



<b>Name of Sub-Committee:</b>	<b>Capital, Estates and IM&amp;T Sub-Committee (CE&amp;IM&amp;TSC)</b>
<b>Chair of Sub-Committee:</b>	<b>Director of Planning, Performance and Commissioning Report from Deputy Chair Paul Williams, Assistant Director of Strategic Planning and Developments</b>
<b>Reporting Period:</b>	<b>30<sup>th</sup> March 2021</b>
<b>Key Decisions and Matters Considered by the Sub-Committee:</b>	

**Capital Resource Limit (CRL):**

The following key matters were discussed:

- The CRL for 2020/21 has been issued with the following allocations:
- £14.788m - All-Wales Capital Programme.
- £7.078m – Discretionary Capital Programme (DCP).
- £1.090m – Slippage due to COVID-19 from 2019/20.
- £1.099m – COVID-19 Digital Devices & Information Technology (IT).
- £10.483m – COVID-19 Equipment.
- **£34.538m – Total CRL**

Further allocation available:

- £0.450m – Disposal of Cardigan Hospital & Health Centre.
- £0.040m – Equipment disposals.
- £0.300m - Utilisation of Balance Sheet Accruals.
- £0.185m - Utilisation of VAT reclaims.
- **£0.975m – Sub-total**
- **£35.513m - Total Capital Allocation**

There has been £5.853m additional funding allocations from Welsh Government (WG). The most notable allocations are:

- Year-end funding for equipment and IT - £1.9m.
- Digital Eye Care Equipment - £1.2m.
- Digital Prioritisation Investment Fund - £0.568m.

The Sub-Committee noted that there was £1.5m remaining to spend in terms of capital resource by the end of the financial year (2020/21). The most significant items of spend remaining are:

- Theatre tables (delivery due prior to 31<sup>st</sup> March 2021) - £580k.
- Equipment and IT - £690k.

With mitigating measures in place, it is expected Hywel Dda University Health Board (HDdUHB) will meet its CRL limit.

Financial Risks

The Sub-Committee acknowledged the highlighted risk associated with the Women and Children scheme. The COVID-19 estimated liability has reduced from £3.3m to £2.4m. HDdUHB's assumption is that WG will provide the funding for these costs and regular discussions are being held with regard to the release of the funding.

### Capital Programme for 2021/22

The Sub-Committee noted that HDdUHB is expecting All-Wales allocations to progress the following schemes in 2021/22:

- Women and Children Phase II.
- Magnetic Resonance Imaging (MRI), Withybush General Hospital (WGH).

Confirmed funding is anticipated to progress the Fire Enforcement Business Justification Cases (BJCs) at WGH and Glangwili General Hospital (GGH).

There is some additional funding earmarked from WG for Diagnostic Imaging Equipment and Estates Funding Advisory Board. Details of the bids submitted against these two allocations were included as additional information.

A separate report was received proposing how to utilise the £7.4m of discretionary funding next year (2021/22). This has been submitted to the Executive Team.

The following points were noted by the Sub-Committee:

- There remains a far greater backlog pressure than the DCP can fund.
- The Estates Major Infrastructure Programme Business Case has been submitted to WG for consideration. HDdUHB is currently responding to scrutiny comments.
- The medical devices report, updated in July 2020, has been the baseline of assessment of needs for 2021/22, however the report will be updated over the next few months to provide a more up-to-date position.
- There remains an ambition to fund the Penlan refurbishment works and closure of Pond Street Clinic through a bid to WG to fund schemes currently noted for DCP funding. A review of the scheme is being undertaken to assess whether or not the proposed solution remains valid.

The Sub-Committee acknowledged that currently a combined report is presented which provides an update on the All-Wales Capital Programme, Capital Resource Limit and Discretionary Capital Programme 2020/21, since the Director of Finance has assumed the lead for the planning function in the absence of a designated Director of Planning. The joint reporting arrangement may require review by the Executive Leads when the newly appointed Director of Strategic Development and Operational Planning commences in role.

It was recognised that the Sub-Committee report to PPPAC should reflect the additional funding received for 2020/21, how it was spent and how it has impacted key areas in terms of risk profile. A format for this inclusion will be determined by the Sub-Committee.

It was noted that the Estates Advisory Board have received £5.4m additional funding. Whilst the Sub Committee acknowledged and appreciated the additional funding, it is not sufficient to address the significant backlog of c£60m. It was also recognised that although funding has been provided for new equipment due to COVID-19, this has added to the baseline of assets and potentially will increase replacement costs in future years.

The Sub-Committee noted the CRL for 2020/21, together with the value of capital expenditure currently committed to COVID-19 and the funding released to date. The Sub-Committee also noted the financial risks currently being managed; the changes to the capital programme following

the identification of in-year slippage on schemes, as well as the update on the 2021/22 DCP and the opportunities to bid for additional capital.

