



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	16 December 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Pentre Awel Update 2022 – Quarter 4
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Executive Director of Strategic Development & Operational Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Sharon Burford – Project Manager, Carmarthenshire County Council

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

Er Gwybodaeth/For Information

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

This report forms part of the cycle of regular papers provided to the Health Board Committees giving an update on the progress for delivery of services within the Pentre Awel development. The report aims to provide assurance that services in Pentre Awel will be aligned with Health Board strategy and that all opportunities will be sought to ensure that the Health Board can maximise benefits for the delivery of care on site.

**Cefndir / Background**

Pentre Awel is a landmark development forming the largest single site development proposed for Carmarthenshire. Pentre Awel is a c. £200 million development located across 86 acres of brownfield land and will co-locate public (local government, Health Board) academia, private and voluntary sectors and create an environment for leisure, education, research and development, business incubation and health promotion. In summary, Pentre Awel will create:

- £199.5 million of infrastructure including research and business development facilities, a learning academy, an Independence Centre of Excellence incorporating a state of the art care home and rehabilitation centre, extra care housing, a new leisure and aquatics centre with hydrotherapy pool, wellness hotel and outdoor green spaces for health promotion and prevention.
- A projected 1,853 high value jobs plus community benefits.
- Create £467 million Gross Value Added (GVA) by 2034.
- A multidisciplinary community health, care and research facility linked to the health board services.

The Pentre Awel development comprises four individual parcels of land each with specific and interconnected use. These have been designated as zones which can be delivered together or separately.

**Zone 1 - City Deal – Business Case**

- Total build costs –£40m
- Research led business development
- Clinical Delivery and Research Centre
- Wellbeing Skills Centre

**Zone 1 - Leisure - CCC – Capital Programme**

- 8 x 25m lane swimming pool, learner pool with splash features
- Sports Hall
- c.130 station gym
- Dance, spin and multi-purpose studios
- Adventure play
- £1.3m Hydrotherapy Pool

**Zone 4 - Hotel – Market led**

Up to 140 bed hotel

**Zone 4 - Housing – Market led**

c. 35 units of open market housing



**Zone 2 – Housing – JV/Market Led**

- c. 35 units of social and affordable housing

**Zone 2 - Assisted Living – JV/ Market Led/Health Board Partnership**

- Nursing Home (100 beds)
- Residential Rehabilitation (30 beds)
- Extra care facility (90 beds)

**Zone 3 - Assisted Living – Market Led**

- Individual apartments/houses for sale/rent

**Zone 3 - Business Expansion – Market Led**

- Expansion business space for spin-out activities

Outline planning consent for the site was formally awarded on 6<sup>th</sup> August 2019 with all matters reserved.

**Zone 1 update – Design and Build**

In October 2021, Bouygues UK (BYUK) were appointed as the preferred contractor to design and build Zone 1 of Pentre Awel. Carmarthenshire County Council and BYUK entered into a Pre-Construction Services Agreement (PCSA). A 13 month pre-construction period is now nearing completion and has included a range of important pre-construction activities:

- RIBA Stage 4a design development
- Approval of planning consent, including Reserve Matters approval in June 2022 and SAB (sustainable drainage) approval in August 2022
- Discharge of pre-commencement planning conditions
- Completion of ecological work onsite including reptile translocation, vegetation clearance and diversion of on-site services
- Around 50 work packages have been submitted to, and returned from, the market for pricing which will inform the contract offer to Carmarthenshire County Council in December 2022
- A programme of enabling works commenced in October 2022 comprising earthworks, site preparation and piling mat beneath building footprint

Significant work has been undertaken during the pre-construction stage to ensure the Clinical Delivery, Research and Tri-Tech and Hydrotherapy areas meet both the clinical and operational needs of the service areas. Accordingly, BYUK and their design team has engaged extensively with clinicians, managers and capital projects representative. Infection control and Shared Services have also been consulted.

