



Bwrdd Iechyd Prifysgol  
Cwm Taf Morgannwg  
University Health Board

[cwmtafmorgannwg.wales](http://cwmtafmorgannwg.wales)

# Cwm Taf Morgannwg University Health Board as an Anchor Organisation



## 2022-2025 strategy

# CONTENTS

Page 3  
| Introduction

Page 15  
| Capital, Estates  
and | Facilities

Page 4  
| What is an  
anchor  
|organisation and  
| the Foundational  
| Economy ?

Page 17  
| Environment

Page 5  
| Our impact to  
date

Page 19  
| Corporate

Page 6  
| Developing this  
| strategy

Page 21  
| Governance and  
|Reporting

Page 7  
| The role of Cwm  
| Taf Morgannwg  
| University Health  
| Board as an  
| anchor  
|organisation

Page 22  
| Communication

Page 9  
| Employment

Page 22  
| Risks

Page 12  
| Procurement

Page 23  
| Tell us your views

## **Introduction**

The NHS serves as a significant economic anchor for the people of Cwm Taf Morgannwg. Cwm Taf Morgannwg University Health Board (CTMUHB) employs over 12,000 people, spends nearly £200 million per year on goods and services and has considerable land and estates across the region. Much of this spending already flows locally, benefiting the livelihoods of local residents and businesses – making the NHS a key part of the Foundational Economy.

Cwm Taf Morgannwg as a region faces a number of challenges to ensuring the foundations of a healthy life are equally shared by all across the region - including access to good work, quality housing, good educational attainment and thriving communities – challenges made all the more visible by the COVID-19 pandemic. By positioning itself as a population health organisation and an anchor organisation, with its long-term purpose tied to the well-being of local residents, CTMUHB could transform its contribution to health equity and have a long-term impact on growing levels of morbidity in the local population.

NHS organisations across the country are increasingly redefining themselves as anchor organisations; Welsh Government increasingly expects the NHS in Wales to ensure health spending benefits the Foundational Economy and has made clear such ambition must be reflected in strategic planning. This also supports the goals of the Well-being and Future Generations Act.

This strategy describes a series of programmes and objectives for CTMUHB to deliver between 2022-2025 in collaboration with local and national partners. The strategy builds on best practice

by NHS anchor organisations and has been developed collaboratively with health board staff and partners.

## What is an anchor organisation and the Foundational Economy?

The Foundational Economy consists of activities which provide the essential goods and services for everyday life. These include health and care services, food, energy and housing. Welsh Government estimate these account for four in ten jobs and £1 in every £3 spent in Wales. Influencing such spending for social value therefore could yield considerable benefits for communities in Wales.


Anchor organisations are large, non-profit organisations unlikely to relocate from an area due to their size whose long-term sustainability is tied to the populations they serve. Anchor organisations can improve health (see Figure 1) through their influence on local social and economic conditions by adapting the way they employ people, purchase goods and services, use buildings and space, reduce environmental impact and work in partnership.

### 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**
- Using buildings and spaces to support communities**
- Working more closely with local partners**
- Widening access to quality work**
- Reducing its environmental impact**

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 Health Foundation

References available at [www.health.org.uk/anchor-institutions](http://www.health.org.uk/anchor-institutions)  
© 2019 The Health Foundation.

Figure 1 – Summary of potential actions by the NHS as anchor organisations. Source: Health Foundation.

## Our impact to date

A range of projects have taken place across the health board in recent years, bringing significant benefit to local residents and communities. Below are just some of the notable achievements:



## Developing this strategy



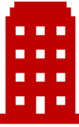







This strategy was developed in collaboration with health board staff across multiple directorates and wider local and national partners. The strategy will remain open to change as we continue to consult with local communities on how the health board can increase social value through its physical, economic and human assets, particularly through representation on the health board Steering Group of our Community Voluntary Councils. The diagram below illustrates some of the steps we took in designing this strategy.



## **The role of Cwm Taf Morgannwg University Health Board as an anchor organisation**

Between 2002 and 2025, we will build on our achievements to date and apply best practice in collaboration with communities across Cwm Taf Morgannwg to maximise our influence on social value as an employer, purchaser and capital owner. We will work with public, private and third sector partners to strengthen the Foundational Economy in the region.