There remains an ambition to fund the Penlan refurbishment works and the closure of Pond Street Clinic through a bid to WG to fund schemes currently noted for DCP funding. This remains subject to WG discussions and awareness reporting to Executive colleagues and scheme design review for COVID-19 implications. A review of the scheme is being undertaken to ascertain whether the proposed solution remains valid.

### Capital Governance – Project Highlight Reports

**Active Projects** - Red and Amber RAG rated projects (not currently on hold) reported to the CE&IM&TSC in March 2020 were as follows:

Projects with red RAG rating	Projects with amber RAG rating (2 consecutive months + )	Projects on HOLD
Cross Hands Health & Wellbeing Centre	Aseptics Unit, GGH	Cardiology Suite, GGH
Cylch Caron	Chemo Day Unit - Bronglais General Hospital (BGH)	Energy Project Phase 2 (HDdUHB wide)
Pond Street/Penlan	Endoscopy/JAG Accreditation & Day Case Surgery Project - Prince Philip Hospital (PPH)	IM&T Programme Business Case
Women & Children Phase II	Business Continuity Programme Business Case	
MRI Withybush	Transforming Mental Health (TMH)	
	Fire Enforcement Work (WGH)	
	Fire Enforcement Work (GGH)	
	Welsh Community Care Information Solution (WCCIS)	

The 'Projects on Hold' have continued under this status for some time and it has been agreed that these projects will be the subject of highlight reports if the scope of issues has changed sufficiently to 'close the project' as listed.

The DCP and Capital Governance are subject to a separate report on the PPPAC agenda. The CEIM&TSC noted the content of the report, and in particular those projects currently reporting a red RAG status or increase in RAG status since July 2020 and the mitigation plans in place.

Supplementary projects to note were:

#### **Aberystwyth Integrated Care Centre (ICC)**

A multi-agency group has continued to meet to consider the feasibility of converting the Aberystwyth University Llanbadarn site for the phased development of an ICC. A report was

submitted to the Executive Team on 24<sup>th</sup> March 2021 to share progress on discussions to date and to allow the Team to consider whether to progress the work on the Aberystwyth ICC and to approve the formal initialisation of a Project Group.

### **Aberystwyth Integrated Education Centre**

A group has been established to consider a way forward regarding improving current clinical education facilities at BGH. An initial draft scoping document has been shared with WG capital colleagues. Feasibility work regarding potential options is currently being undertaken.

### **Capital Project Monitoring Reports and CRM**

The Sub Committee were informed that there has been a significant improvement in returning the dashboards to WG within the agreed timescales; 100% of the targets have been met over the past three months. March 2021 dashboards will be submitted mid-April 2021. Currently, dashboards are only expected for WGH MRI and Women & Children Phase II, pending any further Business Cases going forward in the 2021/22 financial year.

A Capital Review Meeting has recently been held with WG. The Sub Committee agreed that CRMs will be held every two months in future as opposed to monthly, it was recognised that this may allow more time for increased scrutiny of the dashboards.

### **CE&IM&T Risk Register**

The CE&IM&TSC received a report covering risks on Datix where the CE&IM&T Sub-Committee has been selected as the lead Sub-Committee.

- There are currently nine risks on the register. Three are classified as extreme risks and six as high risks.
- The criteria used for selecting this Sub-Committee for the identified risks was queried to consider a consistent approach being used. This will be discussed with the Head of Assurance and Risk to ensure correct alignment with this Sub-Committee; feedback will be provided at the next meeting of the Sub-Committee.
- The need for a more focused approach to the identification of risks for the Sub-Committee was highlighted. The issue will be discussed with the new Director of Strategic Development and Operational Planning.

The Sub-Committee noted the contents of the report.

### **Accelerated rollout of Welsh Community Care Information System (WCCIS) in HDdUHB – Lessons Learnt Report**

The Lessons Learnt Report was presented to the Sub-Committee on the implementation of the WCCIS. The report detailed some of the challenges with WCCIS, ways to improve governance of the project, what went well and what could have gone better. Key points noted include:

- There was an issue relating to the security model with difficulties ensuring that staff can access elements of both the social care data and the health data. This, and some of the technical elements, have been worked through for NHS Wales and a security model has been developed.

- User experience has been varied, with connectivity challenges in Ceredigion.
- The mobile app has not been delivered as anticipated, which has caused some issues. It is hoped these will be resolved over the next few months.
- Further rollout is in progress. Readiness work has started in Pembrokeshire and discussions have started in Carmarthenshire. This is just for the health element, as opposed to the social care element, in Pembrokeshire and Carmarthenshire.