A schedule of eleven Reviewable Design Data (RDD) meetings has been undertaken, which has provided opportunity to consider: power, data and AV; internal finishes; security and Fixtures, Fittings and Equipment (FFE) requirements for the health and research spaces. A re-design of the clinical delivery, research and hydrotherapy areas has been accommodated with cost and programme impacts. The re-design includes:

- Upgrading the hydrotherapy suite to a clinical specification; adding separate change/shower facilities for improved infection control
- Incorporation of a redesigned 'therapies zone' within the Clinical Delivery Centre with physiotherapy suite and functional assessment room
- Clinical Research – inclusion of full clinical specification consulting rooms, freezer room
- Enhanced staff facilities including training spaces

The RIBA Stage 4a design development process has culminated in the production of structural drawings, building elevations, C-Sheets, FFE schedule; derogations schedule and mechanical and electrical strategy for the health and research demises. These were issued in a 'design pack' to Hywel Dda UHB in November 2022 with subsequent engagement undertaken with NHS Shared Services.

Following submission of a contract offer to Carmarthenshire County Council, it is anticipated that BYUK and CCC will enter into an NEC3 Construction Contract. This 'Contract Award' is targeted for December 2022. Further to a short mobilisation period, the commencement of building works is earmarked for January 2023. Allowing for an 89 week construction programme, completion of Zone 1 is forecast for September 2024.

A programme of community benefits will be delivered by BYUK during the design and build of Zone 1, focused on targeted recruitment and training (4680 person weeks of training), supply chain engagement, education initiatives and community engagement. This work is being supported by a dedicated Community Benefits Stakeholder Group with representation from further and higher education, Hywel Dda, [Regional Learning and Skills Partnership \(RLSP\)](#), employability programmes, corporate procurement and community groups.

To date, during the pre-construction period, BYUK has engaged extensively with local schools, delivering 30 hours of [Science, Technology, Engineering and Maths \(STEM\)](#) engagement and over 800 pupil interactions. Work is underway to recruit for BYUK's School Ambassador and Community Ambassador Schemes.

Health Board representatives are engaged in all aspects of Pentre Awel development in summary:

- Outdoor spaces working group;
- Education, skills and training;
- Wellness Hub and its subgroups including catering
- Communications

The outdoor spaces group is currently appraising a long-list of potential outdoor activities at Pentre Awel as put forward by stakeholders, with a view to improving physical and mental wellbeing and connection with nature.

Hywel Dda Research has engaged with Cardiff University in their role as innovation and business partners to look at optimising research, innovation and business at Pentre Awel. A draft model for joint working has been developed to ensure outcomes can be maximized for both parties.

In regard to the Wellness Hub, dietitians from Hywel Dda are helping to shape the development of the catering function within Zone 1. An appraisal is underway to agree the preferred catering model to be delivered in Zone 1 with promoting healthy eating a critical objective.

Senior Health Board representation on the education skills and training group is informing the planning of courses and programmes at Pentre Awel. A mapping exercise was completed in July 2022 setting out existing provision across the region in subject areas relevant to Pentre Awel, namely health and care, leisure, digital skills, hospitality and business management. This will be aligned with future job roles to identify skills gaps. Cardiff University will, in addition, be delivering Teach and Treat facilities on site at Pentre Awel and are subject of further discussion with the Health Board.

A workshop is planned for early 2023 to bring together health, leisure and supporting functions (e.g. research) to optimise integration and cross-referral between services to support the shift to community-based care.

### **Zone 3 Update**

Zones 2 and 3 will establish a continuum of care that focuses on low, intermediate and higher care needs via a range of assisted living and physical rehabilitation facilities. These will be developed in a range of accommodation types and for people of all ages and will include a nursing home, extra care facilities and supported living accommodation.

A multi-disciplinary team led by AHR Architects was commissioned in November 2021 to undertake the design development of Zone 3, which comprises 144 units of assisted living accommodation and up to 10,000m<sup>2</sup> of business expansion space.

