



Building Community Benefit through London's Local Anchor Networks

London Anchor Institutions' Network Place Based
Working Group

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EXECUTIVE SUMMARY

The purpose of this document is to help create and advance anchor institution networks across London's communities. An anchor institution network is a collaboration among organisations at the neighbourhood level to advance a shared set of community benefit goals. Through the network approach, institutions can identify shared objectives, and strategise and collaborate through shared insights to accelerate progress toward collective goals.

This document weaves in stories of networks found across London to demonstrate the origins, evolution, approaches, and impact of anchor networks across London. Though each network is different, they all share a mission-oriented approach to generate community benefit in the places they operate. That mission is the root of a network's design as membership, action, and evolution over time all are in service of advancing those shared objectives.

From the examples included, lessons are drawn that provide guidance for other communities seeking to build their own local anchor network. Six key elements were derived from the collective experiences:

1. **Lay the foundation** by articulating a set of values which inform both the nature and process for achieving community benefit and establish the baseline condition around the outcomes the network vision seeks to achieve.
2. **Set the agenda** by identifying the priority challenges to be tackled and establish the initial actions of the collaboration.
3. **Build a team**— the right team— who will be aligned on values and embody the levers and expertise necessary to effectuate change. Good leadership is crucial, and all members must commit to devote the right resources and work in partnership.
4. **Make commitments** on concrete targets for improvement that relate directly to the priority actions and tie to the overall vision.
5. **Measure progress** towards network goals through clear shared metrics and regular reporting. Aligning metrics within a larger context will help maintain focus and relevancy of the network.
6. **Build on success** by celebrating progress and evolving the agenda over time to meet new challenges and leverage the partnership for impactful change.



Purpose of this document

The social and economic impact of COVID-19 drove inequalities deeper across our city.

The London Recovery Board was formed in 2020 to ensure our recovery from COVID-19 addresses these underlying inequities with an unequivocal attack on the forces that drive inequality.

As part of this effort the London Anchor Institutions' Network (LAIN) was created to leverage the economic power of the London Recovery Board member institutions to strengthen well-being across the neighbourhoods where their organisations are located. The Anchor Institutions' Charter is the first time ever that some of the city's biggest organisations have committed to working together on a London-wide basis to support access to employment and business opportunity, help young people flourish and build a greener future.

LAIN has organised itself into multiple working groups where the nuts and bolts of the work is getting done. We are the Place Based Working Group, a group of representatives from anchor institutions, in particular from local authorities and sub-regional partnerships, who seek to support the formation of strong local anchor collaborations to advance these efforts locally. We recognise and are here to help ensure that the objectives of the Anchor Programme, such as increasing youth mentoring or social value procurement, will need to be rooted in specific places and communities to realise their full potential.

We, LAIN's Place Based Working Group and the initiators of this document, are working with existing local collaborations to take the lessons from the best and most impactful partnerships across London to help others establish and build successful partnerships with anchor institutions. This encompasses organisations that are signatories to the London-wide charter as well as others. Specifically, we attempt to:

- Define the value of anchor networks
- Collect histories on how anchor networks have evolved across London
- Explore different models and approaches

Our recovery from COVID-19 cannot be led by London government alone. We need all parts of our city to play their part. We will aim to focus these efforts in communities where the need is greatest and where there are fewer local anchor institutions with which to partner. This is a programme that can make a huge contribution to our communities.



Background

Great cities are comprised of strong and thriving communities, reflecting myriad histories and cultures, opportunities, and systems of support for residents.

Ensuring all communities thrive and all residents have equal access to opportunity, has long been a goal of governmental leaders. Increasingly, local governments have expanded their traditional approach of siloed government sponsored programmes to address social and economic need, to an approach of collaborative inclusivity—encouraging every local institution to leverage the full range of their economic presence in the community to meet local need and support the community in achieving their dreams.

This approach recognises that leveraging resources in this way can be good for the community and good for business. Achieving a full integration of community representation into a local institution increases awareness of local demand, creates an organisation reflective of local diversity, and generates a strong bond between the organisation and the individuals served.

Local Authorities and other government leaders can use the powerful voice of their office to ask for help, activating all the institutions that make the city great, leading them into action in a shared strategy for an equitable recovery. The power of large civic institutions that are tethered to community can be leveraged in partnership to reinforce and fuel overall strategies, to address the challenges unique to each neighbourhood, and drive the imperative to ensure a more equitable return.

WHAT IS AN ANCHOR?

These local organisations have come to be known as ‘anchor institutions’, defined as enduring organisations that play a vital role in their local communities and economies.¹ They are place-based, and with a physical presence in the community that can be a substantial driver of jobs and supply chain business. Historically, these have been considered institutions like hospitals and universities. Increasingly, this definition is expanding to include cultural organisations, libraries, houses of worship, and other public services like independent utilities. In some instances, they are for-profit entities that are not inherently tethered to place but are devoted to local well-being. What distinguishes all of them is that they are significant assets within their communities with significant hiring and spending power, and a strong physical presence.

¹ David Maurrasse, “Anchor Institutions and their Significance to Community and Economic Development,” Columbia Climate School, March 8, 2016, <https://news.climate.columbia.edu/2016/03/08/anchor-institutions-and-their-significance-to-community-and-economic-development/>

National Health Service (NHS)'s London Anchor Network and Health Anchor Learning Network

Michael Wood, Head of Health Economic Partnerships at the NHS Confederation describes the economic levers of the NHS as 'hidden in plain sight'. He continues, 'Often misunderstood as much by those within the NHS as well as from across government and other sectors, daily decisions taken on routine issues such as recruitment, procurement, capital and estates, R&D and sustainability can have far reaching consequences, both positive and negative, for the local economy'^[1]. Due to the effort and coordination of a growing number of people like Wood, the NHS is delivering real results as an anchor institution, as a system and as a network, too.

NHS London's Anchor Network was formally established in 2021 to develop and support anchor approaches. This work places a particular focus on NHS spending, workforce and recruitment, as well as sustainability. The Network plays a key part in delivering the ambitions of the Post-COVID Recovery Plan to ensure London is a thriving, prosperous capital with health at the heart of decision making.

The Network has set targets to convert the 2.5 million NHS related journeys in the capital to zero emission by 2030, to purchase 20% of

goods and services from local micro and small businesses and VCSEs, and to open up career routes into health in areas of higher deprivation and with underrepresented groups. Sustainability underpins much of the work of the NHS London Anchor Network, including looking to design out 20% of single use products and to repurpose 10,000 surplus NHS electronic devices for community groups, which also goes some way to addressing digital exclusion within communities.