The Sub-Committee noted the contents of the report.

## **Women & Children's Phase II**

A verbal update was presented to the CE&IM&T Sub Committee by the Director of Estates, Facilities and capital Management following a meeting with the Managing Director of Building at Interserve.

- The challenges on the scheme have been well documented. A further report will be submitted to PPPAC shortly. A full audit of the scheme is also being undertaken.
- The main reason for escalation to a national level related to Interserve's poor performance, particularly focusing on the long delays and the fact that resources at the Carmarthen site have been reduced.
- As a result of the escalation discussions, a Senior Planner has been allocated to the project. This input has allowed a further detailed review of the next theatre phase of the project. It has also been agreed that from the 6<sup>th</sup> April 2021, a new Senior Project Manager will be available on site. This person will be the lead individual for HDdUHB and will resume responsibility for the project.
- It was advised that as Interserve is an All-Wales Framework contractor, the poor performance issues should be escalated to WG framework management level. Where this is escalated, this will be included in the PPPAC report to ensure adequate support is provided.

The Sub-Committee noted the verbal report and the escalation measures taken by HDdUHB.

## **A Healthier Mid & West Wales – Project Business Case (PBC) Update**

An update and slide presentation from the most recent meeting of the A Healthier Mid and West Wales PBC Programme Group was presented to the Sub-Committee. Key matters of note were:

- Each meeting commences with a discussion relating to the vision. Further work on the vision statements is in progress and will be presented to the next Programme Group meeting on 14<sup>th</sup> April 2021.
- The timeline shows the agreed FBC completion date of March 2024. This deadline is possible if there is a capital solution, however a revenue solution related to mutual investment models will extend the timeline. The first milestone is PBC submission by the end of July 2021.
- Communication and engagement preparations are underway. Following consultation, the decision was made to proceed with Phases 1 and 2 of the engagement together post-election, commencing mid-May 2021. The engagement narrative is currently being drafted.
- The Land Team has been established, with the Local Authorities involved in the meetings. Some of the technical evaluation work has commenced.

- Clinical discussions have continued relating to key service issues. Presentations have been made to the Acute Medical Leadership Group, Dyfed-Powys Local Medical Committee and the newly formed Strategic Advisory Group (SAG). The SAG has been set up as the multi-disciplinary group to sign off the clinical and design assumptions for the development of the PBC.
- A Gateway Review is organised for July 2021, which will inform discussions with WG and provide assurance that the programme can progress to the next stage.
- Key programme risks have been included for information.
- Key actions are noted for information. Planning is underway for the next Programme Group meeting on 14<sup>th</sup> April 2021.

The Sub-Committee noted the contents of the slide presentation.

### **Business Continuity PBC Update**

A report was presented to the Sub-Committee, providing an update on progress with the Major Infrastructure Business Case PBC.

- The PBC was approved by the Board in November 2020 and submitted to WG. Scrutiny comments were received mid-January 2021. A response to comments was included in the Sub-Committee papers.
- HDdUHB governance arrangements specify that scrutiny comments require approval by an appropriate committee prior to submission.
- Subject to approval of the scrutiny comments, the document will be submitted to WG to seek their endorsement of the PBC as a first stage.

The Sub-Committee noted the contents of the report and the scrutiny comments. The Sub-Committee provided support for submission of the scrutiny responses to WG.

### **Discretionary Capital Programme 2021/22**

The CE&IM&T Sub Committee were presented with a paper submitted to the Executive Team on 24<sup>th</sup> March 2021, detailing the Discretionary Capital Programme 2021/22.

- WG have confirmed that the discretionary capital allocation for 2021/22 will be £7.421m.
- The demand for capital over a 3-year trajectory far exceeds available capital, albeit if All Wales Capital Funding (AWCP) funding is allocated to progress the Major Infrastructure PBC and the Digital Strategic Outline Programme. Figures demonstrate a gap in funding of c£19m for 2021/22, c£6.4m for 2022/23 and c£8.4m for 2023/24. This is based on replacements and does not take into account any new pressures in the system or monies anticipated for COVID-19 recovery.
- Confirmation has been received from WG that the £4.5m bid for Diagnostic Imaging Equipment has been approved. An allocation of £5.4m has also been approved for the Estates Advisory Board.
- There is a schedule of pre-commitments against next year's discretionary capital allowance:
  - £0.643m – Women and Children Phase II.
  - £1.394m – MRI, WGH.
  - £0.100m – Oxygen Metering.
  - £0.075m – Crosshands Land.