We will work across the following 10 areas to deliver this strategy and will continue to refine our actions based on evaluation and consultation with our partners:

Employment	Procurement	Capital, Estates and Facilities	Environment	Corporate
 <p><b>Widening access to employment</b></p> <p>Ensuring equitable access to employment in CTMUHB across social groups</p>	 <p><b>Building local supply chains</b></p> <p>Enabling local suppliers to bid for health board contracts</p>	 <p><b>Converting estate for community benefit</b></p> <p>Considering social value during any redevelopment or estate sale</p>	 <p><b>Green spaces on NHS estate</b></p> <p>Develop accessible green spaces on NHS estates</p>	 <p><b>Promote anchor mission</b></p> <p>Ensure anchor mission features across corporate strategy</p>
 <p><b>Fair employment</b></p> <p>Systems and policies to ensure fair pay, work conditions and promotion of staff well-being</p>	 <p><b>Embed social value in procurement</b></p> <p>Incentivise procurement which benefits the Foundational Economy</p>	 <p><b>Enabling community access to NHS facilities</b></p> <p>Support community groups to use NHS buildings and spaces when not in use</p>	 <p><b>Healthy Travel</b></p> <p>Encouragement of staff and visitors to use active transport</p>	 <p><b>Partnerships with local anchors</b></p> <p>Share learning with and build partnerships with local and NHS anchors</p>

## Employment

CTMUHB employs over 12,000 staff, over 80% of whom live the health board boundary. Exploring the distribution of these staff based on their postcode deprivation (how the area they live in ranks based on its Welsh Index of Multiple Deprivation 2019 score – see figure 2), we can see that **23% of staff** live in the least deprived quintile, compared to 19.8% in the most deprived quintile.

We will seek to improve access to employment in CTMUHB for residents from more deprived backgrounds and ensure fair pay and working conditions for staff in recognition of the importance of good work for population health, and that those in stable employment may gain opportunities for social mobility.

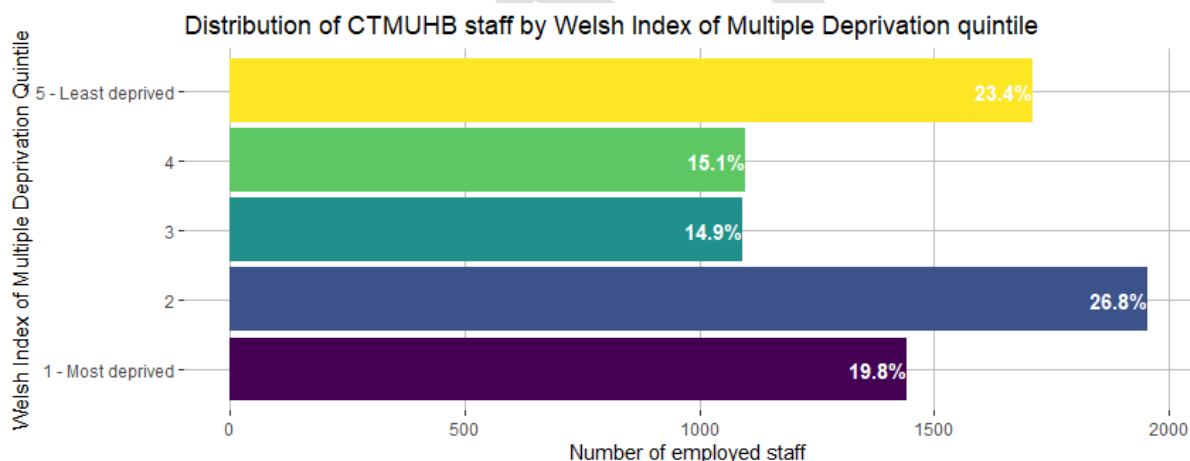


Figure 2 – Chart showing the distribution of staff working in CTMUHB based on their postcode deprivation



### Widening access to employment

We want to make sure local people have opportunities to train and find work at CTMUHB and that these opportunities are fairly shared across social groups.

