or strategy exists, alignment with the local ICS social and economic development plan or strategy  |  |  In working progress  |
| Partnership  | Have one or more anchor leads in place within the trust, who are responsible for strategy, linking with internal and external partners, advocating for anchor and overseeing delivery  |  |  yes |

**Please see link to the London Anchor Metrics** [Measurement Toolkit for Health Anchors published today](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fuclpartners.com%2Fanchor-institutions%2F&data=05%7C01%7Ccharlene.alfred%40nhs.net%7Cf93a6c162ed34ffd676208db88796be5%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638253827294301176%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=UkfEKoxknctYluOFhIY96VAv0bZhl4LgEivIdHB3EwE%3D&reserved=0)