



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 October 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Women and Children Phase II – Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Keith Jones – Senior Responsible Owner
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams – Assistant Director of Strategic Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

This paper is presented to the People, Planning and Performance Assurance Committee (PPPAC) to provide an update on the progress of the Women and Children Phase II Project.

Cefndir / Background

Approval to progress with the Women & Children Phase II on the Glangwili General Hospital (GGH) site was provided by Welsh Government (WG) in April 2018. The project commenced on site in October 2018 and was originally planned for completion by November 2020.

As anticipated in the Full Business Case (FBC), the complexity of delivering this multi phased project and constraints of building in a confined space on a live site has proved challenging. These challenges have contributed to a series of issues affecting the handover of the initial phases of the scheme with consequential time delays to the overall scheme. The forecast completion date has been further compromised by the outbreak of the COVID-19 pandemic and the impact of social distancing legislation. The current anticipated completion date of the project is February 2022.

Despite the delays, the following parts of the scheme are complete:

- Tŷ Nant – office accommodation on the GGH site.
- The new labour ward area has been handed over for use by the Hywel Dda University Health Board (HDdUHB) and the Special Care Baby Unit (SCBU) is currently operating out of this area.

Aseiad / Assessment

This section of the report will provide PPPAC with an update and assurance on issues concerning time, costs and audit which have arisen in relation to the scheme. These have already been reported to the Capital Estates and IM&T Sub-Committee (CE&IM&TSC).

Timeline

The original contract completion date for the project had been November 2020 with the current accepted programme anticipating the actual project completion date to be during the last quarter of 2021/22. Details of the delays are reported monthly to the Project Team, bi-monthly to the Project Group and to the CE&IM&TSC via regular updates.

The delivery timeline has been impacted by a number of issues since the commencement of construction. Some of these relate to site and ground complexities which could not have been foreseen by the contractor and for which they are compensated for cost impact. Other elements of scheme delay rest with the contractor and the cost consequences remain with them. The largest single issue impacting upon the programme relates to the changes necessary to continue working through the COVID-19 pandemic in a social distancing compliant manner which has directly added a minimum of 21 weeks to the completion timescales.

The scheme timeline will remain a priority focus for the Project Group for the remainder of the project and there is a risk that further COVID-19 related social distancing and lockdown regulations will restrict the supply chain's ability to react to minor delays.

Cost

In July 2018, CE&IM&TSC was informed that the re-market tested costs to deliver the FBC for Women & Children Phase II would be £26.446m, an additional £1.169m over and above the WG funding approval.

Whilst the Project Group had identified a mitigation strategy to deal with the additional costs, it was agreed that the associated risks should be underwritten by a contribution of £1.169m from HDdUHB's discretionary programme. This contribution from the discretionary programme has been phased as follows:

Commitment from Discretionary Capital	
	£m
2019/20	0.341
2020/21	0.400
2021/22	0.428
Total	1.169m

A recent review of the costs, remaining risks and project delay has confirmed that the requirement for this contribution from the discretionary programme remains.

The current project outturn cost of £27.220m (excluding COVID-19 costs) take into account the delays currently agreed. It is currently assumed that any costs associated with COVID-19 and social distancing will be fully funded by WG in line with Special Estates Services Notification 20/17: Potential financial consequences resulting from COVID-19 on existing Building For Wales Framework contracts.

Audit and Lessons Learnt

A recent Capital Audit review provided a reasonable assurance on the project. The report was presented to the Audit & Risk Assurance Committee in June 2020 and work is progressing to address the audit recommendations.

As phase 2 of the project comes to a close, the Project Group will be undertaking a scheduled internal lessons learnt review that will take into consideration all aspects of the scheme - estates, service, contracts and contract sign-off, planning and financial. The outcome of this review will be shared with the CE&IM&TSC to benefit future projects.

With a considerable construction and commissioning period remaining, this will also help to mitigate risks in the remainder of the scheme which continues to be a complex delivery project working through the COVID-19 pandemic.

Project Governance

The Director of Secondary Care has recently taken over the role of the Senior Responsible Owner (SRO) and the Interim General Manager of Women and Children’s Services is now the Project Director. Regular meetings of the Project Group, Project Team and relevant workstreams continue to take place and WG colleagues are kept informed of scheme progress through regular dashboard reports and discussions.

Feedback

Since early June 2020, SCBU have been operating in the new build labour ward and initial feedback from the parents of patients on the new environment from questionnaires illustrate a significant improvement since the new facilities have been used

Questionnaire Responses	January to May 2020	June 2020 onwards
Rating facilities, equipment, comfort, safety and privacy	5-6 out of 10	10 out 10
Other comments on environment	<ul style="list-style-type: none"> • Better facilities for parents rooms • Dim lamps in the room • Current unit is a little outdated 	<ul style="list-style-type: none"> • No specific comments

Feedback from staff has also been positive, particularly in relation to the following:

- The equipment and consumables store keep the unit neat and tidy, they can find everything they need and items no longer clog up corridors.
- The separate kitchen provides much sought after privacy for mothers using the expressing room.
- All staff now have lockers to keep their personal items secure whilst on shift.
- Changing facilities have also been a huge improvement as the changing room was also a staff room in the old unit and they now have a much larger changing space with a separate shower and WC.

Argymhelliad / Recommendation

That PPPAC note the content of the project update including the:

- Changes to the scheme SRO and Project Director.
- The management of time and cost risks within the project structure and the regular reporting on these issues for discussion at CE&IM&TSC.

- The scheme completion timescale which will now be Quarter 4 (2021/22) including a project delay of approximately half a year associated with the impact of COVID-19 and social distancing restrictions.
- The fact that risks remain to scheme delivery as nearly 18 months of construction and commissioning remain to be managed.
- The improved patient and staff environment in the areas handed over to HDdUHB reflected in patient experience feedback.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.4 Provide assurance to the Board that all plans put forward for the approval of the Health Board for improving the local population's health and developing and delivering high-quality, safe and sustainable services to patients, and the implementation of change, are consistent with the Board's overall strategic direction and any requirements and standards set for NHS bodies in Wales.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Starting and developing well
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-20	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Capital Allocation and prioritisation process. Capital Investment procedure and all relevant Welsh Government guidance.
Rhestr Termiau: Glossary of Terms:	
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad:	Capital Monitoring Forum Capital Planning Group Individual Project Boards of Capital Schemes Welsh Government Capital Review Meeting

Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	Capital Estates & IM&T Sub-Committee
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Capital values noted within the report. Included within individual business cases and Capital prioritisation process.
Ansawdd / Gofal Claf: Quality / Patient Care:	Included within individual business cases and Capital prioritisation process
Gweithlu: Workforce:	Included within individual business cases and Capital prioritisation process
Risg: Risk:	Risk assessment process is integral to the capital prioritisation process and the management of capital planning within the UHB
Cyfreithiol: Legal:	Included within individual business cases and Capital prioritisation process
Enw Da: Reputational:	Included within individual business cases and Capital prioritisation process
Gyfrinachedd: Privacy:	Included within individual business cases and Capital prioritisation process
Cydraddoldeb: Equality:	Equality assessments are included within individual business cases and Capital prioritisation process when required