- £0.234m – Pathology Works GGH.
- £0.093m – Endoscopy Washers PPH.
- £0.490m – Research & Development Facilities GGH.
- £0.150m – Invest 2 Save Repayment.
- £0.070m – Symbiotic Hardware – Facilities.
- £0.220m – Fire Enforcement BJCs, Recovery of Fees from WG.
- £0.450m – Fire Enforcement BJCs, Advance costs on BJCs pending to be recovered later in 2021/22.
- **£3.479m – TOTAL**
- In addition to the pre-commitments, £1.300m allocation has been ring-fenced for development of Business Cases pending approval from WG, breakdown contingency, issues arising from Credits for Cleaning audits, capital support and issues in residential accommodation.
- There remains a balance of £2.6m available to prioritise medical and non-medical equipment, digital and IT, estates statutory and estates infrastructure. It has been proposed that the balance is split evenly across the four categories (£0.660m each) to enable each area to progress with their identified priorities.
- Additional monies may become available in the year; it is proposed that any additional funds are used to firstly create a £0.300m allocation to address estates or equipment development issues. Further allocations up to £1m will be used to top up the allocations for the four categories.
- The Executive Team have asked for further assurances that the £0.660m will be used to deal with the highest risk issues in each area.
- It was noted the £1.32m allocated to Estates Statutory and Estates Infrastructure is c£1m less than last year's allocation. This will make it very challenging to manage the ongoing pressures.
- It was suggested that, given the limited funding, there should be a more corporate overarching approach to risk prioritisation as opposed to a 4-way split.
- It was noted that the limited discretionary capital should be flagged through the quality and safety route.

An extra-ordinary Capital Planning Group will be convened to discuss the key priorities and any flexibility to flex the programme.

The Sub-Committee noted the contents of the report, the discretionary capital allocation for 2021/22 and the current pre-commitments, the proposed allocation of the balance and the plan for a separate discussion around the approach taken to manage the key priorities.

### **Draft Infrastructure Investment Plan 2021/22 Update**

The Draft Infrastructure Investment Enabling Plan 2021/22 was presented to the Sub Committee. The Sub-Committee endorsed the Draft Infrastructure Investment Enabling Plan.

### **Papers for information**

The Sub-Committee noted the following papers for information:

1. Diagnostic Imaging Bids – Development Approval Cost Forms for additional computerised tomography (CT) facilities at GGH and WGH. Highlight Reports will be required for each of the schemes to provide assurance.
2. Estates Funding Advisory Board Bids – £5.4m of the bids were approved by WG. Highlight reports will be required to provide assurance on the schemes. The Director of Estates, Facilities & Capital Management expressed gratitude to those involved in developing the bids within such a tight timescale.
3. Capital Review Meeting - Minutes of meetings held in November 2020 and January 2021.
4. Capital Planning Group – Minutes of meetings held in December 2020 and January 2021.
5. Capital Monitoring Forum – Minutes of meetings held in January 2021, 9<sup>th</sup> February 2021, 23<sup>rd</sup> February 2021 and March 2021.

**Matters Requiring Business Planning and Performance Assurance Committee Level Consideration or Approval:**

All other key capital matters are included in the separate DCP and PBC update report on the PPPAC agenda.

**Risks / Matters of Concern:**

**Capital Resource Limit and Discretionary Capital Allocations 2021/22:** The capital allocation remains insufficient to provide PPPAC with full assurance on the management of infrastructure and backlog risks for the 2021/22 year. A separate paper is included on the PPPAC agenda on this issue.

**Capital Projects:** To note those capital projects included in this report currently reporting a high risk. Further detail is included in the separate DCP 2020/21 and Capital Governance report on PPPAC's agenda.

**Planned Sub-Committee Business for the Next Reporting Period:**

**Future Reporting:**

- Prioritisation of capital schemes and expenditure for 2021/22.
- Capital Project Highlight Reports.
- A Healthier Mid & West Wales - Programme Update.

**Date of Next Meeting:**

24<sup>th</sup> May 2021





## PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	27 April 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Capital, Estates, Information Management & Technology (CEIM&T) Sub Committee Annual Report for 2020/21
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Paul Williams, Assistant Director of Strategic Planning & Development

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Ar Gyfer Penderfyniad/For Decision

### ADRODDIAD SCAA

#### SBAR REPORT

##### Sefyllfa / Situation

The purpose of this paper is to present to the People, Planning & Performance Assurance Committee (PPPAC) the Capital Estates, Information Management & Technology Sub Committee (CEIM&T SC) Annual Report 2020/21.

The CEIM&T SC Annual Report provides assurances in respect of the work that has been undertaken by the Sub-Committee during 2020/21, and outlines the main achievements, which have contributed to robust integrated governance across the University Health Board (UHB). The CEIM&T Sub-Committee can therefore assure the PPPAC that it has operated within its terms of reference (ToR) and meetings have all been quorate. The Sub-Committee provides detailed assurance reports to PPPAC following each of these meetings and these can be found on the Committee webpage.