**Objective:** To make staff employment more reflective of the wider population demographics by 2025 through expansion of Pathways to Employment and actions to remove barriers to application

### To get there we will:

- Ensure by 2023 job descriptions are written accessibly with clear plans to promote posts in places around the community with good reach
- Develop by 2023 a programme to provide tailored assistance with job applications for candidates with limited employment experience, including during clinical contacts in maternity and mental health services
- Develop by 2024 a pre-employment support programme with local housing associations to identify, match and support potential candidates from their properties into work with CTMUHB
- Expand by 2025 our current Pathways to Employment (Kick-start & UK Government Apprenticeship schemes) offer by at least 25%
- Continue annually to collect data on postcode deprivation of employed staff to capture progress



### Fair employment

Fair work is important for health. It requires fair reward, employee voice, job security and flexibility, opportunities for growth, a safe and inclusive working environment and respect for legal rights. Fair work can improve productivity and employee engagement.

The COVID-19 pandemic has made clear the importance of employee well-being to us as an organisation which we plan to build on, including ensuring such work is shared equitably across staff groups.

**Objective:** Ensure CTMUHB is positioned as a good employer, ensuring equitable uptake of workplace well-being support, equitable distribution of non-pay benefits and becoming accredited as a Living Wage employer by 2024

**To get there we will:**

- Complete by 2023 accreditation as a Living Wage employer, ensuring access to the real living wage for all CTMUHB employed and contracted employees
- Explore by 2024 the distribution of non-pay benefits across staff groups and AfC bands and assess need for tailored new packages by 2024
- Monitor annually staff data on postcode deprivation by role and seniority participating in workplace well-being programmes
- Continue to develop professional development pathways for different staff groups and seniorities, to ensure clear opportunities for progression for all staff members

DRAFT

## Procurement

CTMUHB procures goods and services worth around £200 million a year, ranging from the purchasing of medicines, food and linen, to other services such as contracts to renovate or build new capital developments. As the lead agency for procurement for the NHS in Wales, NHS Wales Shared Services Partnership (NWSSP) has developed a framework to incentivise procuring for social value, with all contracts above £25,000 incorporating a 15% social value weighting to reflect sustainability, foundational economy or decarbonisation principles.

Figure 3 below compares procurement by CTMUHB in 2019/20 with the three local authorities in the Cwm Taf and Bridgend Public Services Boards, broken down by supplier location. While each of the local authorities spent around one quarter to a third of overall spending on goods and services locally, this compared to just less than 4% by the health board.

