

Reference:	FOI.18453.25
Subject:	Anchor Institution activity
Date of Request:	29 September 2025

Requested:

This request concerns your organisation’s policies, initiatives and actions as an “anchor institution” – that is, as a large, place-based organisation that uses its employment, procurement, estate, and other levers to support local economic, social, and environmental wellbeing.

Please provide the following information for the last three financial years (or the most recent available period):

Anchor Strategy / Policy

1. Copies of any published or internal strategies, policies, plans, or board papers that define your organisation’s role as an anchor institution or set objectives for anchor-related activity.
2. The date of approval or adoption of such strategy/policy.

Dedicated Teams / Leadership

3. Details of any dedicated teams, departments, posts, or named roles (by job title only, not personal names) with responsibility for anchor-institution or community-wealth-building work.
4. Copies of any role descriptions or Terms of Reference for anchor-related working groups or steering committees.

Procurement and Local Supply Chain

5. Any KPIs, targets, or reports showing spend with local suppliers (e.g., within your local authority area or region), or with small and medium-sized enterprises (SMEs), social enterprises, or voluntary-community sector organisations.
6. Any frameworks or procurement policies designed to strengthen local supply chains or inclusive procurement.

Employment and Workforce

7. KPIs, targets, or reports relating to local recruitment, apprenticeships, entry-level employment or career-pathway programmes aimed at residents in your local area.
8. Any policies or initiatives to address equality, diversity and inclusion in recruitment from local communities.

Estates and Capital Investment

9. Any programmes or policies to use your estates, land, or capital projects to promote local economic development (e.g., local supplier targets in construction, use of local land for community benefit).

Partnership Working

10. Details of your participation in any local or regional anchor networks (e.g., Birmingham Anchor Network, London Anchor Institutions’ Network, Leeds Anchor Network, etc.).

11. Copies of Memoranda of Understanding, Terms of Reference, or equivalent documents for these partnerships.

Monitoring and Reporting

12. Copies of any recent reports, dashboards, board updates, or evaluations that measure the impact of your anchor-related activity.

Budget and Resourcing

13. Budget allocations or recorded expenditure specifically earmarked for anchor-related activity (if separately identified in accounts or reports).

Response:

The NHS Confederation website states 'As an anchor institution, the NHS in Wales can work with Local Authorities to drive economic development. NHS organisations are anchor institutions because they are large organisations whose long-term sustainability is tied to the wellbeing of the population through being one of the largest employers in local areas, a key purchaser of goods and services, and a capital estate holder and developer.'

Hywel Dda University Health Board (UHB) is part of NHS Wales and is an integrated Local Health Board responsible for the planning and provision of primary, community and in hospital services, based on the needs of the local community across three (3) counties.

1. - 4. The UHB does not hold the information requested. However, the UHB can confirm that it works in collaboration with Welsh Government (WG), Public Services Boards (PSB), Regional Partnership Boards (RPB) and Local Authorities (LA), in addition to working in partnership with other public, private and third sector organisations, to develop and deliver services.
5. The UHB does not hold the information exactly as requested. However, the UHB works in collaboration with Procurement Services in NHS Wales Shared Services Partnership (NWSSP), who monitors spend for Small and Medium-sized Enterprises (SMEs) and local suppliers across the three (3) counties of Carmarthenshire, Ceredigion, and Pembrokeshire.

Approximately 35 to 40% of non-pay expenditure was allocated to local suppliers, with 5 to 7% directed to social enterprises and voluntary/community organisations, during the 2022/23 to 2024/25 financial years. The UHB's annual target aim is to increase SME engagement by 10%.

Utilising the Oracle system, the UHB provides within the table below, the number of suppliers utilised by the UHB that are based in the UHB's geographical area, along with the spend and percentage spend for the period 1 April to 30 September 2025.