The Committee is asked to endorse the CEIM&T SC Annual Report 2020/21.

##### Cefndir / Background

The UHB's Standing Orders and the terms of reference for the CEIM&T Sub-Committee require the submission of an Annual Report to the People, Planning & Performance Assurance Committee to summarise the work of the Sub-Committee and to identify how it has fulfilled the duties required of it.

The fundamental purpose of the Sub-Committee is to;

- Oversee delivery of the Health Board's capital programmes and projects included in the planning cycle (in year and longer term).
- Recommend to the Board, via the People, Planning and Performance Assurance Committee (PPPAC), for the use of the Health Board's Capital Resource Limit (CRL).
- Oversee the development of the Estates Strategy and Infrastructure Enabling Plan aligned to the A Healthier Mid and West Wales Strategy for consideration by PPPAC, prior to Board approval.

- Oversee the development and delivery of implementation plans for the Estates and, IM&T and Digital Health Strategy agreeing corrective actions where necessary and monitoring its effectiveness.

The CEIM&T SC Annual Report specifically comments on the key issues considered by the Sub-Committee in terms of Capital Strategy, Planning and monitoring and the adequacy of the governance and control measures in place. The CEIM&T SC has been established under Board delegation with the Health Board approving the ToRs for PPPAC, (formally known as the Business, Planning and Performance Assurance Committee (BPPAC)) at its Board meeting on 26<sup>th</sup> January 2017.

The revised CEIM&T SC ToR were presented and approved at PPPAC on 17<sup>th</sup> December 2020.

The ToRs clearly detail the Sub-Committee's purpose to provide assurance to PPPAC around the organisation's Capital Strategy, ensuring that there is an accurate reflection of planning, governance, and monitoring to deliver against gaps in assurance.

In discharging this role, the Sub-Committee is required to oversee and monitor the Capital Planning agenda for PPPAC in respect of its provision of advice to the Board and ensure the implementation of the Capital agenda.

### Asesiad / Assessment

The CEIM&T SC Annual Report 2020/21 outlines how the Sub-Committee and its Groups have complied with the duties delegated by PPPAC, through the ToRs, and also to identify key actions that have been taken to consider key risks and address issues within the Sub-Committee's remit.

#### **CEIM&T Sub-Committee Groups**

The Groups reporting to the CEIM&T SC during 2020/21 or from which the Sub-Committee receives an update were as follows;

#### **Capital Planning Group** – established to:

- Provide assurance to the CEIM&T SC around the development of the Discretionary Capital Programme
- Ensure robust processes are in place for the prioritisation of capital bids in line with the Health Board's risk management processes and strategic objectives.
- Receive and review the monthly Dashboard reports linked to All Wales Capital Programme (AWCP) funded Projects approved by Project Directors and submitted to Welsh Government (WG) (these also form part of the Capital Review Meeting agenda).

#### **Capital Monitoring Forum** – established to:

- Provide assurance to the CEIM&T SC around the management and monitoring of the delivery of the capital investment programme and Capital Resource Limit.
- Keep the Capital Planning Group informed of progress on the delivery of the Capital Programmes and variances on expenditure/timescales which require attention.

#### **Capital Governance Forum** – The Capital Governance Forum has been established as a Sub Group of the CEIM&T SC and constituted from 1<sup>st</sup> April 2019. Established to:

- Provide another level of assurance that the correct governance measures and reviews are in place on all the current live capital projects.
- Review the capital project highlight reports being prepared.

In addition to the above, the work undertaken by the following groups is received in the form of update reports and minutes and is presented to the CEIM&T SC for consideration and key updates and issues highlighted as appropriate.

**Capital Review Meetings** - Monthly meetings are held between the Health Board and WG's Capital Division to discuss all capital related issues.

**Capital Project Groups** - Each capital project is managed by a Project Group led by an appointed Executive Lead, (Senior Responsible Officer), and Service Lead, (Project Director). Bi-monthly project highlight reports are received by the CEIM&T SC which report on project risks and progress and escalated to PPPAC. The report provides a RAG rating for each project; PPPAC receives a summary position on all red RAG rated projects and those, which report an amber RAG rating for two consecutive months or more.

Where appropriate for the scheme value/programme, a Finance Sub Group will meet prior to the Project Group to go through the detail of the financial status of the project chaired by the Finance Lead. This Sub Group will then present a highlight report to the main Project Group. For All Wales Capital Planning, dashboards are submitted to WG on a monthly basis as well as bi-monthly submissions as to the CEIM&T Sub-Committee.

