

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 February 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Deep Dive Planning Objective (PO) 8: A Healthier Mid and West Wales Infrastructure
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning and Developments

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 report provides the updated summary position relating to Planning Objective (PO) 8: Estates Plan which continues to report delay in implementing the strategy until an approach can be agreed with Welsh Government (WG). To that end, the report provides the main outcomes of constructive discussion at the Welsh Government Infrastructure Investment Board (WG IIB) attended by Hywel Dda UHB Executives on 23 January 2025.

The report also provides an update on the progress relating to community infrastructure schemes which are still progressing.

Cefndir / Background

The December 2024 report to the Strategic Development and Operational Delivery Committee (SDODC) provided a summary of the report presented to Public Board on 28 November 2024 which set out a comprehensive strategy update, the need to reassess the strategy and the potential implications for both clinical services and the hospital estate infrastructure which are unsustainable for the medium to long term in their current form. Key areas for consideration include:

- Programme Timescale - The timescale for delivery of the programme, in particular the new hospital network, is substantially longer than originally anticipated
- The timing and sequence of delivery will need to change
- The interim plan will need to change
- The proposed location for the new hospital may need to be reviewed
- The overall capital costs are likely to increase but the programme may become more affordable

- Further work is required to prioritise the Health Board schemes which will be informed through the Primary Care and Community strategy review underway and the associated consultation planned for 2025.

The need for Hywel Dda University Health Board (HDdUHB) and WG to have a shared view on the most appropriate way forward has been agreed and to discuss this the Health Board was invited to attend and present to the Welsh Government Infrastructure Investment Board on the 23 January 2025. The meeting was Chaired by the Deputy Chief Executive, NHS Wales and the Chief Executive, Director of Strategy and Planning, Interim Medical Director and Chief Operating Officer represented HDdUHB

Asesiad / Assessment

The outcome of the Infrastructure Investment Board meeting on the 23 January, 2025

The presentation to the Infrastructure Investment Board set out the context for the discussions and posed questions which the Health Board considers need to be jointly agreed with the Welsh Government to be able to make constructive steps towards the delivery of a long term strategy. Specifically:

1. Does the IIB continue to support the development of a long-term strategic solution for West Wales (recognising the capital affordability challenge)?
2. Which approach would the IIB want the Health Board to take and what is the product we are aiming for?
 - Revised strategy
 - Revised Programme Business Case (PBC) which will allow us to develop a long list of options to be refined through the business case process including some options that won't result in a "new" hospital
3. If new PBC, what is the content of that PBC?
 - Agree whether this is an 'end state' PBC or one which describes the 'end state' and the programme of works that get us to that point.
 - Noting that the latter approach will demonstrate the need for investment over and above that currently being considered through the Business Continuity work

At the meeting the following summary position was reached

- WG are supportive of the development of a long term strategic solution for West Wales
- There was agreement on the need to develop a strategy document. The precise form of that document and the content and component parts are to be the subject of a workshop to be held between WG and HDdUHB officers within six weeks of the IIB meeting date
- It was agreed there needs to be a plan which addresses the clinical services and estate fragility
- It was agreed the plan will need to include any regional opportunities most particularly with Swansea Bay University Health Board (SBUHB)

WG welcomed the pragmatic approach being adopted by the Health Board to find consensual agreement on the best way forward and the shared aim that this will result in a supportable and deliverable programme plan.

Following IIB, a workshop is to be held with WG on the 20 March 2025 to discuss the programme, products, timelines, and resource.

Community Infrastructure Schemes update

Cross Hands Health and Wellbeing Centre

As previously reported, following recent Welsh Government correspondence, the Health Board is reviewing the Full Business Case (FBC) which is under development, to ensure that it is deliverable within the new guidance issued on budgetary constraints. This will require a reduction in the scheme footprint, and this has been communicated to scheme stakeholders. Work is currently progressing with the scheme advisors and WG to understand what is deliverable within the cost envelope available.

Carmarthen Hwb (led by Carmarthenshire County Council)

The Board approved the signing under seal, of the contract documentation for the lease with Carmarthenshire County Council at their meeting on 25 July 2024. The current completion for this scheme is likely to be early 2026.

Pentre Awel (led by Carmarthenshire County Council)

The completion of the Hydrotherapy Pool element of this development is likely to be in April 2025 with the Clinical Unit being completed towards the end of 2025,

North Pembrokeshire Health and Wellbeing Centre in Fishguard

A report to inform the Executive Team on the options for scope and size of the scheme was presented to the Executive Team in November 2024 with approval to progress with the business planning stage. The next steps include a site selection workshop with key partners.

Cylch Caron

A tender was issued to obtain a housing partner to work with Ceredigion County Council and the Health Board in July 2024. The tender process did not result in the identification of a partner for the project. However, two potential partners have expressed an interest in delivering the scheme, with some variations to those proposed in the tender. In accordance with Procurement Regulations and in order to explore those variations fully to successfully deliver the Cylch Caron Scheme, Ceredigion County Council now propose to run a Competitive Dialogue procurement exercise.