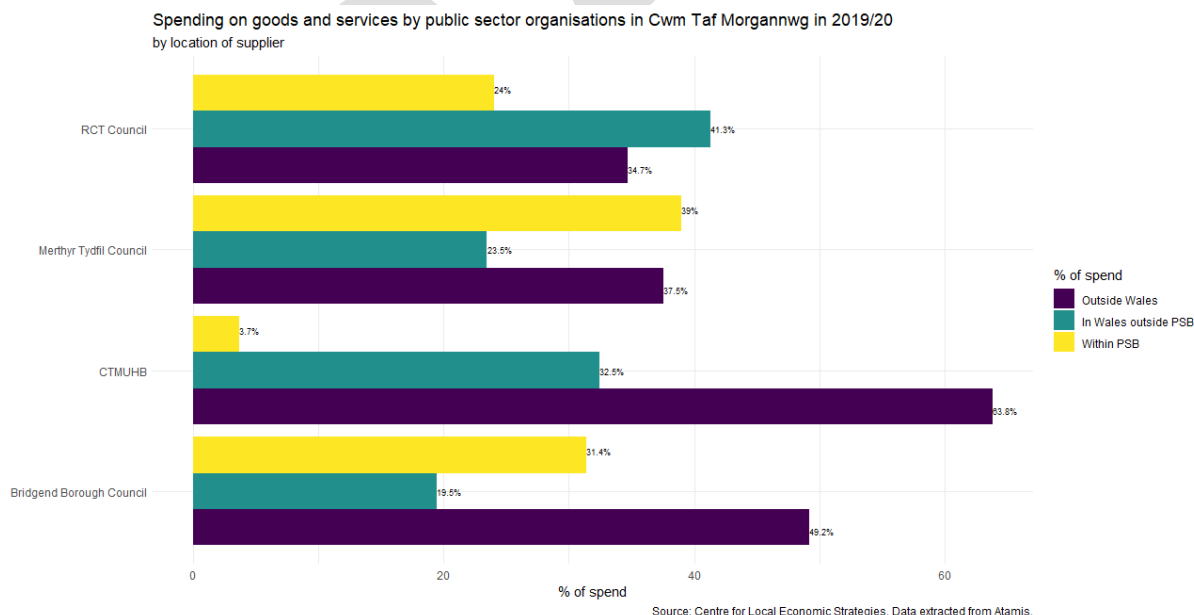


Figure 3 – Chart showing distribution of procurement by public sector organisations in Cwm Taf Morgannwg by location of supplier

We will look to fully exploit the potential for NHS procurement to deliver social value in the region and explore developing

wider partnerships across the Public Services Boards to apply such principles



### **Building local supply chains**

Procuring locally can aid the growth of local businesses and can potentially help the NHS deliver environmental benefits given reduced transport emissions to deliver goods.

**Objective:** CTMUHB will double by 2025 the value of spending on goods and services within the Cwm Taf Morgannwg region and will aim to close the gap in procurement in Wales with other PSB partners by at least 5%.

#### **To get there we will:**

- Proactively engage by 2022 local suppliers including Small and Medium-Sized Enterprises (SMEs) to communicate procurement opportunities through advice sessions on social value goals, using the procurement pipeline and supplier support packs developed by NWSSP
- Increase by 2023 the number of SMEs including suppliers from within the PSB boundary on the Multiquote digital procurement portal, and buy from local suppliers first where economically viable
- Implement by 2024 a programme to increase local food procurement in CTMUHB, built on existing work led by NHS Wales National Collaborative Commissioning Unit and Northern Star, pending feedback and approval from Welsh Government
- Identify by 2025 market gaps in collaboration with Industry Wales and Welsh Government and explore creating new supply chains for specific goods and products from businesses with a strong social value focus
- Measure annually data on the proportion of health board procurement awarded to suppliers within the CTM PSB area and in Wales and on the proportion of procurement to areas in 20% most deprived areas in Wales



## **Embed social value in procurement**

Progress has been made in securing a social value weighting to NHS Wales contracts over £25,000. To ensure the benefits of this to the Foundational Economy and communities in CTM will though require continual evaluation. Extending this approach to other areas and with other partners could yield even greater benefits, ensuring the greatest social return on investment from public sector spending.

**Objective:** CTMUHB and NWSSP will ensure the greatest yield for social value from social value weighting from health board procurement and will work collaboratively both internally and with external partners to further embed social value in procurement in wider areas of spending.

### **To get there we will:**

- Develop by 2023 procurement methods to increase social value in procurement for capital planning, including the use of Multiquote – a digital procurement tool for enabling multiple bids - as a means for engaging SMEs in capital planning purchasing and the Welsh Government Community Benefits toolkit and ensure local SMEs are registered to use this platform
- Explore by 2025 the application of social value in procurement to other health board spending areas, including Continuing Healthcare, voluntary sector and primary care contracts
- Develop by 2025 collective procurement partnerships with public sector partners across the CTM PSB region with expert advice from the Centre for Local Economic Strategies
- Report annually via the Procurement Team and NWSSP on how social value weighting in procurement has benefited the Foundational Economy, including suppliers in the CTM PSB area, by demonstrating where weighting has made an impact in altering procurement practice

## Capital, Estates and Facilities

The CTMUHB estate spans three district general hospitals and six community hospitals, one mental health site and 35 health centres or support facilities. Repurposing some of this estate for social value could benefit local community organisations. More widely, considering social value when making decisions regarding the sale of CTMUHB estate or in capital planning decisions could bring wider benefits, for instance facilitating the development of social housing for CTM residents, or encouraging capital developments alongside other services and local businesses to encourage footfall and support the local economy.

We will work with our housing partners, including the new CTM Healthy Housing Partnership, to ensure our estates and facilities are used as assets to benefit local communities, transforming the way the public views and conceptualises NHS spaces.