### **Meetings**

CEIM&T Sub-Committee meetings have been held on a bi-monthly basis as follows;

- 18<sup>th</sup> May 2020 - deferred to 5<sup>th</sup> June due to emergency COVID-19 planning
- 20<sup>th</sup> July 2020
- 22<sup>nd</sup> September 2020
- 19<sup>th</sup> November 2020
- 26<sup>th</sup> January 2021
- 30<sup>th</sup> March 2021.

Due to the prolonged absence of the Director of Planning, Performance and Commissioning, all of the meetings during the year have been chaired by the Assistant Director of Strategic Planning and Developments.

As the CEIM&T Sub-Committee is directly accountable to PPPAC for its performance, following each meeting it provides an assurance to the Committee through a formal written update report, which is received at the subsequent Committee meeting.

During 2020/21, the Sub-Committee met on 6 occasions and was quorate at all meetings.

### **Sub-Committee ToR and Principal Duties**

In discharging its duties, the CEIM&T Sub-Committee has undertaken work during 2020/21 against the following areas of responsibility in relation to its terms of reference:

### **Capital Schemes**

The Sub-Committee has and continues to oversee and report on the delivery and progression of a significant number of capital projects, some of which successfully completed during 2020/21. These have been subject to risk based highlight reporting to the Sub-Committee during the year.

Live projects:

- MRI Withybush General Hospital
- Pond Street Clinic/Penlan, Carmarthen

- Welsh Community Care Information Solution (WCCIS) Project
- Women & Children's Phase 2, Glangwili General Hospital

Projects at business case stage:

- Aseptic Unit, Glangwili General Hospital
- Business Continuity Plan
- Cross Hands Health and Wellbeing Centre
- Cylch Caron Integrated Care Project
- Fire Enforcement work, Withybush General Hospital
- Fire Enforcement work Glangwili General Hospital
- Transforming Mental Health: Acute Inpatient Re-design, Health Board wide
- A Healthier Mid and West Wales Programme

Projects at feasibility stage:

- Chemotherapy Day Unit, Bronglais General Hospital
- Endoscopy and Day Surgery Project, Prince Philip Hospital
- Medical & Non-Medical Equipment Replacement
- Imaging and Pharmacy equipment projects Health Board wide
- Regional Cellular Pathology services
- Bronglais Post Graduate Development
- Aberystwyth Integrated Care Centre
- Aberystwyth Integrated Education Centre
- Fishguard Health Centre

Projects at post project evaluation stage:

- Wards 9 & 10 Refurbishment, Withybush General Hospital
- Aberaeron Integrated Care Centre
- Cardigan Integrated Care Centre
- MRI Unit, Bronglais General Hospital

The following projects have been placed on hold during 2020/21;

- Cardiology Suite, Glangwili General Hospital – This project is now closed.
- Energy Project, Phase 2, Health Board wide - The Sub-Committee agreed to close the Energy Project due to a change in the way WG fund energy and decarbonisation.
- IM&T Programme Business Case (PBC), Health Board wide –The Sub-Committee agreed to close this project and open a new project once refresh of the Business Case is undertaken.

## COVID-19

Meetings in the first few months of the year were cancelled due to COVID-19 with teams redeployed in the mobilisation and setting up of the Field Hospitals. The reports prepared for the Sub-Committee on the Strategic Medical Device Replacement and Digital Agenda reflected on the impact of COVID-19 in these areas and the subsequent projects and systems put in place as necessary to support the COVID-19 response approved by the COVID-19 Bronze Group. A Digital Showcase report was presented providing the Sub-Committee with an update on the digital response to COVID-19, and the work undertaken within the 8-10 weeks following the outbreak. In the period from March to June 2020, £1.2m was spent to enable the Digital Team to modernise services, roll out devices, provide remote services, scheduling service, dictation services, upgrade infrastructure and data sharing, providing real time data and modelling. The Digital Team has been leading the way for NHS Wales in the development of a number of predictive models that are able to track COVID-19 and provide a look forward to the possible impact on beds, ventilators, critical care capacity and the impact on Hywel Dda University Health

Board (HDdUHB). This has included new innovations and assessing the possibility of bringing forward priorities identified in the Digital Programme Plan.

The Sub-Committee noted the extensive work completed and the need to maintain the momentum given the many benefits associated with the digital developments.

### **Capital – Capital Programme and Discretionary Capital Programme (DCP)**

Reports recommending prioritisation of projects and equipment have been submitted to PPPAC as well as reports monitoring expenditure against the Capital Resource Limit (CRL).

#### Capital Programme for 2020/21

During the year, the Sub-Committee has received reports confirming the outturn position against the 2019/20 Capital Resource Limit (CRL). Regular reports on the 2020/21 CRL have also been received which have identified changes and amendments to the CRL as additional allocations have been made available by WG. The capital expenditure position is also reported in these reports. During 2020/21 the financial risk associated with expenditure on COVID-19 items has also been reported to the Sub-Committee. The funding for the COVID-19 capital expenditure has been funded by WG in retrospect generating a risk that orders being placed might not have been funded. This risk is fully mitigated as at the end of March 2021.