The Health Anchors Learning Network, developed by NHS England and the Health Foundation, is an important national tool in helping colleagues from across NHS Trusts understand the potential impact of such decisions and 'feel comfortable in their own skin as an anchor institution'. In Wood's words, 'by bringing together peers, partners and professionals, the Network can begin to foster the sharing and support necessary to build the strategic and operational confidence in the NHS's ability to engage as an anchor'. The core agenda of the Network (haln.org.uk) is focused on championing and implementing principles, in the hope that the Network will embed the learnings of this group into the future policy and expectations of the NHS.

WHAT IS AN ANCHOR NETWORK?

Combining forces of the regional offices of anchors who are present in each community around a shared set of goals can accelerate progress in achieving community well-being and institutional progress. Sharing efforts around hiring, collaborating on aligned services to meet need, pooling efforts for local purchasing, are all examples of how a collaborative network can be used for a win-win approach to advancing organisational strength and meeting community needs.

An anchor network is a means to do these things. By coming together locally with a shared set of objectives that are collectively identified, planned and implemented with the community, the network can advance the interests of the individual anchor members and the community together. There is no formal template for what this looks like, and examples vary considerably. They are present in many forms across the London landscape. What they hold in common is a commitment to community well-being—the driving objective of the collective effort is to incorporate into normal business practice strategies to improve the socio-economic wellbeing of the members of the community where the institutions are located.

[1] (Wood, 2021)

London Anchor Institutions' Network

The London Anchor Institutions' Network was established in response to the social and economic challenges highlighted by the pandemic. In March 2021, 14 of London's biggest organisations signed a Charter pledging to leverage their procurement, recruitment and estate management capacity to support Londoners most impacted by the pandemic, and ensure a green recovery.

Since then, the Network has grown, representing a cross-section of public sector, higher education, cultural, faith-based, and private industry bodies committed to tackling inequalities, boosting local economies and moving towards net zero.

The anchor institutions are sharing learning and making changes to how they recruit people from underrepresented backgrounds into good jobs; how they buy more from small and diverse-owned businesses; and how they manage and decarbonise their estates, to make a real difference for London.

The central idea is that by working together towards shared goals, these organisations can make a bigger and more positive change than they would by working alone. This new way of partnership working is a key legacy of the pandemic and is critical to how London tackles current and future challenges to the city.

DOES LONDON HAVE ANCHOR NETWORKS?

Many! Examples of anchor networks can be found across the city, though they have not always been referred to as such. Historically, they have evolved from local economic development strategies, like the Industrial Policy for White City in Hammersmith and Fulham. More recently, the collaborative planning of health and care through the newly established Integrated Care Systems has seen anchor approaches used to better meet population health needs. These have evolved during the pandemic to meet urgent employment needs, like the collaboration between the NHS, the West London Alliance and other partners to staff the pandemic response systems. In the pages that follow, we will explore these more fully, and document the evolution and organisation of these effective local partnerships.

BENEFITS OF AN ANCHOR NETWORK

Networks have evolved for various reasons and produced different results. Consequentially, the benefits vary across networks. However, several common themes emerge that speak to some of the fundamental benefits of putting the time and effort into these collaborations.

Anchor networks commonly provide the following benefits:



Knowledge sharing

Local institutions coming together create a convenient and effective forum for sharing knowledge about need, opportunities, resources, best practices and evidence of what works across the network.

Knowledge Quarter, Camden is a consortium of over 100 institutions located in the one-mile radius of King's Cross. Its sole purpose is to advance and disseminate knowledge by breaking down barriers and stimulating dialogue.



Connectivity and social capital

Networking and developing relationships are the foundation for collective problem solving and effective strategic thinking and are a source of strength and resilience when challenges arise.

When the National Kickstart scheme was rolled out as an emergency effort in response to high rates of unemployment during the pandemic, the councils of Tower Hamlets and Camden were able to jumpstart their Kickstart programmes by activating their networks of private and volunteer sector institutions in their boroughs.



Acceleration towards measurable impact

Formalising partnership collaborations create inter-disciplinary commitments to coordinated strategies, allow for complex problem solving that can generate holistic approaches, improve efficiency and effectiveness, and promote sharing data and accountability.

The Life off the Streets collaboration² is a multi-agency effort, jointly chaired by the GLA and London Councils, to tackle rough sleeping in London. Building on the successes achieved during the nation's pandemic response, the group is leveraging these relationships to improve the overall approach to rough sleeping.



Matching needs and services

Integrated local networks can help match needs to resources where one partner has the tools to act, and another has the best connection to residents most in need of support.

Integrated Care Systems (ICSs) are designed to bring together all parts of the NHS—from Trusts to GP practices—with local authorities and other partners within the region to focus on improving the health of the local population. A key role for an ICS is to ensure that the NHS and local councils work together closely to plan health and care services around local residents' needs.



Capturing economic value

Effective networks create vehicles for local institutions to connect to the community and utilise anchors' economic footprint to advance community well-being.

The West London Alliance (WLA)'s network infrastructure to community organisations as well as to residents served as the necessary infrastructure to efficiently and effectively recruit staff to support in the NHS's rollout of the COVID-19 vaccines in late 2020.³ To date, the WLA and partners have recruited over 1,200 residents to the mass vaccination effort.



Regeneration and the reimagining of physical space

Planning collectively generates pathways for achieving a shared vision for community improvement that can guide and harness growth.

The Queen Elizabeth Olympic Park and surrounding area is one of the globe's most notable regeneration projects. It brought together countless institutions in preparation for the Olympic Games with intentionality to regenerate, through infrastructure development such as transportation links, educational and innovation hubs, housing, and community space, in an underdeveloped area of London.

Hammersmith and Fulham's Industrial Strategy looked to the regeneration of a more dated Olympic site from 1908, to be the catalyst to attract new institutions and investment to White City.

At a more localised scale, Lewisham Council's collaboration with health partners has enabled all to reimagine underutilised space within the borough and collaborate on strategies to improve social determinants of health for residents.

³ The WLA boroughs are: Brent, Harrow, Hillingdon, Hammersmith & Fulham, Hounslow, Ealing, Barnet. Other partners included Westminster, Royal Borough of Kensington & Chelsea, Shaw Trust, Ingeus, Belina, Pathways and other voluntary community organisations.



The Evolution of Anchor Networks

The examples shared here are clear about one thing — no one anchor is just like another.

So many factors drive what each network looks like. Who are the strong leaders that bring a voice to the community vision? How organised are the teams who do the preparation and follow up? How well have partners identified their shared goals? How deeply committed to the community are the partners who have been brought to the table?

There are some core themes that make for an effective anchor network. The below characteristics range on a spectrum from informal to formal and characteristics vary over time.

ORIGIN

There have been diverse starting points of local networks.

One of the most common is a council-initiated network. Camden 2025 and its successor We Make Camden is an example of how a council-driven network was structured to infuse all institutional engagement in the borough to have a community driven focus, and to foster engagement across anchors to plan and implement with community improvement values as a driving objective.

