

PPPAC

A Healthier Mid & West Wales (AHMWW)

Programme Business Case (PBC) Update

24th June 2021



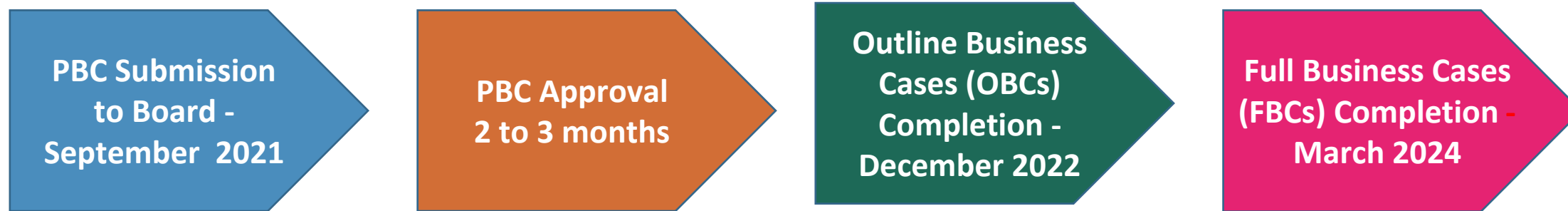
Update on tasks as noted at previous PPPAC presentation

Planned	Achieved
Case for Change cascaded for further review week commencing (w/c) 19 th April 2021.	Drafted, editorial group established, to be shared with Welsh Government (WG) and Shared Services as appropriate June 2021.
Management Case - follow up review to be undertaken from w/c 10 th May 2021.	First draft reviewed.
Follow up Strategic Advisory Group (SAG) meeting being scheduled to agree a approach to the definition of the shortlisted PBC options.	SAG meeting held 7 th June, 2021 to explain process for shortlisted options. Further meetings arranged fortnightly.
Develop the bed/service model assumptions.	Significant technical challenge in utilising consultation activity model now overcome, with outputs available from w/c 7 th June 2021.
Review functional content assumptions.	Ongoing meetings held to discuss functional content, these will need to be signed off w/c 12 th July 2021.

Update on tasks as noted at previous PPPAC presentation

Planned	Achieved
Further explore opportunities to reflect/demonstrate social value/future generations in the PBC.	These are reflected in the draft PBC and subject to continuing strengthening through the editorial review process.
Continue to engage with WG the Economic Case: Spending Objectives, Critical Success Factors, options identification and benefits.	Regular meetings with WG have been diarised between now and PBC submission.
Setting up/reporting from Digital, Workforce and Transport workstreams.	Workforce workstream has been combined with the finance work stream, transport workstream established, digital workstream yet to be formalised. Review meeting planned for June 2021.
Workshop to develop the risk register through lenses of PBC guidance, Gateway assurance expectations and Wellbeing of Future Generations Act (WBFGA).	Risk workshop agreed headline risks in these areas and included the development of WBFGA framework for the PBC and gateway risk assessment for PBC.
Further development of detailed engagement plans and activities post elections.	Public engagement process managed as planned, concludes 21 st June 2021. Outcome to be the subject of further reporting and engagement feedback.

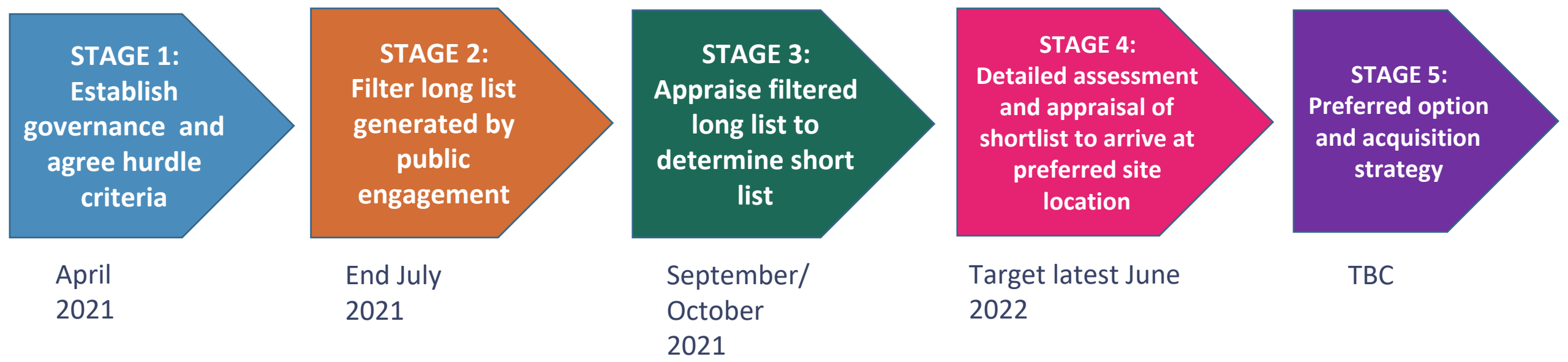
Business Case Process - Overarching Timeline Assuming Capital Solution