The update reports have included the allocation of the DCP resources in year, how the allocations required revising and held back due to additional COVID-19 expenditure. The in-year reports have also tracked how the UHB has used the opportunity to reallocate and plan the use of in year slippage, scheme underspends and bid for new WG allocations.

#### Capital Programme for 2021/22

A copy of the report prepared for Executive Team on the 2020/21 DCP was presented to CEIM&T Sub-Committee in March 2021, this report has been reviewed and updated and is on the PPPAC April 2021 agenda.

### **Annual Plan 2020/21 – Infrastructure Enabling Plans**

As part of the planning cycle, the CEIM&T Sub-Committee has discharged its duty to oversee the development of the Infrastructure Enabling plan which was presented to the March 2021 Sub-Committee.

### **Decarbonisation**

Two reports have been received by the Sub-Committee during the year on the progress being made on energy saving spend to save schemes. The Health Board was successful in 2020/21 in receiving funding of £0.255m to progress these schemes.

### **Isolation Facilities**

The CEIM&T SC agreed to the establishment of a multi-disciplinary short-life working group to explore the scope of the work for negative pressure (airborne) isolation rooms and whether an all-Wales or regional approach is appropriate following a report submitted in January 2021. It was recommended that the group also generate an updated risk assessment in order to prioritise the risk and establish who owns the risk within the organisation. A Welsh Health Circular was drafted in July 2019 concerning Airborne Isolation Room Requirements, which significantly changed the requirements. In particular, there is an increase in the number of rooms required across HDdUHB, including:

- Every 24-hour Emergency Unit must have a Negative Pressures Suite (NPS).
- Every Health Board must have at least one NPS for their respiratory pathways.

- A NPS is required in every Level 3 general Critical Care Unit.

HDdUHB is currently not compliant with these requirements.

### **Health and Care Strategy “A Healthier Mid and West Wales”**

Key matters considered and noted by the CEIM&T SC during the last 3 meetings since Programme launch are:

- The Programme Group has been established, further work on the vision statements is in progress.
- A timeline has been developed and shows the agreed Full Business Case (FBC) completion date of March 2024 in line with the Health Board Planning Objectives. This deadline is possible if there is a capital solution, however a revenue solution related to mutual investment models will extend the timeline. The first milestone is PBC submission now expected in August 2021.
- Communication and engagement refresh preparations are underway. Following consultation, the decision was made to run Phases 1 and 2 of the engagement together post-election, starting mid-May 2021.
- The Land Team has been established, with the Local Authorities involved in the meetings. Some of the technical evaluation work has commenced and evaluation criteria drafted subject to Programme Group approval.
- Clinical discussions have continued around the key service issues. Presentations have been made to the Acute Medical Leadership Group, Dyfed-Powys LMC and the newly formed Strategic Advisory Group. The key issue is agreeing the shortlist of options. The design assumptions are being reviewed by the Strategic Advisory Board and will be signed off by this group.
- A Gateway Review is organised for July 2021, this will inform discussions with WG and provide assurance that the programme can progress to the next stage.
- Key programme risks have been identified and registered.

### **Aligned to the planning cycle is the development of the Health Board’s Capital Audit Systems**

- A quarterly report is presented to the CEIM&T SC to provide an update on progress made with regard to recommendations received from NHS Wales Shared Services Partnership, (NWSSP) Audit and Assurance Services in respect of a number of the audit reports undertaken on capital projects. A capital audit tracker is in place to ensure that the Sub-Committee oversees the capital audit process in terms of the monitoring of actions against recommendations included in each audit report. An Audit Plan outlining a programme of Audits to be undertaken by NWSSP is agreed by the CEIM&T SC.
- The Sub Committee received a report providing an update on progress concerning the recommendations received from NWSSP Audit and Assurance Services in respect of a number of the audit reports included in the Capital Audit Tracker. The report has been amended to capture any delays due to COVID-19 or external factors outside the control of HDdUHB. The Sub Committee noted the contents of the report and the progress in implementing the outstanding audit recommendations.
- The Sub-Committee also considered the implications of the Ysbyty Glan Clwyd Audit Report and undertook an Advisory Review with NWSSP Audit and Assurance Services this resulted in recommendations to further strengthen Capital Governance which have been agreed by the Sub-Committee and reported to PPPAC.