In other cases, the network originator was an institution. The NHS is a prime example here, where the various local healthcare organisations have been proactively reaching out to local partners to develop partnerships addressing the social determinants of health that often go beyond the traditional service offering of the NHS. Through these partnerships, a holistic approach addressing root causes of community well-being has been developed, generating bigger preventive benefits than the NHS could generate working alone.

Camden 2025

Camden 2025 and its successor We Make Camden outline the values, goals and programmes for the Council in the context of a new way the Council and community will work toward a shared community vision.

To develop the vision, the Council invited all who live, work and study in the borough to discuss what they hoped Camden would be like in 2025. The residents, community organisations and businesses were asked to anticipate future challenges, and to consider new and innovative ways to tackle some of the borough's most difficult problems.

This engagement and the consensus it built, is a mandate not only to the Council to direct its own actions but also to set expectations for all community organisations, institutions and businesses who wished to engage with the Council. With this call-to-action, Camden expressed the need for more effective inter-institutional collaboration and civic participation and announced its intentions to build an anchor network to advance the objectives.

The East London NHS Foundation Trust's five-year strategy embraces a mission to improve the quality of life for all of those it serves as well as a collaborative approach with local partners from various sectors 'to deliver person-centred coordinated mental and physical health care, to improve the health and wellbeing of the communities we serve, to recover from the pandemic and to promote social justice'.⁴

Today the Trust is the first in the country to be a Marmot Trust,⁵ committed to upholding the principles of the Marmot Review for health equity and social justice to the communities it serves. It boasts partnerships with Network Rail to support roving mental health nurses, with WHO and Queen Mary's University in developing a Mental Health Collaborating Centre, with Local Authorities, charities and the volunteer sector offering adult mental health care with a focus on veterans, women and young people, and with local football clubs to deliver London United, an initiative to support young people in building self-esteem and a sense of connection and opportunity, to name a few of their programmes. The Trust also chooses to hold themselves accountable by regularly publishing financial details of the Trust along with a Mortality Dashboard that tracks unexpected deaths within its jurisdiction.

In the case of Hammersmith and Fulham's Anchor Network, the Council initiated an effort to regenerate an area within its boundaries at the urging of anchors. Imperial College identified White City, the location of the 1908 Olympics, as a new home for a satellite campus and Innovation Hub in 2009. This commitment informed the Hammersmith and Fulham Industrial Strategy. Imperial's leadership and desire to create a thriving campus and innovation district on the site, prompted Council action.

The Council has been a strong collaborative leader since that inception. Between 2010 and 2018, there was a 30% growth in the number of businesses in West London, with close to 113,000 operating in 2018—significantly higher than the growth in businesses in England overall (22%). Of these businesses, more than nine in ten (91.7%) were micro businesses, with less than 10 people. The Industrial strategy helped to establish an Anchor Network and bring together partners located in White City as well as community partners. Since then, the Network has established several community programmes that seize the opportunity of a rapidly changing borough for its residents.

4 (East London Foundation Trust, 2022)

5 (NHS East London Foundation Trust, 2022)

There have been examples where an opportunity, or initiative, jump-started the network effort.

The national Kickstart Initiative aimed to propel young people, aged 16 to 24 years old and on Universal Credit, into new employment opportunities within public and private sector organisations and companies. The key challenge of identifying qualifying businesses or organisations, ensuring their capacity to support the scheme and delivering Kickstart funding to them was the role of what the programme called ‘Gateways’, though many Gateways’ work extended far beyond that scope.

Gateways could be organisations or institutions like a local authority, that would help employers get funding to create these new roles and connect residents in need of employment support to the opportunities. Tower Hamlets’ Employment and Skills Team leveraged its existing affiliations with local small business and technical assistance providers to become one of those Gateways, securing placements for 540 young people—one of the highest numbers secured by any local authority in the country—and focused on targeting Tower Hamlets’ residents with special educational needs and disabilities (SEND), residents with limited or no work experience, and residents lacking in soft skills or who were not work ready.

Less common have been community-initiated efforts. Community driven efforts where residents initiate the action apart from any organisation are another source of inspiration for place-based collaborations. Successful efforts can move a community protest into concrete community actions when partners locally find common goals for alignment.

The Localism Act of 2010 helped to elevate this type of community voice opportunity in London. This policy enabled community groups to develop their own plans for their neighbourhoods. The Act established a formal process that would allow plans to be put to a referendum and, if passed, adopted or integrated into local planning policy.

In Lewisham, this kind of neighbourhood planning effort initiated by community members generated a vision for coordinated green space in the Grove Park neighbourhood. This vision has advanced from concept to design, and institutions have signed on including GB Rail and the NHS, along with the local council. The shared goal of creating safe and healthy spaces for resident exercise and relaxation, along with sustainable infrastructure development, has been the common interest binding this community driven effort forward.



Hammersmith and Fulham

The regeneration approach: Hammersmith and Fulham's re-imagination of White City and the Anchor Network that made it happen.

Like many other anchor networks, Hammersmith and Fulham (H&F)'s anchor network began with the idea of regenerating a specific place. For H&F, the western most borough of Central London, it was White City, the once animated site of the 1908 Olympics. Since the Olympics, the area around the site has seen different injections of investment – the development of the White City Housing Estate in the late 1930s, the location of BBC headquarters on the spot of the White City Stadium in 1990 and the development of Westfield's White City Shopping Mall next door to BBC headquarters. Although the area was now home to two major institutions, bringing thousands of jobs to the area and putting White City back on to the map, the area still suffered from a lack of investment from the local council and other businesses.

At the same time, Imperial College London, a top global university, was also experiencing a challenge. Imperial College London was growing in numbers of students, professors, and staff each year as well as growing its reputation as a global destination for research and innovation. However, that growth was beginning to be thwarted due to the high cost of living and

development in its home borough of Kensington and Chelsea. The University was looking for locations for a satellite campus to become home to some of its faculties, staff and students. In search of an answer, Imperial College London came to White City and its borough of Hammersmith and Fulham.

In 2009, Imperial College London purchased the BBC Woodlands building site for this satellite campus. Over the next decade the former BBC studios would be demolished, and the University would construct new dormitories for students, state of the art laboratories for its chemistry department, create a new Molecular Sciences research hub, and host the college's hackerspace and community outreach centre called the Invention Rooms. Still, to draw the creative and tech sectors that would help propel Imperial as a global, top tier institution and to further develop the White City site into a desired, safe and attractive place to live and work, Imperial knew they could not do it alone. The broader anchor collaboration became the vehicle for advancing to a strategic growth strategy for the area.

MISSION AND APPROACH

Anchor networks across London take various forms and approaches towards executing their mission.

