



**PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL
STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 October 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Business Continuity/Major Infrastructure - Programme Business Case (PBC)
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Executive Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Mr Rob Elliott, Director of Estates, Facilities and Capital Management

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The Hywel Dda University Health Board (HDdUHB) has an extensive Estate with significant levels of backlog maintenance. These backlog levels are currently estimated at £105m.

The management of this level of backlog is not possible within the current sources of funding available. These funding sources are currently Discretionary Capital and more recently Estates Funding Advisory Board (EFAB) funding.

The above Capital will support only lower value urgent repairs but will not enable investment at the scale necessary for a strategic approach to managing backlog.

To demonstrate this, a review of the HDdUHB Capital backlog totals show a deteriorating position with backlog increasing from circa £62m in 2019/20, £82m in 2020/21 and circa £105m in 2021/22.

The ability to strategically plan a programme of investments at a scale necessary to improve this position will require Welsh Government (WG) Capital funding.

Cefndir / Background

The HDdUHB is already committed to a wide-ranging strategic service and investment plan which includes both new hospital buildings and repurposing of existing Estate. The A Healthier Mid and West Wales (AHMWW) is currently at Programme Building Case (PBC) stage and discussions are ongoing with WG in respect of the planned delivery programme.

In terms of HDdUHB planning we are currently assuming the delivery of this programme over the next seven years.

The challenge for the HDdUHB is to maintain a safe Estate with strong assurance on Business Continuity for the interim position until AHMWW investment is in place. All of this noting the

HDdUHB Capital backlog detailed above and the wide-ranging concerns about the condition of our Estate.

It is essential therefore that the HDdUHB takes all possible steps to introduce significant investment in our Estate to enable the ongoing delivery of safe and sustainable services for patients during this interim period.

The HDdUHB has been proactive in this by developing the Major Infrastructure Investment Programme and have worked closely with WG colleagues for several years to progress this.

This Major Infrastructure Investment Programme has been revised on a number of occasions following guidance from WG and taking account of the progression of the AHMWW Programme.

The original PBC submitted included a range of infrastructure investment, plus a comprehensive refurbishment programme of Departments and Wards across the HDdUHB Estate.

The HDdUHB was asked to revise this programme taking into account the planned investment within the AHMWW.

The PBC was therefore revised to only include essential infrastructure investment necessary to maintain business continuity assurance for the interim period up until repurposing was in place. Any allowance for refurbishment, upgrade or service development needs were removed from the Major Infrastructure PBC and included only in the AHMWW Business Case.

This reduced the capital value of the Major Infrastructure PBC to circa £87m. This PBC was presented to the WG Investment Board and was subsequently endorsed in July 2021.

Asesiad / Assessment

Following WG endorsement the HDdUHB have been proactive in developing more detailed implementation programmes and resource schedules for the HDdUHB internal teams. This being to support an investment of this scale over the next circa 5/6 years.

Initial resources in the form of two Assistant Capital Development Managers have already been employed by the HDdUHB to drive this programme forward and support the work we are undertaking with WG.

More recently WG has requested additional detailed analysis of the priority items included within the above PBC and also further analysis of cash flow necessary to support this programme over the circa 5/6 year of delivery.

WG have been supportive of the HDdUHB throughout this process and have recently approved £150k to enable the HDdUHB to appoint a consultant team to undertake enhanced scoping work. This work will include additional risk assessment information on the HDdUHB priorities, will consider additional risks contained in the latest Estates and Facilities Corporate Risk Registers and provide more detail of the expected cashflow required each year over the programme period.

This work is progressing well, and the current plan is to complete by this by January 2023.

The HDdUHB have shared with WG indicative programme information incorporating this additional scoping exercise. This indicates, subject to support from WG, that the HDdUHB will be in a position to appoint formal Supply Chain Partners circa March/April 2023. NHS Wales Shared Services Partnership (NWSSP) have reviewed this and feel this is an appropriate programme subject to the successful completion of the scoping work. NWSSP are also satisfied with the HDdUHB position on internal resources needed to support this scale of programme over the contract period. These internal costs will form part of the Capital Allocation for future elements of the project and will be supported by WG at the appropriate time.

This overarching programme is attached at Appendix A.

This will need to be reviewed when the scoping exercise is further considered by WG and we understand more on the WG position to support Capital funding for this programme over the next 5/6 years. The HDdUHB will also have to consider the high-level governance of this programme and specifically the Project Director role on such a significant project which when allowing for updated costs, likely to be in excess of £100m.

The PBC which has been endorsed by WG has been developed on the basis of Estate safety and Business Continuity assurance for our acute Estate to support the HB for the interim period until strategic investment is in place as part of the AHMWW programme.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to NOTE:

- The work undertaken to date to bring the PBC to this position.
- The support from WG of £150k to deliver the further scoping work required.
- That further formal reports will be developed as this programme progresses.

Amcanion: (rhaid cwblhau)	
Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	N/A
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Estates and Facilities Risk No 813 Score 15
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	2.1 Managing Risk and Promoting Health and Safety Choose an item. Choose an item. Choose an item.
Amcanion Strategol y BIP: UHDDUHB Strategic Objectives:	3. Striving to deliver and develop excellent services Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	Not Applicable Choose an item. Choose an item. Choose an item.

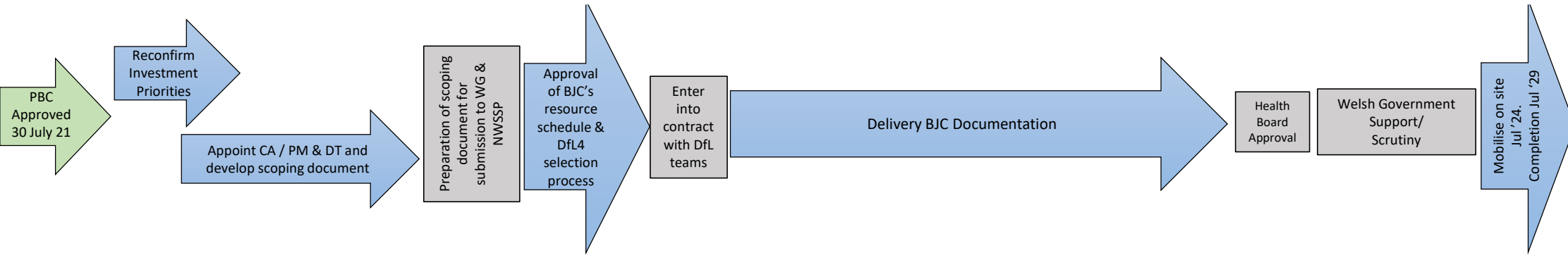
Amcanion Llesiant BIP: UHDDUHB Well-being Objectives: Hyperlink to HDdUHDDUHB Well-being Objectives Annual Report 2018-2019	10. Not Applicable Choose an item. Choose an item. Choose an item.
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Extensive site bases survey information and direct input from key operational estate staff
Rhestr Termau: Glossary of Terms:	Contained within the body of text
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	N/A

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Funding sought from Welsh Government
Ansawdd / Gofal Claf: Quality / Patient Care:	N/A
Gweithlu: Workforce:	Delivering a sustainable estate to support Clinical functions
Risg: Risk:	Business Continuity Management
Cyfreithiol: Legal:	Risk of enforcement from external agencies
Enw Da: Reputational:	N/A
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	N/A

Business Continuity (Major Infrastructure Programme)(* Based on 1no DFL Team Delivering 1no BJC per Acute Site consisting of Multiple Works Packages)

2022/2023												2023/2024												2024/2025			
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul



Staffing Resource Programme