This work is currently progressing through RIBA Stage 2 to develop an initial concept design and spatial arrangements for a suitable mix of assisted living apartments and dwellings.

A further key milestone achieved during the reporting period includes:

- Engagement with Radio BGM with a view to taking space at Pentre Awel working as part of the project outputs promoting health promotion and prevention along with general activities on site.

### **Asesiad / Assessment**

Pentre Awel will feature a unique combination of academic, public, business and health facilities to create significant opportunities for employment, education skills and training, direct health and leisure provision. In addition, a network of integrated care and rehabilitation facilities will be provided at Pentre Awel with the aim of improving

independence and providing a meaningful testbed for the private sector to pilot assisted living / life sciences technologies.

Across all functions of Pentre Awel, there will be a strategic focus on incorporating preventative and health promotion interventions doing so, it is aimed to reduce the incidence of chronic conditions. The focus on health promotion and improved access will, it is envisaged, facilitate improved self-management and allow individuals' care to continue in the community for as long as possible. This should not only improve the health of the population but, also reduce pressures on primary and secondary care services.

A wide range of population and prevalence data has been used to inform the service planning along with the strategic plans and performance reports of partner organisations. This work is in addition to the evidence based strategic planning undertaken as part of the Health Board's Transforming Strategies all of which have informed the development of the clinical strategy, for Pentre Awel. This clinical strategy was developed through the Health and Wellbeing work stream comprising clinicians, health board leaders and service managers alongside training providers.

Heads of Terms between the Health Board and Carmarthenshire County Council are currently under development. The agreed designs will form part of these agreements. Currently there is a discussion between the Local Authority and the Health Board in relation to the extent of the research and TriTech space requirement and the consequent financial implications. Work is being undertaken with the aim of resolving the position by the end of 2022.

**Argymhelliad / Recommendation**

The Committee is asked to note the progress in the development of the Pentre Awel project, the actions to confirm the Health Board involvement in the project and the overall timeline.

**Amcanion: (rhaid cwblhau)**

**Objectives: (must be completed)**

<p>Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:</p>	<p>4.5: Provide assurance to the Board that, wherever possible, University Health Board plans are aligned with partnership plans developed with Local Authorities, Universities, Collaboratives, Alliances and other key partners, such as the Transformation Group who form part of A Regional Collaboration for Health (ARCH).</p>
<p>Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:</p>	<p>N/A</p>
<p>Safon(au) Gofal ac Iechyd: Health and Care Standard(s):</p>	<p>1. Staying Healthy 3. Effective Care 6. Individual care 7. Staff and Resources</p>

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable 2. Living and working well. 3. Growing older well. 5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel & waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-19</a>	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 5. Offer a diverse range of employment opportunities which support people to fulfill their potential 8. Transform our communities through collaboration with people, communities and partners

### Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	Individual work areas have been evidenced; main documents include: <ul style="list-style-type: none"> <li>• Assisted Living – Demand and supply projections</li> <li>• Health and Wellbeing – HDdUHB – Annual Plan, Performance Data, Transformation Strategies.</li> <li>• Projection of economic impact produced by Swansea University for City Deal bid. – Aligned with Green Book.</li> <li>• Projection of Health Economic Benefits produced through bespoke modelling.</li> <li>• Site investigation/ecology/transport report prepared as evidence base for the outline planning application.</li> <li>• Digital strategy.</li> <li>• Geotechnics, GeoEnvironmental, landscape and ecology, acoustics, transport, sustainability and fire modelling as part of the RIBA stage 3 work.</li> <li>• Flood Modelling</li> </ul>
Rhestr Termau: Glossary of Terms:	All terminology is explained within the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to Business Planning Performance and Assurance Committee.	Pentre Awel Project Board and Sub-Groups Hywel Dda University Health Board Business Planning and Performance Assurance Committee Hywel Dda University Health Board, Public Board Hywel Dda Community Health Council, Service Planning Committee Carmarthenshire County Council, Council Management Team. Carmarthenshire County Council Policy and Resources Scrutiny Committee. City Deal Joint Scrutiny Committee. City Deal Economic Strategy Board