Mission

The research for this document found London's anchor networks fall at various points along a spectrum of fledgling or informal to a more mature/formal mission(s).

Fledgling	Mature
Driven by community need	A clear shared vision that all members embrace as their north star
Challenge is narrow or not yet fully articulated	Clear, accessible, measurable desired outcomes
Single focused purpose	Community voice at the centre leading the work and iterative and responsive over time
Less specific goals and metrics	Considers the complexities of a challenge and devises appropriate, multi-disciplinary solutions

Structure/Approach

London’s Anchor networks embrace several different structures and approaches to realise their mission.

Informal	Formal
Informal arrangement or time limited	Cadence and strong institutional framework for action formalised through charter and other organisational documents
Built off pre-existing assets	Holistic set of activities across issues
Single issue/activity focused with set response	Iterative development in response to community voices
Porous, unconfirmed membership	Embraces metrics and data driven decision making
Ad hoc meetings	Set members, clear leadership, accountability Routine meetings with results focused agenda

The Local London Careers Hub is a good example of an anchor network that fits in more than one place along the spectrum. The network’s origin was quite formal—developed as a procured programme through the Greater London Authority—and still maintains some formal characteristics—set length of time, clear metrics and regular reporting. However, its implementation is relatively informal—relying on no charters or contracts of participation from key stakeholders, no formalised terms and functions, but on the strength of Enterprise Coordinators, who work as a conduit between employers, local stakeholders, and their assigned schools, to capture the value from each, unique stakeholder.

Local London Careers Hub

Funded by the Mayor of London, The Careers & Enterprise Company and the European Social Fund, **The Careers Hub** is a collaborative effort between local councils, employers, education providers and the voluntary sector to deliver comprehensive career programmes and improve outcomes for young people. There are four Careers Hubs across London, all designed and delivered slightly differently.

Local London, a partnership of eight boroughs in North and East London, manages the Careers Hub in East London. The team is small and currently has 180 schools within their Hub, with a goal of growing to 209 schools. The operation of the Hub is quite informal—with

no signed agreements or Charters. As there’s no requirement for schools to engage in this work, the Hub must appeal to the schools’ need to deliver on their statutory duty and to maintain a sense of support and value of the programme. To engage enterprises in this work, appeal to an organisation’s overall mission and showing impact is key. Trusting relationships are crucial to this success. The supportive and open relationships built primarily through each Enterprise Coordinator, their schools, and the local enterprises they engage, are the building blocks to a quality and impactful programme. Having a reliable source of funding and the ability to hire passionate staff has been critical to building the network.

SCALE

Scale is a key characteristic of how an anchor network operates as well as the institutions identified as partners. When developing an anchor network, the scale will need to respond first to the network's mission as well as to local geography, and the local institutional assets.

Some of London's anchor networks operate at the neighbourhood level, while others benefit from a broader reach, such as the sub-regional planning groups that have been established to facilitate cross-borough collaborations. Take the NHS for example, which works across several tiers. Local NHS organisations such as Hospital Trusts and Primary Care Networks work within and across boroughs, whilst the new Integrated Care Systems have been designed at the sub-regional level (five across London) to enable strategic planning across a bigger footprint, reflecting need and local assets of each of those regions. NHS London provides leadership at the Greater London footprint.

Battersea Academy for Skills & Employment (BASE)

Battersea Power Station Redevelopment is a 42-acre site along the south bank of the River Thames standing between Wandsworth and Lambeth Councils. As part of the redevelopment, through Section 106 site requirements, the Council mandated that the site recruit 20% of its workforce from the local councils. With a site that is or soon will be, home to hundreds of companies, including top global companies like Apple, representing several different sectors and services, and which is expected to bring over 20,000 new jobs to the area, with varying skill and skill level requirements—the 20% mandate means 4,000 local recruits from Wandsworth and Lambeth.

To take on this massive effort, the development company, Battersea Power Station Development Company, created the arm's length organisation—the Battersea Academy for Skills & Employment (BASE). Since its inception, BASE has done the careful work of stitching together potential new corporate tenants (many of which are large, international corporations), local service providers and voluntary sector providers and advocates to build a pipeline for residents into new skills and new jobs on the Battersea site.



EVOLUTION OVER TIME

It is important to keep in mind that anchor networks can and likely will change and evolve over time. The challenge/need, mission, scale, geographical area, goals and milestones, approach, stakeholders as well as the network's place along the spectrum of formality, are all interdependent characteristics that are subject to change and influence.

What may start as an ad hoc effort gets formalised with defined leaders, set membership and meeting times, regular agendas, and metrics for accountability. At times this formal governance structure emerges from a Task and Finish group that gets reconstituted for ongoing implementation.

Hammersmith and Fulham (H&F)'s Board of local anchor institutions that was established to create the vision for the Council's Industrial Plan became the foundation for a formalised anchor network. This network remained functional to advance the plan and continue to iterate the vision. That iteration continues today as the Council look to Europe to grow its prestigious list of collaborators. In early 2022, H&F's leader signed a Cooperation Agreement with Barcelona's Deputy Mayor to connect and share ideas amongst their Innovation Districts.⁶ In this post Brexit UK, H&F is formalising its links to Europe and expanding opportunities for international investment and ideas.

The work of Barts Health NHS Trust in Tower Hamlets is a great example of anchor work that has evolved substantially over two decades. Soon, as the North East London Integrated Care System is formalised and adopts the statutory duty to conduct aspects of the Trusts' anchor work (setting a vision and priorities, procurement, some workforce and skills training programmes and others), the work will need to evolve. When asked how he felt about the transition, The Trust's Associate Director of Public Health, Andrew Attfield, was very positive and eager to help build the ICS functions. Without a sense of judgement or predetermination, he made one prediction – that the anchor functions of the NHS and its partnerships will become more formalised. He followed his prediction noting one key consideration of a more formal anchor network – to maintain 'fluent' community engagement.

6 (Hammersmith & Fulham, 2022)

NHS addressing inequality and social determinants of health through new structures

An Integrated Care System (ICS) is designed to bring together all parts of the NHS—from Trusts to GP practices—with local authorities and other partners within an area to focus on improving the health of the local population. ICSs became statutory bodies across the country on 1 July, 2021.⁷ As a statutory body, the role and goal of the ICS is to ensure that the NHS and local councils will work together to plan health and care services around local residents' needs.

This initiative signalled a renewed emphasis on place-based collaboration in health systems. The Plan noted that: 'As an employer of 1.4 million people, with an annual budget of £114 billion in 2018/19, the health service creates social value in local communities'. The Health Foundation has worked with NHS England to develop the Health Anchor Learning Network, a network to support the functionalisation of NHS assets as anchors within their communities.