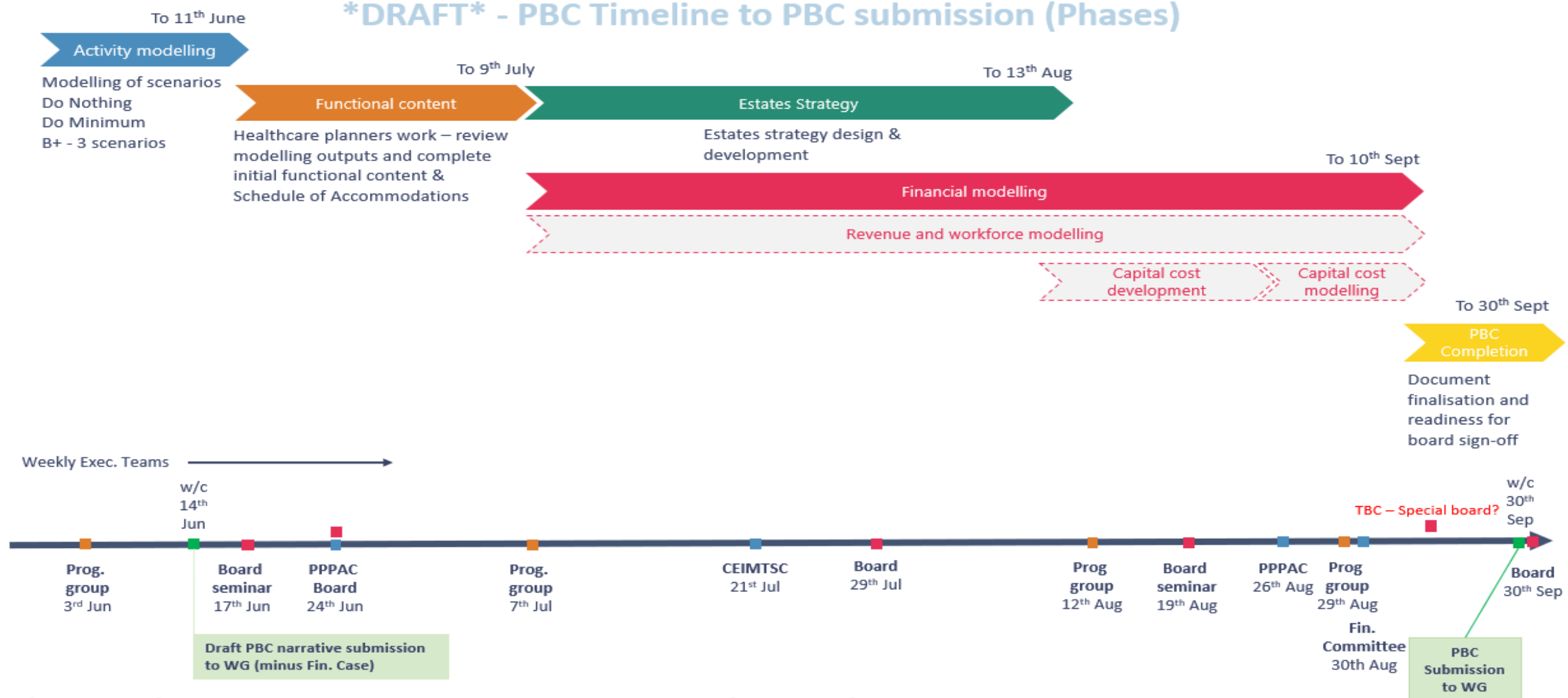
Achievability depends upon:

- Funding model based on capital.
- Very fast turnaround of WG approvals.
- Funding parallel work whilst approvals are taking place (financial risk).
- Proving affordability.
- Delivery of detailed service models upon which the capital plans will be based in a timely manner.
- Resources to deliver very significant business cases in parallel for the programme.
- Identifying and securing appropriate land and planning permissions for the new hospital.
- Identifying and delivering significant public transport infrastructure.