2025/26 to date	SME	Non-SME	Total
Number of suppliers	270	97	367
Total spend	£4,548,728.66	£3,649,126.01	£8,197,854.67
Percentage spend	8.38%	6.72%	15.10%
Percentage supplier type	15.46%	5.56%	21.02%

The UHB has answered Freedom of Information (Fol) requests relating to supplier spend, which may be of use to you. Therefore, the UHB has applied an exemption under Section 21 of the Freedom of Information Act 2000 (FOIA), as the information is accessible by another means. The following Fol responses are available on the UHB's website:

- FOI.18194.25 - Supplier payments (1 April 2023 and 31 August 2025)
- FOI.13010.23 – Goods and services supplier costs (2022/23 financial year)

A link to the UHB's disclosure log webpage has been provided overleaf:

[Disclosure Log - Hywel Dda University Health Board \(nhs.wales\)](#)

6. The UHB's Procurement service is governed by the Welsh Government (WG) Wales Procurement policy statement and the Welsh Procurement Policy Note (WPPN) 07/21: Small and Medium sized Enterprises (SMEs)-friendly procurement, which are available on the WG website. For ease, a link to the statement and notice have been provided below:

[Wales procurement policy statement | GOV.WALES](#)

[Welsh Procurement Policy Note WPPN 07/21: Small and Medium sized Enterprises \(SMEs\)-friendly procurement \[HTML\] | GOV.WALES](#)

The UHB encompasses the WG WPPN by embedding principles of inclusive procurement, such as community benefits and support for the foundational economy, across all major contracts.

Additionally, the UHB works with Swansea Bay University Health Board (SBUHB) and have Construction Frameworks in place that are structured to support local contractors for projects up to £2million, with designated lots to encourage regional participation.

These policies and frameworks align with the Well-being of Future Generations (Wales) Act 2015, by prioritising social value and local economic retention. A link to the Act has been provided below:

[Well-being of Future Generations \(Wales\) Act 2015](#)

Additional information relating to the Well-Being of Future Generations is available on the WG website and can be accessed via the link provided below:

[The Well-being of Future Generations | GOV.WALES](#)

The UHB confirms that its tender documents contain a section on Quality Wellbeing of Future Generations and Social Value which carries a minimum 10% weighting score to the overall Tender Evaluation.

The information detailed within the table overleaf is an integral part of the tender documents and forms part of the tender evaluation process which covers Foundational Economy, Sustainability and Social Value.

Ref	Question	Bidder Guidance
Wellbeing and Future Generations Act (2015)	The Well-being of Future Generations (Wales) Act 2015 requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. Please detail how you will assist NHS Wales in meeting its obligations under the Well-being of Future Generations (Wales) Act 2015. Your response should reference the Well-being Goals in Page 3 of the Well-being of Future Generations attachment included in the ITT.	<p>The evaluation panel would expect to see evidence of;</p> <ul style="list-style-type: none"> How the bidder will assist NHS Wales in meeting its obligations under the Well-being of Future Generations (Wales) Act 2015. The bidder should clearly evidence which Well-being Goals they can assist NHS Wales with and provide a plan and timescale for delivery.

7. The UHB works towards the NHS Wales agreed KPIs, which are reported across NHS Wales on a monthly basis. Details of the NHS Wales KPI's have been provided below:

Trac Report Code	Target Times	Responsibility	Trac Recruitment Health Check Average Times in Working Days (Excludes Covid Trac Teams)
T0a	5	Manager	Notice Date to authorisation start date
T1	Variable (target to be agreed)	Manager	NEW MEASURE Authorisation Start Date to Leaving Date (previous post holder)
T1a	10	Org	Time to approve vacancy request
T1b	2	NWSSP	Time to advertise
T3	Variable but target 10	Manager	Duration of advertising
T3a	2	NWSSP	Time to move to shortlisting
T4	3	Manager	Time to Shortlist
T5	2	NWSSP	Time to send interview invites
T5a	Variable between 5 and 10 days	Minimum Requirement	Notification given to applicants for interview
T5b	3	Manager	Time to update interview outcomes
T6	5 4 from Jan 2018	NWSSP	Time to send conditional offer
Digital ID check		Candidate	Conditional Offer to Digital ID completed
T7	3	Candidate	Conditional Offer to ID appointment booked - Face to Face
T7a	10	Candidate	Conditional Offer to ID appointment attended - Face to Face
T7b	7	Candidate	ID appointment booked to ID appointment attended Face to Face
T7c	1	Candidate	ID appointment attended to DBS form submitted (Inc time to countersign by Trac)
T7d	Variable	DBS Agency	DBS Form Sent to DBS to DBS Result Received
OH	Variable	Candidate/OH	Conditional offer to OH clearance
T9	1	NWSSP/ Candidate	Conditional Offer to 1st Reference Request
T9a	2	Referee	Reference sent to reference received
T9b	2	Manager	Time to check references
T9C	4	Candidate/ Referee/ Manager	Time to obtain all references
T17	Variable	All	NEW MEASURE Authorisation granted to Start Date
T12e	Variable	All	Checks ok to start date
T12	2	NWSSP	Checks ok to ready for Start Date
T13	44	All	Vacancy Creation to offer letter issued
T10	49	All	Advertising Start date to checks ok
T11	25	All	Conditional offer Letter to Checks ok
T14	71	All	Vacancy Creation to ready for Start Date
T23	27	All	From conditional offer to ready for Start Date without outliers
T23	27	All	From conditional offer to ready for Start Date with outliers
T26	Variable	Manager & Candidate	Ready for start date to start date