NW London ICS and the West London Alliance

The West London Alliance (WLA) is a subregional partnership that brings together seven local authorities in the western region of the city, an area of London that is extremely diverse. The area also boasts a substantial proportion of London's economic and cultural wealth; it includes Heathrow Airport, Wembley Stadium, and 80% of journeys made within West London start and end within its boundaries. WLA was formed in 1997 to collaborate and innovate to improve outcomes for the West London sub-region with a particular focus on priority areas within Economy & Skills and Social Care & Housing.

All NHS organisations and local authorities in Northwest London had been working informally as a shadow ICS, but it was the response to the COVID-19 pandemic that sped up the development, partnerships, and work of the ICS, particularly in regard to addressing health inequalities and the link with the employment and skills agenda. In December 2020, the NHS was faced with the incredible challenge to recruit over 2,000 people to roll out the COVID-19 Mass Vaccination across West London. To deliver, the NWL NHS ICS approached the WLA to support the recruitment of these staff to be hired to deliver vaccinations to over 2 million residents.

Using WLA's existing working-groups and employment support and job brokerage infrastructure both sub-regionally and at individual borough level (and bringing in the two boroughs within the NWL ICS geography but not within the WLA's), WLA developed an inclusive process that identified and connected with local organisations that could provide immediate support.

The project focussed on people's skills rather than backgrounds, removing elements of conventional NHS recruitment criteria and focussed on preparation for work of a wide range of unemployed residents to maximise inclusivity; 1,299 local people were employed—over 60% of people referred came from ethnic minority communities and 750 had been directly affected by the economic impacts of COVID-19. As the mass vaccination programme closes the NHS have been keen to retain these staff and have set a target of keeping 25%.⁸

7 (NHS England, 2022)

8 West London Alliance, Economic Support – NHS Mass Vaccination Recruitment Report



Domains of Action

Networked efforts have the potential to advance a broad range of shared public objectives including addressing community unemployment by creating local hiring goals and supporting the skills pipeline, bolstering household income and wellbeing with real living wage practices and good work practices, supporting and growing small businesses through procurement policies, employing design to improve climate resilience and residents' health, and improving social justice and educational outcomes through integrated, wrap-around services. The following section aims to detail some (but not all) of the domains of anchor interventions through the ongoing initiatives across London:

- Workforce
- Procurement
- Social determinants of health
- Inclusive physical design and local spaces
- Improving social justice and educational outcomes
- Fostering local innovation

WORKFORCE

Training, recruitment, career advancement and good jobs

Setting a goal for new hires to be residents of the community is premised on the belief that the hiring power should benefit residents, and that the people setting policy and providing services should be representative of the communities they serve. The Metropolitan Police have recently established the requirement that new hires be from the metropolitan region. The NHS partnered with local authorities in central and north west London to recruit over 1,200 local people from the catchment area to staff local COVID-19 testing and later vaccination sites. Setting diversity hiring goals is also incorporated into this approach, seeking to improve the representation of women and people of colour both in entry ranks and through promotion to managerial positions. The GLA has set diversity goals for its hiring, seeking to achieve 37% Ethnic Minority representation, matching that of London's economically active population, across the organisation. An independent report, published by The Equal Group in February 2022, describes this target as both 'ambitious and realistic' citing the GLA's major progress towards this target since it was made in 2018.⁹ Additionally, the GLA has a commitment to fairness and transparency, committing itself to fair pay and London Living Wage employment and publishing diversity and inclusion standards, metrics, salary scales, and reporting on the gender, ethnicity and disability pay gaps.

To accomplish these goals and reach populations within their communities experiencing higher rates of and more enduring unemployment, anchors can work with local training and employment partners. The National Kickstart scheme is a recent example that showed how local anchors—local authority economic development teams, local training groups and community employers joined forces to deliver supportive jobs to high need populations at the community level.

Case Study

Kickstart Scheme – Camden and Tower Hamlets

The National Government's Kickstart scheme provided £1.9 billion in funding for new jobs for young people, as an emergency scheme to address the rising number of young people aged 16 to 24 years old on Universal Credit. The goal was to create up to 250,000 jobs, particularly targeting those who were at risk of long-term unemployment. The Kickstart Scheme gave rise to varied approaches to collaboration and network building across councils.

The Government provided £1,500 per job for set up costs, salary and support to the young person to develop their employability skills. To qualify for Kickstart funding, new jobs were required to be created that would last for six months and involve at least 25 hours of work per week, with wrap around support for the employees.

Initially, employers offering more than placements were able to apply directly to DWP for Kickstart salary funding, but where organisations were offering smaller numbers, they were required to apply via a 'Gateway' organisations. Gateways could be organisations or institutions like a local

authority, that would help employers get funding to create these new roles and played a role in identifying roles and qualifying businesses. Candidates applied for roles via their Job Centre Plus work coaches.

We investigated how two Local Authorities established themselves as Kickstart Gateways by leveraging their community and institutional assets and existing work.

Camden

A team of four within the Camden Council's Inclusive Economy (IE) Service (the Team) took up the challenge of launching the Kickstart scheme and establishing the Council as a Kickstart Gateway.

The IE service works to build an inclusive economy by taking a human-centred, collaborative approach to developing innovative solutions that help all residents and businesses thrive. The service directly delivers employment support programmes through a neighbourhood employment service, Good Work Camden, and through an Apprenticeship team and Construction Skills Centre. The team works

with key stakeholders to ensure that Camden is the best place to do business and to work and that Camden's citizens are well placed to access the job opportunities that central London offers. The service coordinates the Council's strategic relationship with employers, leveraging these relationships to ensure residents can access good work and benefit from Camden's scientific, creative and digital economy. The service aims to support a community of practice among public and private sector employers around good employment and recruitment practices in the borough, making the Kickstart a natural fit and evolution of the Service.

When the Kickstart Programme was announced, the Team had already been having internal conversations as to how to address the rising youth unemployment and meet the needs of struggling businesses. Once the parameters of the programme were introduced, the Council chose to focus on ensuring quality job placements for Camden Council residents, care-leavers, and school-leavers from Camden schools.

The team worked across Council services to create a range of good-quality internal roles linked to a training offer through their Organisational Development and Learning team. Additionally, to ensure alignment with the values of the Council, the Council chose to use Council funding to top up the Kickstart salaries to ensure Council Kickstarters were paid London Living Wage rather than National Minimum Wage and that full time hours were offered to those that wanted them.

The Council also acted as a Gateway for other employers in the borough, supporting them to develop and design roles and the training offer. The Team looked first to the community of institutions and businesses that the Council had already engaged through their Inclusive Economy Service and anchor initiatives such as the Knowledge Quarter. Through these levers of influence and engagement, the Council was able to secure funding for around 220 placements through the duration of the programme. Camden developed an effective partnership working with the Drive Forward Foundation and Camden's Virtual School. This helped to promote the scheme to Care Leavers and provided direct support helping them to apply for opportunities. As a result, 11 of the postholders who took up Kickstart Placements through the Council were care leavers.



