



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	23 February 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Business Case for A Healthier Mid and West Wales
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Eldeg Rosser, Head of Capital 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

The report provides an update following the update provided to the Strategic Development and Operational Delivery Committee (SDODC) on 16 December 2022.

Cefndir / Background

A meeting was held in October 2022 with Welsh Government (WG) to discuss the next steps regarding the Programme Business Case (PBC) for A Healthier Mid and West Wales (AHMWW). Following this meeting four key areas of work have been progressed:

- **Clinical Strategy Review** - To align with the governance of other major schemes across Wales, WG have requested an independent review of our clinical strategy as this underpins the Programme Business Case.
- **Strategic Outline Case** - To ensure a consistent approach for all major capital schemes across Wales, WG has requested that a Strategic Outline Case (SOC) be prepared. WG has agreed that a single SOC will be acceptable to cover the new urgent and planned care hospital build, Glangwili Hospital and Withybush Hospital.
- **Land Consultation** - On 4 August 2022, the Board agreed to undertake a public consultation to gather views from the public, staff and stakeholders on the three shortlisted sites for the new urgent and planned care hospital. A public consultation is planned for early 2023.
- **Land acquisition and technical work**

Asesiad / Assessment

Clinical Strategy Review

The terms of reference for the clinical review have now been agreed with WG, who will undertake the procurement of the review team. It is currently anticipated that this review will be undertaken during April 2023.

Producing the Strategic Outline Case (SOC)

WG has now agreed the scope of the SOC and work has commenced on the development of a work plan to produce this.

Land Selection Process

Ongoing discussions are taking place with the owners of the shortlisted sites to ensure they are aware of the land acquisition process and the scope of any technical activities required on the land. The technical team has also commenced their work to identify the topographical survey requirements for each site. A Planning Consultant has been appointed to provide the Health Board with expert advice on planning issues associated with land selection and development.

Land Consultation

Work has been undertaken to develop the consultation documents and questionnaire, review supporting technical documents, and detailed plan for the first 6 weeks of consultation work. This process has been undertaken alongside a quality assurance process to ensure that the consultation meets best practice, while avoiding issues which could cause the consultation to be challenged.

Planning for the first 6 weeks of consultation includes planning the mid-point review, detailing the resource requirements, events and stakeholders who we will seek to engage with. During the mid-point review, work will be undertaken to consider the feedback received to that point and identify gaps in stakeholders by using the demographic data captured with responses. This will inform the activities for the remaining 6 weeks of the consultation such as focus groups for particular areas or groups of individuals.

During January 2023, the focus has been on the development of promotional materials and communications for the launch of the consultation, as well as briefing staff and leads who will be supporting the consultation events.

As the Board has approved two separate matters for consultation, work has been undertaken to explore whether there are opportunities to carry out both consultations simultaneously; however, this is not possible without significantly delaying the land consultation.. The learning from the development of land consultation has, however, supported the planning for the paediatrics consultation.

Consultation Quality Assurance Process

The quality assurance process has been led by the Consultation Institute and focuses on three stages during pre-consultation, these are:

- Scoping and Governance – ensuring there is a robust mandate and grounds for consultation and governance structures in place throughout the life of consultation.
- Project Planning – ensuring that resource, risk, timeline and change management are established and accessible throughout the consultation as well as sufficient support available to deliver the consultation.
- Consultation Documentation – ensuring that documentation allows people to make informed decisions and that information is available for all readers in accessible formats, including detailed technical documents for those with special interest.

The Consultation Institute has confirmed that the Health Board has passed the scoping and governance gateway and the consultation documentation gateway, and indications are that we are on track to receive the project planning assurance shortly.

It should be noted that it is not uncommon to receive the project planning assurance later, as it is considering live documentation and plans, which are subject to change throughout the development and delivery of consultation.

Programme of Work / Timelines

The need to quality assure the documentation and questionnaire before commencing design and printing, along with the bank holidays during December 2022 and January 2023, have resulted in an impact on when the land consultation will launch. Despite the best efforts of the project team, it was not possible to launch the consultation on 26 January 2023; it is now proposed that the consultation be launched on 23 February 2023, four weeks later.

The consultation will run for 12 weeks as previously agreed, and end before the paediatric consultation begins, in line with their timelines. The findings and recommendations of the consultation will be shared with Board in the summer of 2023.

The current workplan anticipates that an update to the Board will be available in the summer of 2023 on the:

- Land technical work
- SOC
- Clinical Strategy Review

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is requested to **NOTE**:

- The progress made with the Clinical Strategy Review
- The progress made on the Strategic Outline Case (SOC)
- The progress made in land selection process and consultation planning
- The delay in consultation launch date
- The Strategic Development and Operational Delivery Committee is requested to **RECEIVE ASSURANCE** from the Consultation Institute's Quality Assurance Process

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.2 Review business cases, prior to Board approval, including the development of the Programme Business Case for the new hospital and the Programme Business Case for the repurposing of the Glangwili and Withybush General Hospital sites, underpinned by a robust process for continuous engagement to support delivery.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk 1196 - Insufficient investment in facilities/equipment/digital infrastructure (risk score 16)
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	1.1 Health Promotion, Protection and Improvement

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	5C_22 Business Cases for A Healthier Mid and West Wales 3M Communications
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Contained in the body of the report
Rhestr Termiau: Glossary of Terms:	Contained in the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Consultation Institute Welsh Government

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The PBC sets out both the revenue and capital funding assumptions for the programme including a detailed Financial Case section in the PBC
Ansawdd / Gofal Claf: Quality / Patient Care:	Implicit within the PBC. This is an integral part of the PBC case for change
Gweithlu: Workforce:	Implicit within the PBC. This is an integral part of the PBC case for change and is the subject of Workforce Appendix in support of the PBC.
Risg: Risk:	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure
Cyfreithiol: Legal:	Implicit within the PBC
Enw Da: Reputational:	Implicit within the PBC
Gyfrinachedd: Privacy:	Implicit within the PBC
Cydraddoldeb: Equality:	There is an Equality & Health Impact Assessment which will remain 'live' through the duration of the programme