City Deal Joint Committee  
 Carmarthenshire County Council, Preliminary Executive Board  
 Carmarthenshire County Council Executive Board  
 Carmarthenshire County Council, Full Council  
 ARCH Delivery Leadership Group  
 Academic Partners Full Council / Management Team /  
 Operational Group as appropriate

**Effaith: (rhaid cwblhau)**  
**Impact: (must be completed)**

**Ariannol /  
 Gwerth am  
 Arian:  
 Financial /  
 Service:**

Capital

The clinical delivery/research/education skills and training will take place within Zone 1 of Pentre Awel. The capital cost of which will be met through a combination of City Deal and Carmarthenshire Council funding. **No capital funding is required from the University Health Board is required for any area other than Hydrotherapy which is subject to charitable funding through PNC Bank and the Hydrotherapy Pool Committee.**

Revenue

Carmarthenshire County Council to develop the Head of Teams for the area. The negotiations will seek to achieve mutual benefits for both parties and based on achieving the project critical success factors in terms of economic regeneration and addressing identified skills shortage.

Subject to negotiation the estimated rental cost is c.£12/sqft plus service charge and subject to agreement with the District Valuer and refinement of service charge parameters.

**Ansawdd /  
 Gofal Claf:  
 Quality /  
 Patient Care:**

Services delivered will focus on wellness and not on illness and therefore on living and staying healthy and independent longer and when care is required the person will be placed at the centre of decision making and enabled to take a key role in that process.

The initial range of services to be delivered within Pentre Awel originated from the Health and Wellbeing work stream which was tasked to develop the strategic plans for Health Board involvement in Pentre Awel. An initial workshop has been held with multidisciplinary service involvements. The workshop was followed up with a series of discussions with individual service area leads and amendments to the initial area plans were developed.

A Health Technology Hub had been specified within Pentre Awel, with Covid learning the planning is to expand this facility to enhance the capability to provide remote access to services and information and will act as a base for monitoring care. Potential uses include:

- Provide access to specialist medical care based at another location, enabling more effective use of senior medical resources and reduce need for travel.
- Provide mentoring/masterclass opportunities for clinical staff.

	<ul style="list-style-type: none"> <li>• Promoting a safe home environment through monitoring the use of Assistive Technology, for example, to support frail elderly and those with dementia.</li> <li>• Supporting independence for those in homes with Assistive Technology, including video conference facilities for consultation or medical advice.</li> <li>• Information and support to enable people to manage ongoing conditions.</li> </ul>
<p><b>Gweithlu: Workforce:</b></p>	<p>It is envisaged that Pentre Awel will have positive impacts on recruitment and retention, with the aim to develop a sustainable, multidisciplinary workforce through improvement of opportunities. The Pentre Awel is projected to create 1,853 jobs by Year 15.</p> <p>It is proposed to educate a wide range of students on site through formal teaching and placement opportunities spanning the education continuum, from schools to FE and HE institutions. It is aimed to provide aspirational, but attainable, opportunities for career progression. A proposed Health and Care Academy will help address longstanding recruit and retention challenges within the sector.</p> <p>Memoranda of Understanding have been developed with all higher and further academic partners, these include the proposed courses to be delivered and are aligned with the Health Board and City Deal Business Case aspirations. These documents are currently being developed into the Head of Terms.</p> <p>The research proposals will provide an opportunity to offer incentives to retain staff with appropriate research interests within the area.</p> <p>Work placements will be developed for secondary school pupils in recognition that these interventions can positively influence future career choices and provide essential experiences and opportunities which result in significant learning and professional development.</p> <p>The proposed relocation of Heol Goffa Special Needs School to a parcel of land adjacent to the main Pentre Awel site will enable the delivery of supported employment opportunities within Pentre Awel to help people with disabilities achieve sustainable long-term employment.</p>
<p><b>Risg: Risk:</b></p>	<p>Project Board has delegated responsibility for the management of risk to the Project Management Office.</p> <p>Risk oversight is maintained by the Project Board with escalation between Board meetings to the project Senior Responsible Owner, Chris Moore, Director of Corporate Services and Section 151 Officer, Carmarthenshire County Council</p> <p>A Construction Risk Register is maintained by Gleeds and includes a range of risks relating to the design and build of Zone 1.</p> <p>A COVID-19 Risk Register has been compiled as part of the City Deal programme. Key risks have mitigation and no significant action warranted,</p>