## **Risk**

The Sub-Committee received updates outlining the risk management monitoring process and the updated risk registers. The Sub-Committee review the individual risk registers to monitor how the risks are managed. The Sub Committee, whilst monitoring these risks, endeavours to recommend improvements to directorate reporting to ensure the robustness of the information provided for DCP prioritisation processes.

## **Capital Themed Risks**

The CEIM&T SC has overseen work undertaken during the year to provide a further level of assurance around the capital prioritisation process for 2020/21 and beyond. A review has been completed of each themed risk identified on Datix to validate against the capital bid process, and subsequently the prioritisation lists for DCP allocation.

## **Papers regularly received for Information only at the Sub-Committee**

- Capital Review Meeting - notes
- Capital Planning Group – minutes
- Capital Monitoring Forum – minutes.

## **Key Risks and Issues/Matters of Concern**

During 2020/21, the following key risks and issues/matters of concern were raised to the PPPAC:

- **Capital Resource Limit and Discretionary Capital Allocations 2020/21:** The capital allocation remains insufficient to provide PPPAC with full assurance on the management of infrastructure and backlog risks. In addition to this, PPPAC was asked to note the current constraints regarding All Wales Capital, which were further limited by the need to fund COVID-19 related issues.
- **Capital Projects:** capital projects reporting a high risk status have been reported along with the work underway to mitigate risks. As at March 2021, the red risk projects were Penlan/Pond Street refurbishment, Cylch Caron and Cross Hands Health and Wellbeing Centre, Women & Children's Phase 2 Project and MRI Witybush all of which are the subject of further monitoring by the CEIM&T SC. Projects currently 'on hold' have also been reported as high risk and the Sub Committee continues to oversee and monitor progress in terms of seeking solutions for future commencement.

## **Matters Escalated to PPPAC**

During 2020/21, the following matters requiring PPPAC level consideration or approval were raised:

- Recommended actions and approvals for capital allocations and expenditure have been included in an update report submitted to the PPPAC on a bi monthly basis.
- In addition to capital project Highlight Report summaries, reports have been presented to PPPAC for a number of projects during 2020/21 for example, Cross Hands Health & Wellbeing Centre, Women & Children's Phase 2, Fire Enforcement WGH and Fire Enforcement GGH.
- Recommendation for approval of Policies when required.

## **Capital, Estates and IM&T Sub-Committee Developments for 2020/21**

The following developments are planned for the CEIM&T SC 2021/22:

- Further improvements to the capital prioritisation process for allocation of DCP and AWCP to ensure alignment to risk registers and strategic and business objectives.
- Further improve the capital planning and expenditure cycle to ensure timely scheme planning, procurement and expenditure to meet strategic and business objectives.
- Further development of risk registers for IM&T, Estates and Planning, ensuring close

working with the Operational Team to ensure capital bids are aligned to departmental risk registers – the continued use of Datix for risk management will continue to support the capital prioritisation process.

- Progression of priority business cases and capital projects noted above and development of new projects as agreed, including those aligned to ‘A Healthier Mid & West Wales’.
- Further professional development for project/programme management.

### Argymhelliad / Recommendation

PPPAC is asked to endorse the CEIM&T SC Annual Report 2020/21.

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.4.1 Report formally, regularly and on a timely basis to the Board on the Committee’s activities. This includes the submission of a Committee update report, as well as the presentation of an annual report within six weeks of the end of the financial year.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-20	10. Not Applicable

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Agendas, papers and minutes of the Capital Estates Information Management & Technology Sub-Committee  Update reports for People, Planning & Performance Assurance Committee (formerly BPPAC).
Rhestr Termiau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y	Capital Estates Information Management & Technology Sub-Committee minutes papers and submissions to PPPAC during 2020/21



Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	
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<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	A sound system of internal control, as evidenced within the CEIM&T Sub-Committee's Annual Report, will assist with ensuring financial control, and the safeguard of public funds.
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	SBAR template in use for all relevant papers and reports
<b>Gweithlu:</b> <b>Workforce:</b>	SBAR template in use for all relevant papers and reports
<b>Risg:</b> <b>Risk:</b>	SBAR template in use for all relevant papers and reports
<b>Cyfreithiol:</b> <b>Legal:</b>	<p>A sound system of internal control, as evidenced within the CEIM&amp;T Sub-Committee's Annual Report, ensures that any risks to the achievement of the Health Board's objectives are identified, assessed and managed.</p> <p>Compliance with the Health Board's Standing Orders and the Capital, Estates, Information Management &amp; Technology Sub-Committee's Terms of Reference, requires the submission of an Annual report to the People, Planning &amp; Performance Assurance Committee.</p>
<b>Enw Da:</b> <b>Reputational:</b>	Not Applicable
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Not Applicable
<b>Cydraddoldeb:</b> <b>Equality:</b>	SBAR template in use for all relevant papers and reports