Tower Hamlets

When the Kickstart scheme was announced, Tower Hamlets Council understood it to be a rare opportunity to work with residents most in need of support to access employment. The Tower Hamlets Employment and Skills Team (Team) quickly identified target groups of residents—residents with special educational needs and disabilities (SEND), residents with limited or no work experience, and residents lacking in soft skills or who were not work ready.

Building on the Council's existing close relationship with several training and employment support service providers, the Team went directly to organisations such as Tower Project, Queen Mary University of London's Project Search, Poplar HARCA, and New City College all local organisations with a track record of providing services to and supporting the needs of these target groups. These organisations formed the foundation of the programme in Tower Hamlets—the organisations gave feedback on and helped shape potential roles and helped to develop accessible job descriptions, helped to identify willing and able employers, and, most significantly, identified struggling young people and supported them through each step of the way.

It was through the immediate and close collaboration between the Tower Hamlets Team and the service providers that they were able to identify the right candidates for jobs and quickly develop models of support to meet the complex needs. By programme end 540 job placements were made through the Tower Hamlets Council—more than any other Council in the country.

PROCUREMENT

Anchor institutions can help build community wealth and boost the local economy by shifting portions of their spend to local small and minority-owned businesses. These businesses, in turn, are more likely to purchase from other local retailers, manufacturers and service providers, thereby supporting local jobs and leading to a variety of social benefits.

In addition to local economic activity and jobs, and reduced carbon footprints, buy-local programmes can generate more revenue for municipal governments to deliver better services to residents.

In the UK, the Preston Model has become the standard bearer for local government forays into leveraging anchor buying power to benefit the community. Started in 2012, Preston City Council began working with Lancashire County Council, Preston College, Community Gateway, Cardinal Newman College, the Office of the Lancashire Police and Crime Commissioner, and the University of Central Lancashire. An anchor institution spend analysis found that, of the £750 million spent by the institutions, only 5% was spent in Preston, and 39% in Lancashire, meaning a £450 million leakage out of the Lancashire economy.¹⁰ By 2017, a repeat of this analysis of anchor institution spending found spend in the Preston economy had increased from £38 million to £112 million because of their efforts.

Despite the assumption that buying locally or from small or minority owned businesses will cost more, there are many examples of buy local programmes that reduce costs for anchors. However, even in cases where buying locally is more expensive, it can be better value because there are other benefits to buying locally, including better after-sales service, better products, reduced CO2 emissions, and others. To implement such programmes effectively and sustainably, anchor institutions must not only examine their own spending categories but support the development of local or diverse SME supply chains to meet their demand. Successful strategies need to include support on both sides such as training local businesses on how to know when opportunities arise, submit successful bids, and manage the business relationship with the entity procuring the goods and services.

As part of the London Anchor Institutions Programme, the Metropolitan Police Service (MPS) conducted an analysis of suppliers and spend to understand what proportion of MPS's supply base is made up of micro, small, or medium enterprises located in London. MPS used this information to set purchasing targets for the next three years. In late 2021, MPS committed to purchasing 35% of annual spend for FY 22/23 from suppliers located in London and 10% of goods purchased or £84m from local micro, small, diverse and VCSE businesses based in London. MPS hopes to increase the portion of their supplies coming from London suppliers to 40% by FY23/24, and for those London businesses that are micro, small, diverse and/or VCSE, the commitment of spend rises to 20% for FY24/25.

Case Study

Hounslow's Support for small and medium sized enterprises (SMEs)

Work currently underway in the London Borough of Hounslow involves a very intentional approach to supporting local businesses through its own local authority spending. Hounslow's approach includes building a registration platform for local businesses to map the local supply chain and identify areas where the Procurement and Contracts team

can assist service areas by identifying local suppliers. The Council will also fully investigate bid submission process local apprenticeship and training programmes within public institutions. This work is aimed at improving communication, understanding and transparency between the Council and local business.

¹⁰ Preston City Council, "How we build community wealth in Preston: achievements and lessons," CLES: The National Organisation for Local Economies, May 2019, https://cles.org.uk/wp-content/uploads/2019/07/CLES_Preston-Documnt_WEB-AW.pdf.

FOCUS ON SOCIAL DETERMINANTS OF HEALTH

Many anchors fulfil a social mission. Hospitals attend to medical needs, libraries feed minds and create civic gathering spaces, while cultural organisations celebrate community heritage and foster creativity and imagination. A growth in the appreciation of the whole person's needs into the context of lifelong healthy development has brought great attention to both the protective factors that foster good health (excellent schools, community based preventive services, strong families) and the risk factors that weaken health (high rates of violence and crime, inadequate health services, poor educational opportunity). Anchors have an important role to play in addressing the social determinants of health. Hospitals can partner with local healing practices that address social and emotional well-being. Cultural organisations can celebrate local artists and milestones that tell the story of community strength. Educational institutions can create skills offerings that address unique community employment needs.

The NHS is leading in some of this work. While the NHS has many small examples of anchor work across its various trusts, research institutions and services, it has an inherent interest in the well-being of the whole population served. Even 'if the root causes of poor health and health inequalities are primarily driven by factors outside the control of the health sector, it is the NHS that deals with many of the consequences. It faces increased demand from preventable behavioural and socioeconomic causes, and it is therefore logical to extract the most value from the NHS in its wider role within local communities.'¹¹ The NHS is therefore moving forward with an institution-wide effort to identify every aspect in which it can influence community well-being through its full economic power.

In terms of anchors the NHS has a dual responsibility. At a local institutional level there are hospitals and health care settings that embrace their anchor role and make a real difference to the lives of patients, the workforce and their local community. At a regional and national level, the NHS has a system-wide viewpoint of what it can achieve as an anchor, and it looks to use its size and influence to shape change for the better and to create social value in all it does. Nationally, as an employer of 1.4 million people with an annual budget of £114 billion (pre-COVID), it has built anchor principles into its future through the NHS Long Term Plan.

Case Study

Barts Health NHS Trust

Ask anyone in the NHS who is behind the fortification of the NHS as an anchor institution in recent years and they will point to the work of Barts Health NHS Trust (Barts). Based in east London, Barts is the largest NHS trust in England, with an annual total workforce spend of £869m and around 16,500 staff (in 2018). Through the early 2000s, the Trust was faced with very high vacancy and staff turnover rates, exceeding 10% and 13% respectively.¹²

Barts chose to use this challenge as an opportunity to improve local health, wellbeing and social mobility by prioritising local residents for trust vacancies and even ring-fencing a proportion of entry-level roles for local residents from disadvantaged backgrounds. Barts also chose to look further down the pipeline for their workforce, working with schools and community partners on programmes designed to generate qualified

and prepared local applicants from socially disadvantaged communities including a project which focuses on increasing career opportunities within the trust for young people with learning difficulties and/or disabilities and another which delivered a multipronged strategy to help more unemployed young people locally build their careers in the NHS.