The Competitive Dialogue procurement exercise will commence with an open call for interested parties and includes a qualification stage of essential criteria that must be met. After that initial stage it is possible to discuss proposals put forward by the bidders in order to work up those plans to ensure requirements are met. There may be multiple rounds of discussions before a final bid is invited.

Upon completion of the competitive dialogue the results will be submitted to the HDdUHB Board and Ceredigion County Council Cabinet for tender acceptance.

Aberystwyth Integrated Care Centre

A further meeting with Ceredigion County Council and Welsh Government has been arranged for mid-February.

Planning Objective (PO) 8: Estates Plan

Attached to this report is a highlight report relating to the progress of Planning Objective (PO) 8: Estates Plan which continues to report delay in implementing the strategy until an approach can be agreed with Welsh Government.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee (SDODC) are asked to:

- NOTE the update both to the Strategy discussions with Welsh Government and the progress with community schemes as they both relate to the objectives of PO8.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.2 To receive an assurance on delivery against all relevant Planning Objectives aligned to the Committee, falling in the main under Strategic Objectives 4 (The best health and wellbeing for our individuals, families and our communities) and 5 (Safe, sustainable, accessible and kind care) (see Appendix 2), in accordance with the Board approved timescales, as set out in HDdUHB's Annual Plan.
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)
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective 4. Efficient
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	5a Estates Strategies
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Contained in the body of the report
Rhestr Termau: 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:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The PBC and SOC 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 and SOC. This is an integral part of the PBC and SOC case for change.
Gweithlu: Workforce:	Implicit within the PBC and SOC. 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.

Planning Objective: PO8 Estates Plan

Executive Lead: Lee Davies

Reporting Period: Quarter 3 – October, November, December 2024

Overall status: Complete / Ahead / On-track / Behind

Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery). Whilst the Health Board has delivered against some of the outcomes contained in Planning Objective (PO) 8 we remain behind on the timeline for the completion and submission of a Board approved A Healthier Mid and West Wales (AHMWW) Strategic Outline Case (SOC). The Health Board were invited to the Infrastructure Investment Board (IIB) with Welsh Government (WG) on 23 January 2025 to clarify the next steps for the infrastructure requirement to implement the AHMWW.

Progress against planned outcomes / trajectories / milestones (please provide Statistical Process Charts (SPC)/data charts and an explanation of any variances):

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| <ol style="list-style-type: none"> 1. Response to the Nuffield Trust Review to be presented to Infrastructure Investment Board 2. Secure Ministerial endorsement to AHMWW Programme Business Case (PBC) 3. Completion and submission of Board approved SOC 4. Review and refresh 10 year Regional Capital Plan 5. Submission of Full Business Case (FBC) Cross Hands 6. Submission of FBC for Pentre Awel | <ol style="list-style-type: none"> 7. Submission of Business Justification Case (BJC) for Carmarthen Hwb 8. Appointment of Supply Chain Partner Fishguard SOC/ Outline Business Case (OBC) 9. Implementation of Property Asset Strategic Plan as a consequence of the limited response to the market testing exercise to inform the scheme target price 10. Scoping agreed for Aberystwyth Integrated Care Centre (ICC) 11. BJC’s for major infrastructure 12. Continued implementation of Hywel Dda University Health Board (HDdUHB) Decarbonisation Plan |
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Activities completed in previous reporting period

1. Action plan of the recommendations contained in the Nuffield Trust review to be developed for Strategic Development and Operational Delivery Committee (SDODC)
2. Board approval of Carmarthen Hwb lease
3. Approval of Pentre Awel lease and finalisation of the Pentre Awel capital funding
4. Review of Cross Hands schedule of accommodation following WG discussion on initial capital costs
5. Meeting held HDdUHB and WG 12 September 2024 to discuss the SOC, implications of timeline scenarios and how to reach agreement on the way forward
6. Finalisation of Picton Terrace capital funding and approval of lease
7. Internal review of options for Fishguard Health and Wellbeing Centre

Activities planned for next milestone and reporting period

1. Review of Cross Hands timeline and capital costs for refreshed FBC
3. IIB discussion 23 January 2025 with WG and agree next steps for the PBC/SOC
4. Participate in the refresh of the 10 year Regional Capital Plan
5. Development of bids for Decarbonisation scheme through WG Invest to Save funding route
6. Meeting with WG on Aberystwyth ICC on 12 February 2025

Any other Comments

Matters for information: All other matters reported via SDODC SBAR updates

Risks to delivery: The programme is in delay. There is a risk that the programme might be further delayed or stopped. This is because of the risk of insufficient capital (or potentially revenue for innovative finance solutions) to support the development and implementation of the programme infrastructure requirements. The impact would be the highly significant risk to current service provision, location of services, equity of access and the need for unplanned service changes in response to potentially unsustainable service scenarios. There will also be a need for significant interim investment in the current estate.