### Converting and developing estate for community benefit

Capital sale can be undertaken in ways that represent value for money to the public sector and achieve longer term goals such as ensuring a supply of affordable and social housing for local communities. Capital development has the potential to shape and regenerate entire areas, for instance in co-locating multiple services in areas where there has been decline.

**Objective:** CTMUHB will, between 2022-25, consider wider social goals during the sale of any land or estate. CTMUHB will in collaboration with other public sector and planning partners explore how co-location could help regenerate local areas.

**To get there we will:**

- Report annually from 2022 on land disposed to public bodies, private sales and community organisations
- Utilise from 2023 tools to encourage health board land transfers to other public bodies and community organisations (including Registered Social Landlords) such as Ystadau Cymru Land Transfer and Community Asset Transfer protocols
- Explore from 2023 the potential for future capital developments to support the Foundational Economy through co-location with other services and businesses



### **Enabling community access to NHS facilities**

Participating in social and community activities is a key driver of community resilience, yet access to space can be a challenge and cost for community organisations. The NHS has considerable estate not in continual use; allowing some of this to be used when appropriate by community groups could help build social capital among local residents, benefit resident health and well-being and change attitudes among the public about the role and identity of healthcare spaces.

**Objective:** By 2025, CTMUHB estate will be routinely used by community organisations and the third sector, with local communities playing a role in shaping how such facilities are used for social value.

#### **To get there we will:**

- Develop a project by 2023 between the Community Voluntary Councils in CTM and Facilities team to scope available health board facilities both in- and out-of-hours and promote such facilities to community and third sector organisations
- Consult with community organisations annually thereafter to assess impact and ensure local communities have a voice in designing how health board facilities are used for social value

## Environment

CTMUHB is already making progress on environmental sustainability and decarbonisation through its energy and waste management and the actions of the CTMGreen group. As an environmental anchor, the health board can promote positive sustainability behaviours to the public and use its assets to enable such behaviours.

We will build on the achievements to date including the Green Flag Award for our Glanrhyd hospital site and positive steps towards sustainability across our health board estate to work collectively with partners to further position CTM as a leading area for sustainable practice.



### Green spaces on NHS estate

Quality green spaces have positive effects on our health and well-being. They can play a significant role in recovery and play a role in addressing climate change as acting as carbon sinks. Green spaces can range from parks, gardens and woodlands to growing spaces for staff and the community.

**Objective:** CTMUHB will by 2025 expand its green space across its estate and will work with patient, staff and third sector groups to ensure such spaces are equitably and regularly used

#### To get there we will:

- By 2023 develop an engagement plan for the Glanrhyd site to encourage participation in green projects by community groups, schools and other groups
- By 2024 develop with local authority support a plot of allotments on CTMUHB estate for use by staff and the public with promotion via community organisations to encourage equitable uptake
- By 2025 undertake scoping with the Facilities Team to identify further potential areas for green space

development on health board estate, with a proposal to Board detailing the work required



### Healthy travel

Travel and transport comprises around 14% of the NHS' total carbon emissions. Encouraging active and healthy forms of travel can benefit patient health, for example by improving air quality or increasing participation in physical activity.

**Objective:** CTMUHB will work collectively with public sector partners to shape a Healthy Travel Charter for the region, encouraging tangible changes in travel practice by health board staff and improving our environmental footprint and air quality.

#### To get there we will:

- By 2023 adopt a regional Healthy Travel Charter with other public sector partners across CTM with support from Healthy Travel Wales

## Corporate

Flourishing as an anchor organisation relies on senior leadership with the anchor mission prominently featured in corporate and strategic planning. Organisations also need to consider corporate capability to function as an anchor.

The NHS is not alone in its position to influence the Foundational Economy: by working collectively across the public sector and sharing learning and best practice, the health board can influence greater positive change than by acting alone.

We will ensure our anchor mission is at the heart of our strategic thinking and delivery as an organisation and will engage with our local and NHS partners to build a network of anchor organisations across the public sector in Wales.



### **Promote the anchor mission across the organisation**

Staff across CTMUHB ought to be aware that the health board desires to influence the Foundational Economy, with appropriate training and resources in place to enable the organisation to achieve this.