¹¹ Sarah Reed, Anya Gopfert, Suzanne Wood, Dominique Allwood, and Will Warburton, "Building healthier communities: the role of the NHS as an anchor institution," The Health Foundation, August 2019, https://www.health.org.uk/sites/default/files/upload/publications/2019/I02_Building%20healthier%20communities_WEB.pdf.

¹² (Reed, Göpfer, Wood, Allwood, & Warburton, 2019)

FOCUS ON INCLUSIVE PHYSICAL DESIGN AND LOCAL SPACES

Anchors have a substantial physical presence in the community. They can contribute to the protective strength of the community through their physical design, welcoming access to services for marginalised populations and promoting strong civic engagement. This has not always been the case. In fact, many anchors have isolated themselves behind security systems to separate themselves from their surroundings as their growth has generated local displacement and rising real estate costs. They have a role to play in reversing these separations and fostering a strong civic life in the communities in which they are present. Innovative design can create beauty and openness that breaks down barriers and encourages a vibrant community street life, overcoming social isolation and improving public safety.

Case Study

Social Prescribing: Lewisham's collaboration Health Partners for improved public spaces
OR Localism Act of 2010 and London's Neighbourhood Plans

To address social determinants of health and improve the health outcomes of its population, health care partners in Lewisham are looking not to expand clinical space and beds but instead to invest in the public realm. Health partners and Lewisham Council have joined forces in an unexpected way. Health is the leading sector for employment and land ownership in the London Borough of Lewisham. In partnership with the Council, health partners such as the Primary Care Network (PCN), South London Morsley, all local

hospitals and more have agreed to tally all land and property assets, placing all assets of each partner (including the Council) on a single map. This process allows for all partners to review land resources and consider using resources differently. It was through this work that health partners encouraged the development of a leisure centre and adopted 'social prescribing' practices, which means they prescribe actions such as spending time in parks or meditation on a lunch break instead of medications.

IMPROVING SOCIAL JUSTICE AND EDUCATIONAL OUTCOMES

Geoffrey Canada's work in Harlem, New York City is an example of deploying a network to address issues of both education and social justice. His initiative, the Harlem Children's Zone, was a collaboration with the community to turn around systemic neglect within Harlem. In a speech made to the London Recovery Board in December 2021, Canada spoke to the power of a clear vision of success and commitment to data and accountability, 'What we saw is that hope is as infectious as despair if there is clear evidence over time'. Canada encouraged participants to act boldly as the pandemic has only exacerbated inequalities, leaving marginalised communities behind.

A focus on improving social justice and educational outcomes are uncommon domains for anchor networks in London, and one initiative stands out. Project ReMAKE brings together educational institutions such as King's College London, Queen Mary University and secondary schools, prisons, private sector companies and social services providers to offer training, mentoring and job placements to ex-offenders. In particular, the UK ReMAKE programme typically takes 10-12 ex-offenders (called entrepreneurs) in each class and provides them with coaching and mentorship to formulate business ideas, build business plans and present their ideas to a group of investors. The programme utilises space and resources from university partners, recruits entrepreneurs through local charities and third sector partners and specialist parts of the prison service that brokers relationships between employers and returning citizens. Together the partnership aims to administer two cohorts a year and maintains an 80% graduation rate.

FOSTERING LOCAL INNOVATION

Universities and other research institutions have long been central to fostering innovation and driving growth in cities. This innovation and growth is not exclusive to technical or even academic innovation—houses of worship and community groups are leaders in education and social justice movements. Proximity, authenticity, and flexibility are playing a more prominent role in driving knowledge production and encouraging the exchange of new ideas.

Advancing these works with intentional connection to local residents can bring communities fully into the potential these institutions offer, acknowledging and respecting the strengths of local experience and potential of talents among residents.

Case Study

Incubators and Innovation Districts

London Innovation Districts have been a rich source for advancing new creative endeavours and sharing knowledge across institutions. An Innovation District is an area or zone (usually within an urban area) where public and private sector organisations can work together to attract entrepreneurs, start-ups, business incubators and investors. The first Innovation District was launched in 2000 revitalising a former industrial area of Barcelona. London's most notable and developed innovation district is in Camden and is known as the Knowledge Quarter (KQ). The KQ as a place for research and innovation has existed for, arguably, two centuries since the establishment of University College London in Bloomsbury. Still, its power as a network and innovation ecosystem has only recently been recognised. The arrival of the Francis Crick Institute has supported recent growth. In 2016, the KQ Partnership formed and is a cluster of over 100 organisations hosted by the British Library and including research and private sector organisations large and small, that all share a mission to actively engage in advancing and disseminating knowledge.

Over in White City, as outlined in the Hammersmith and Fulham Industrial Strategy, Imperial College London has led on the development of the Imperial White City Incubator Hub for innovation and entrepreneurship. As well as being the new home of Imperial College's Chemistry Department and other laboratory space, the Hub provides office, laboratory, and manufacturing space for early-stage companies.

Both the Imperial White City Incubator Hub and Camden's Knowledge Quarter share three pivotal features:

- Strong partnerships with large research institutions
- Access to flexible space for private organisations that boast a wide variety of company maturity and type; and
- Public and private sector support for schools to help develop a local pipeline of great, innovative minds.





How to build a local anchor network

From these examples we learn numerous lessons that can help any community seeking to build a strong local anchor network.

What follows is a rough How To guide. It includes numerous steps that might be followed, in what might be a logical chronological order.

The first thing to note about this list is that none of the profiled networks followed this order specifically or included all these steps. It is a 'best of the best' list to consider and use as a suggestion, not a prescription.

LAYING THE FOUNDATION

How to start is often a struggle. In many of the profiled examples, the work began with an agenda item: a need to address high unemployment or revitalise a place. Camden, by contrast, foresaw a rapidly changing economy in its borough and began with setting a vision for the nature of growth and development they desired overall as a guide to specific actions that would follow.

- **Setting the values.** Starting at the foundation with a clear articulation of community held values helps set the tone and creates guideposts for partners advancing community action and improvements. It can be a powerful force in attracting partners who seek clarity in how to align goals for growth and development.
- **Community participation.** Articulating these values should be guided by the community as their benefit is the *raison d'être* of the local anchor network.
- **Data and baseline assessment.** Basing those conversations on a fact-based picture of the current community socio/economic situation—for the borough or region as a whole—and revealing any disparities within the area that may exist can both assist in drawing focus to challenges that need to be acknowledged and allow for setting goals and tracking progress.