	<p>risk will be monitored at the project level with support from the Programme Office if appropriate. The project is considered resilient and able to capitalise on the opportunities, learning and new service delivery models moving forward. These include:</p> <ul style="list-style-type: none"> <li>• An enhanced Health Technology Hub within the Clinical Delivery Centre, capitalising on advances made in digital/IT in delivering healthcare at home or in the community</li> <li>• The development of courses in areas of targeted skills shortages and which have been critical to the COVID-19 effort. Courses to be provided are amongst those targeted by Universities and Education Bodies for growth.</li> <li>• Updating the design specification to ensure Pentre Awel can meet the latest research, health and education requirements. This may include a Biobank, point of care testing and adaptable innovation space</li> <li>• Recruitment into entry level positions from the local community and upskilling through the development of pipelines of training.</li> <li>• Institutional investors are likely to favour this type of investment over office/retail</li> </ul>
<p><b>Cyfreithiol: Legal:</b></p>	<p>Contractual arrangements will need to be entered into with regard to lease of premises.</p> <p>Legal framework to be formed between CCC and Hywel Dda in relation to the hydrotherapy pool: transfer of charity funding and operating agreements. Blake Morgan have been engaged by CCC to take this work forward.</p>
<p><b>Enw Da: Reputational:</b></p>	<p>The following statement was issued by the Health Board in support of Pentre Awel:</p> <p><i>“We welcome the ongoing commitment to delivering improved health and wellbeing facilities for the population of Llanelli and west Wales as well as the thorough scrutiny and assurance process which the local authority has committed to.”</i></p> <p>A communications group is in place and is responsible for the production and delivery of a communications strategy. Hywel Dda are members of this group.</p> <p>During the construction period, there will be engagement with local schools and community members as part of Bouygues Community Benefits programme. This interaction will be key to changing aspirations at both a community and county level by providing routes into employment and training.</p> <p>Engagement exercises have shown considerable levels of community support for the project.</p> <p>Community engagement has been led through the Communities For Work team operating across the adjacent areas. Project Management Office has relocated to adjacent offices to enhance joint working.</p>

<p><b>Gyfrinachedd: Privacy:</b></p>	<p>Data systems used within Pentre Awel will be based on the Public Sector Broadband Aggregation (PSBA). Discussions have been undertaken between Carmarthenshire County Council and Health Board Informatics to maximise opportunities for joint working whilst ensuring cyber security.</p> <p>Detailed planning will ensure appropriate, future proofed infrastructure is created.</p> <p>The Pentre Awel Project is linked with the City Deal Digital Project to ensure optimal connectivity can be incorporated to ensure that the business development, employment, research and assisted Living aspirations can be delivered.</p>
<p><b>Cydraddoldeb: Equality:</b></p>	<ul style="list-style-type: none"> <li>• Has EqIA screening been undertaken? Yes</li> </ul> <p>Consideration has been given to protected equality groups as part of the Health Impact Assessment (HIA) in order that these demographic cohorts are given 'due regard' within the business and service planning processes for Pentre Awel. The HIA sought to establish a suitable evidence base, gathering quantitative and qualitative data about those with protected characteristics so that a robust assessment can be made about the positive and negative impacts the development may have on those categorised as vulnerable or disadvantaged.</p> <p>Design engagement undertaken with the Carmarthenshire Disabilities Forum.</p>