Pillars

- Employment
- procurement
- land & buildings
- sustainability
- partnership and leadership

Inputs

- Data (qualitative and quantitative)
- Internal staff and their time, skills and knowledge
- External partners and their understanding, connections and breadth of work
- Funding for staff time and programme resource

Activities

Employment

Building the future workforce

- Create pre-work programmes in the trust (e.g. apprenticeships, internships, work placements)
- Conduct outreach and partnership work to increase awareness of healthcare careers and support education, training and skills for young people

Widening workforce participation

- Adapt recruitment policies and processes to support access for local / target populations
- Deliver participation programmes (e.g. support with applications) to local / target populations

Being a good employer

- Commit to paying a real living wage and ensuring terms and conditions are good for health
- Tackle pay gaps by gender, ethnicity, or for other target populations
- Provide support for staff's wider needs (e.g. health and wellbeing support or childcare) - with different / targeted offers for lower paid staff
- Provide support for career progression, especially for local / target populations

procurement

social value

- Ensure social value is given adequate weighting in all procurement
- Work with suppliers to help them understand and maximise their social value in bidding and delivering contracts
- Embed anchor employment and sustainability priorities into procurement social value requirements

support to local and target organisations

- Review and adapt internal procurement policies to increase spend with local / target organisations
- Provide support to local / target organisations to access procurement opportunities

land & buildings

new developments

- Embed anchor procurement, employment and sustainability priorities in new developments
- Sell, lease, or develop NHS estate, including vacant/derelict land, to provide community assets (e.g. green space or affordable housing)
- Work with the local community to design new developments collaboratively
- Design, redesign or co-locate NHS estates to maximise accessibility and contribution to wider regeneration

existing land and buildings

- Offer land and buildings to community / target organisations to use
- Create an environment that is pleasant to visit and work in, and maximises health opportunities (e.g. green space)

sustainability

estate, fleet and waste

- Consider climate resilience in new building and retrofitting activities
- Ensure sustainable design and redesign of health care estate
- Deliver de-carbonisation, reduced energy use and energy efficiency initiatives
- Deliver programmes to reduce waste and dispose of waste in environmentally sustainable ways
- Deliver programmes and support to reduce use of carbon emitting vehicles in NHS fleet

staff, patients and community

- Support active and sustainable travel (e.g. providing showers, bike parking, information on travel)
- Deliver programmes and support to reduce use of carbon emitting vehicles by staff, patients and the community
- Deliver programmes and changes to catering policy to increase sustainability of hospital food

partnership and leadership

partnership

- Create and develop strong place-based partnerships with other local organisations
- Join partnerships with other health anchors at multiple levels - place, system, region and nationally
- Community co-production in the design, delivery and evaluation of anchor approaches

leadership

- Share anchor work internally and build support (e.g. via a strategy)
- Identify named anchor leads, including at senior levels

Outputs

Employment

- Work experience, internships, apprenticeships, and work placements
- Partnerships and programmes to reach young people in schools / colleges / etc.
- Recruitment policies, processes and programmes which better enable local / target pops to gain employment in the trust
- Participation programmes and support to local / target populations
- All employees, subcontracted staff, and staff on programmes (e.g. apprenticeships) are paid a real living wage
- Employment conditions that are designed to maximise health of employees
- Understanding of current pay gaps and plans to reduce these where needed
- Partnerships and programmes to support the wider needs of staff
- Programmes designed to support current employees to progress

procurement

- Greater weighting for social value in procurement
- Increased awareness among suppliers on how to identify, demonstrate, and deliver social value
- More suppliers in NHS supply chain who contribute to anchor employment and sustainability goals
- Procurement policies that provide good opportunities for local / target organisations
- Support is provided to local / target organisations (e.g. meet the buyer events)

land & buildings

- NHS new development projects that contribute to employment, procurement and sustainability goals
- NHS estates that provide range of community assets and are designed with communities
- NHS estates that are integrated in place, accessible, and part of wider local economic and social environment
- NHS land and buildings are used by local / target organisations
- Staff and visitors feel that NHS land and buildings are welcoming and health-promoting

sustainability

- Climate resilience considerations are included in new building and retrofitting
- Clear plans to increase sustainability within existing and new estate
- Initiatives, innovations and programmes to reduce energy use and carbon emissions
- Programmes to reduce waste and ensure sustainable waste disposal
- Less use of carbon emitting vehicles in NHS fleet
- Support for active and sustainable travel is in place
- Less use of carbon emitting vehicles by staff, patients, and visitors
- More sustainable hospital food

partnership and leadership

- Structures in place to support partnerships, inform delivery and share learning (e.g. joint anchor charters, MOUs or networks)
- Anchor approaches are co-created with communities
- An anchor plan, strategy, or similar
- Clear and accountable anchor leadership within the organisation

Outcomes

Short term

- Local young people are aware of opportunities to work in healthcare
- Higher level of skills, qualifications and educational attainment in the local population
- Local / target populations are more aware of employment opportunities in the trust, and have support to access these
- Increased applications and acceptances for trust jobs by local / target populations
- Previously low-paid staff have a higher take-home pay
- Pay gaps between staff from target populations and the rest of the workforce are reduced
- Staff are supported with a wide range of needs and this support successfully reaches lower paid staff
- Existing staff have clear opportunities to progress and develop, and these opportunities are designed to reduce inequities including in senior leadership
- NHS supply chain creates greater social value
- A greater proportion of NHS spend goes to existing local / target organisations
- NHS is an active partner in investment of the local physical area
- Local / target organisations are supported to survive and thrive in local area
- A more climate resilient NHS estate
- Trust less reliant on carbon emitting vehicles
- Greater use of green / active travel options by NHS staff, patients and the community
- Range of organisations are working for the same anchor goals
- Anchor action is based on best evidence and lesson learned elsewhere
- Anchor action is based on local evidence and priorities and shaped by community
- Anchor action is supported and sustained at an organisational level

Medium term

- More young people entering healthcare education and careers
- NHS workforce is more diverse and more representative of the communities it serves (at all staffing levels)
- Trust workforce is diverse and represents local / target populations at all levels
- Workforce feel supported to stay in employment with the trust
- NHS procurement supports employment of local and target populations throughout the supply chain
- NHS procurement has positive sustainability impacts across the supply chain
- New local / target organisations enter the local economy
- Local and/or target populations and organisations are supported through NHS capital development
- Community have greater access to safe and healthy spaces (including green space)
- NHS estates contribute to social and physical connectivity in a place
- Reduced air pollution as a result of NHS fleet
- Reduced carbon emissions from healthcare
- Reduced waste from healthcare
- Reduced environmental contamination (air, soil, water, etc.)
- Staff, patients and the community are more active
- Hospital food supply minimises negative impacts on the environment
- Power and resource is shifted out of large institutions and into the hands of organisations / communities best placed to tackle the SDOH

Long term

- Reduced unemployment locally / among target populations
- Reduced in-work poverty and increased income among those employed by the trust
- Staff health and wellbeing improves
- A stronger and more diverse local economy
- Wealth is invested within communities
- Increased investment of wealth in local areas through NHS capital development
- NHS estate contributes to the health and wellbeing of staff, patients and visitors
- The negative impact of NHS estate and services on the environment is minimised
- Reduced poor-air quality related illness among staff, patients and community
- Anchor impact is maximised

Impact

- Improved population health and wellbeing
- Reduced health inequities
- Local economic and social development