**Objective:** CTMUHB will by 2025 ensure our anchor mission is visible, regularly reviewed and aligned with the corporate strategies of the health board.

### **To get there we will:**

- Appoint by 2023 an executive lead for anchor work in the health board
- Ensure by 2023 adequate human resources are allocated across the organisation to implement changes and the anchor strategy
- Ensure by 2024 anchor work is captured in the corporate planning and strategy, including the health board IMTP



### **Develop partnerships with local anchors**

CTMUHB is well positioned given structures such as the Public Services Boards and Regional Partnership Board to work collectively to achieve anchor goals. Given an increasing expectation from Welsh Government that the public sector, including the NHS, must engage in supporting the Foundational Economy there is likely to be support for such partnership working.

**Objective:** By 2025 CTMUHB will develop collective anchor strategies with its partners in the PSBs in CTM and have formed with other health boards a peer NHS Wales anchor learning network.

### **To get there we will:**

- Ensure by 2023 the creation of the role of a lead officer in the health board for the CTMUHB anchor programme
- Seek by 2024, in partnership with other health boards, the creation of a NHS Wales peer anchor learning network, to share best practice and learning
- Create by 2024, in partnership with PSB or RPB partners, shared anchor strategies across workforce, procurement, estates and the environment

## **Governance and Reporting**

A Steering Group with representation health board workforce, procurement, capital, estates and facilities as well as partners from the Community Voluntary Councils and Registered Social Landlords will oversee the implementation of this Anchor Strategy.

This Steering Group will meet quarterly from summer 2022 to refine the strategy, develop and evaluate projects, communicate progress both internally and externally, and ensure sufficient resources are allocated in order to implement the goals of the Anchor Strategy. Consultation and engagement through the Community Voluntary Councils with community and third sector organisations across Cwm Taf Morgannwg will continue to refine the strategy to ensure opportunities for residents to continually shape the strategy.

The Steering Group will report regularly to the Population Health and Partnership Committee reporting to the CTMUHB Board on progress towards implementation of the strategy and will when necessary outline barriers to implementation with proposed solutions to overcome these.

An evaluation will be undertaken towards the end of financial year 2024/25 to explore the impact of the strategy, including an assessment of data metrics and a survey and/or focus group interviews with staff and community organisation participants.

## **Communication**

We will communicate widely on our actions to implement our Anchor Strategy and our achievements. We will work with the CTMUHB Communications team to identify channels to inform health board staff including the e-Bulletin and intranet and externally both through social media and local news media.

By communicating widely, we will seek to inform staff, patients and the general public of our ambition to use our assets in people, spending and our estate to support the Foundational Economy. We will provide opportunities for feedback on our strategy and suggestions for future projects.

## **Risks**

To effectively implement this strategy, it is important to identify potential risks to delivery and to put in place measures to try to address these.

- Statutory compliance with employment, procurement and management of assets including land and capital is a mandatory requirement for the health board. We will seek regular advice from legal and finance colleagues to ensure our efforts comply with such legislation and will work closely with national NHS and Welsh Government colleagues to anticipate changes to legislation that will affect our anchor programme.
- The health board continues to be challenged by the COVID-19 pandemic and the impact the pandemic has had on wider health conditions. This strategy assumes a relatively stable incidence of COVID-19 infections but may need to be re-evaluated in the event of a future surge in infections and hospitalisations, for instance owing to a new and more virulent variant.
- NHS health boards in Wales continue to face funding challenges which may impact on delivery of our anchor strategy. Where we are unable to deliver aspects of our strategy due to a lack of human or financial resources, we will explore alternative sources of support to aim to mitigate these.

## **Tell us your views**

We would love to hear your views and ideas regarding our anchor strategy. There are a number of ways to do this:

- Attend a health and well-being forum organised in your locality by one of the Community Voluntary Council organisations where we will seek wider feedback on our anchor strategy
- Discuss with your health board colleagues or other partners if you have ideas for how you can contribute to or champion this strategy
- Tell us your ideas, share best practice or let us know your views by e-mailing \_\_\_\_\_