LAND IDENTIFICATION TIMELINES



DRAFT - PBC Timeline to PBC submission (Phases)



DRAFT - PBC Timeline to PBC submission (Phases)



Engagement Update - 2021

Online	19 May		26 May		2 June		9 June	
Activity	English	Welsh	English	Welsh	English	Welsh	English	Welsh
Aware (visited site)	1,200	17	1,424	20	1,641	26	1,829	33
Informed (accessed information)	79	7	960	9	1,120	11	1,237	14
Engaged (shared views)	80	0	111	0	130	0	161	2

Mechanism	19 May	26 May	2 June	9 June
Telephone	3	4	4	7
Email	18	22	23	24
Paper surveys	2	11	18	24
Letters	0	0	0	0

Note:

Of the 187 respondents (including online and paper responses), 149 have requested to be kept informed (as at 9am 9 June, 2021)

3 June 2021 – Staff Teams Event to update staff and provide an opportunity to share their views



Communications Update – 9 June 2021

Facebook Boosted Post 1 – 10 May 2021

	English	Welsh
Reach	9,342	11,504
Engagement	397	218
Clicked	179	6
Reaction	93	118
Shared	40	4

Facebook Boosted Post 2 – 13 May 2021

	English	Welsh
Reach	6,569	4,930
Engagement	164	31
Clicked	25	26
Reaction	76	-
Comments	13	-

Facebook Boosted Post 3 – 27 May 2021

	English	Welsh
Reach	9,514	7,039
Engagement	328	43
Clicked	52	34
Reaction	99	2
Comments	40	-

Facebook Feedback

Feedback is more varied and constructive than during the previous consultation exercise but includes:

- Travel and transport, concerns about location.
- Access to existing services, or perceived lack of services, such as mental health.
- Carmarthen Showground as location, good travel links.
- Existing hospital infrastructure at Withybush General Hospital (WGH) not good, needs modernisation
- Keep Glangwili General Hospital (GGH) open.

Feedback via Media Sites

- Invest in the sites and buildings the Health Board already has
- Consider the old Debenhams site.
- Concerns about staffing the hospital.
- Concerns about the cost of development.
- Concerns about the cost of consultation.
- The consultation is a sham - the decision has already been made.

Programme Key Risks – Risk Score 16

There is a risk that the PBC might not demonstrate financial and workforce sustainability because of the early stage of detailed definition of service and infrastructure options which would result in time delay to resolve an affordable and sustainable PBC.

There is a risk that clinical participation may be difficult to sustain to sign off clinical models and options and continue work towards an OBC level of detail because of clinical pressures resulting from the impact of COVID-19 which might result in either a lack of clinical sign up to assumptions or delay in completion of the PBC or start of the OBC

There is a risk that HDdUHB will not complete a robust PBC for September 2021 Board. This is due to the continuing work to complete the activity modelling through the Horizon product. If this is available w/c 31st May 2021 as currently planned the remaining programme has no room for iterations of functional content, capital or revenue costings required for the PBC. The impact of this could be a delay to the completion of the PBC.

Programme Key Risks – Risk Score 16

There is a risk that the OBC and FBC process will be delayed. This is because a revenue or part revenue infrastructure funding solution may need to be considered for some of the Projects being progressed. The impact could impact on the OBC and FBC delivery timeline due to the requirement for a negotiation period (WG advised minimum of 2 year negotiation period).

There is a risk that the planning objectives timelines for completion of FBC's for the new hospital and refurbished GGH and WGH will not be met. This is because the timeline is dependant on rapid PBC and OBC approvals by WG.

Next steps

- Assurance that the activity modelling is robust.
- To run the activity scenarios to create the agreed shortlist of bed scenarios.
- Agree functional content and other key programme assumptions driving capital and revenue costs.
- Complete the engagement process and support all associated events up to 21st June 2021 and report on outcomes.
- Share all PBC 'narrative' cases with WG for review.

- Commence design development to be followed by capital costing.
- First draft of equality and health impact assessment (E&HIA) to be completed.
- Assurance review of land identification process against Gateway 1 questions guidance.
- Collation and assessment of the long list of land nominations against hurdle criteria to create an agreed filtered long list for next stage appraisal.

Thank you – any questions