Generally, all vacancies are advertised on the internet, using various platforms such as Trac, NHS jobs etc. All adverts are designed to include the UHB's locality to ensure inclusivity.

The UHB provides below, examples of some past and present initiatives to support and encourage the local community to consider employment with the UHB.

- Select Band 2 (entry level) vacancies are shared with partner organisations prior to release into the public domain e.g. Careers Wales and Job Centre Plus, along with local Further Education (FE), Higher Education (HE) and sixth form facilities.
- Recruitment events within the local community
- Careers events within the local community
- Work experience and volunteering opportunities promoted across the local community and via partner organisations e.g. Careers Wales, Job Centre+, FE/HE, Schools and Duke of Edinburgh Award
- Letterbox leaflet drops in areas identified as deprived across the UHB's geographical area to encourage applications from underrepresented communities.

Additionally, the UHB provides within the table below, the number of apprentices recruited via its Apprenticeship Academy, during the 2022/23 to 2024/25 financial years.

Financial year	Number
2022-2023	89
2023-2024	37
2024-2025	42

Please note: the numbers provided include recruitment to both clinical and non-clinical positions.

The UHB provides copies of three (3) reports relating to the Apprenticeship Academy which were presented to the People, Organisational Development & Culture Committee group (PODCC) and the Strategic People Planning and Education Group (SPPEG) at the following attachments:

- Attachment 1 - The Healthcare Apprenticeship Programme: Driving Change
- Attachment 2 - The Joint Apprenticeship: Programme: An Evaluation
- Attachment 3 - Apprenticeship Academy Evaluation 2019-2022

8. In addition to the initiative examples provided in response to question 7, to address equality, diversity and inclusion in recruitment from local communities some entry level vacancies undergo a process whereby applicants are not required to complete an application form, nor do they need to undertake a formal interview e.g. Band 2 Domestic and Band 2 Health Care Support Worker (HCSW) positions.

The UHB is also a Disability Confident employer and is a:

- Holder of the Defence Employers Recognition Scheme (Gold) Award
- Holder of the Employers for Carers: Carer Confident (Accomplished) award
- Holder of the Pride in Veterans standard.

9. An exemption under Section 21 of the FoIA has been applied as some of the information relating to your request is already in the public domain and accessible by another means. The UHB's

website hosts a dedicated webpage detailing how it is working towards 'A Healthier Mid and West Wales'. Within this webpage, there are links that will take you to the 'A Healthier Mid and West Wales (AHMWW) Strategy' and the 'AHMWW: Our Future Generations Living Well Programme Business Case'. There is also a section that details the completed community schemes and facilities for the future.

A link to the UHB's AHMWW webpage has been provided below:

[Healthier mid and west Wales - Hywel Dda University Health Board](#)

As part of the AHMWW Strategy, the UHB provides below the ongoing projects and initiatives that promote local economic development:

- Health and Wellbeing Hwbs in Cross Hands and Fishguard
- Other projects prioritised by the UHB, funded by WG and the All-Wales Capital Programme
- Estates policies prioritise community benefits, such as embedding local supplier targets in capital projects, aligned with the Well-being of Future Generations (Wales) Act 2015 and sustainable development goals.
- The Health and Wellbeing Hwb project in Carmarthen, with a target construction spend of 50%+ allocated to local contractors.

10. - 13. The UHB does not hold the requested information. Please see response to question 1.