SETTING THE AGENDA

It is important to identify where a local anchor network adds value and build on those strengths. Broadly, it is not a policy governance board over all development for the region. Rather, it is an implementation tool to advance key priorities in an inclusive, participatory fashion.

- **Mission.** A logical place to start is to ask what high priority challenge would most benefit from a collective community driven approach to management.
- **Scale.** The anchor participants must respond to the challenge at hand. If the goal is to support an isolated and marginalised population to engage in good work, the anchor network might start with the largest anchor employers, or the sector in the area needing skilled hires and pairing them with employment training resources and credible intermediary groups who can most effectively reach the members of the resident population. A different group would emerge if the goal were to advance a community-wide design for walkability and social gathering spaces, and so on.
- **Opportunities.** Anchor networks can also be strategic in leveraging new opportunities to best advantage local residents. The Kickstart programme was seized by several local networks to secure jobs for residents in need through local employers. An investment in a large capital project by an anchor institution can be coordinated with a commitment to procuring local businesses for the build and hiring local residents to the resulting jobs.

BUILDING A TEAM

Who should be at the table will always be driven by local conditions. The anchor concept is to leverage existing institutions in their buying/hiring/physical presence to direct benefit to residents, and to attract new partners aligned with growth values.

- **Leadership.** Anyone can bring partners together—the local council, one of the anchors, and even by members of the community looking to drive community change. Our case studies gave examples of all of these. Important considerations include the capacity to manage the effort, credibility to attract to and keep others at the table, and the organisation to coordinate and manage resources. Buy-in and support from political leaders can quickly jump start and accelerate the effort. We saw in our examples that where one starts is not always where one ends. While some originating organisations maintain their leadership throughout, others moved leadership to larger organisations, or constituted new ones as success grew and demands of management expanded.
- **Expertise.** The team of anchors need to include institutions with the expertise and the levers to effectuate change within the domain of intervention. Not all team members must contribute in the same way, organisations that can offer expertise in an area may not be able to offer the right levers for change, and vice versa. It is leaderships' role to help curate and manage a team that can deliver success.
- **Committing to the anchor process.** Participating anchor institutions must understand what participating in the collective means. Many of the examples referenced in this guide had formal charters or agreements to have a clear sense of expectations.
- **Resources.** One organization, with senior management buy-in, will need to lead the initiative (at least initially). Its role will include galvanising other organisations and driving the setup of the network. That organisation will need to provide a dedicated officer (at least 0.5 FTE) during the setup period (likely 3–6 months). They should report directly to senior management, which will help to open doors and unblock barriers.
- **Partnership.** While a big tent approach of all anchors present might initially seem ideal, and might work best for some pursuits, partners should be invited with a purpose. If a narrow purpose is the starting point of an anchor effort, limiting partners to those with a role in contributing to that effort makes good sense. It can also make sense to start small, build successes and then expand.
- **Solid routines.** The network's impact will rely on the relationships formed between anchor institutions. While messaging and shared platforms can support information sharing and coordination, regular face time will help form strong relationships. Creating a regular cadence of meetings with clear agendas, concrete milestones will bring discipline to translating the ambitions into action.



MAKING COMMITMENTS

Goodwill is easy to come by compared to long term commitment and willingness to be held accountable to achieving goals against an articulated standard.

- **Clear collective goals.** Working with the network to agree on clear collective goals is key. Moving from vague commitments (We will hire local people into good paying jobs) to specific targets (30% of our workforce will be hired from residents of the borough into jobs that pay the London Living Wage) is needed to understand baselines, home in on barriers, and measure progress.
- **Individual commitments.** Each anchor member should tailor its commitment to act to meet the collective goal in a way that works for them. Not every action needs to be the same across anchors. Each will have unique strengths and challenges.
- **Wins and momentum.** Effectuating change in major institutions is hard work! Communicate and celebrate when progress is made. People deserve a pat on the back, and those markers of success can be inspirational to others.

MEASURING PROGRESS

Key to success is the data to back it all up. If you can't measure it, you can't manage it.

- **Connection to citywide metrics.** The citywide London Anchor Institutions' Network has set citywide targets for top priority actions and is developing clear metrics at that level to measure progress. Communicating local work in those same terms is critical to connecting to the broader goals and opportunities across the metropolitan region.
- **Clear shared metrics.** City-wide metrics may not capture the nuances of local need and efforts. Clear network-specific metrics will help make local efforts tangible while promoting pride and friendly competition amongst network members.
- **Regular reporting.** Providing routine updates will help to gauge impact, flag challenges for course correction and provide a basis for in-depth understanding of the nature of the evolution of the work that can propel change forward.

BUILDING ON SUCCESS

Local network growth and change over time is driven by forces that often cannot be anticipated. Collaboration between the NHS and the West London Alliance was accelerated due to urgent, unforeseen hiring needs of the pandemic. The success that came from that initial collaboration has driven the production and formalization of many collaborative programmes across the institutions.

- **Start focused.** Walk before you run might be the right advice. Building trust and demonstrating the ability to add value will increase confidence, build good will, and create a reputation for time well spent on the hard work of collective action.
- **Grow over time.** A key characteristic of a strong anchor network is its ability to evolve, shift, expand and respond to community and anchor needs. To accomplish this, the group's strong but flexible infrastructure and overall strategy is key. By starting focused, tracking progress and building the strong foundation, the network can then utilise evidence-based results and community collaboration and feedback to evolve the collaborative mission and implementation over time.

Appendix

Examples/Case Studies

Case Reviewed	Interviewee(s)
Camden 2025 / Anchor Strategy	David Burns
Hammersmith Industrial Strategy	Karen Galey
Tower Hamlets Kickstart	Juli Browne
Camden Kickstart	Kate Gibbs & Mark Booth
West London Alliance / North West London ICS	David Francis & David Pack, West London Alliance
Barts Health NHS Trust / North East London ICS	Andrew Attfield, Barts Health NHS Trust
Battersea Academy for Skills & Employment (BASE)	Andre Burwood, BASE Programme Director
Local London Careers Hub	Tracy Eve, Strategic Hub Lead
Greenwich Community Wealth Building Strategy	Linda Highton, Programme Manager, Greenwich Community Wealth Building Strategy
Lewisham / Health Partners Collaboration	Patrick Dubeck, Director of Regeneration; Monique Wallace, Strategic Planning Manager

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Jose Reis, Greater London Authority

Joe Dromey, Central London Forward

Ben Rogers, University of London

Michael Wood, National Health Service

Linda Gibbs, Bloomberg Associates

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Gordon Innes, Bloomberg Associates

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