

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

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 28 April 2022 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Pentre Awel Update 2022 – Quarter 2 |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Lee Davies, Director of Strategic Development & Operational Planning |
| SWYDDOG ADRODD: REPORTING OFFICER: | Sharon Burford – Project Manager, Carmarthenshire County Council |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Choose an item. Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

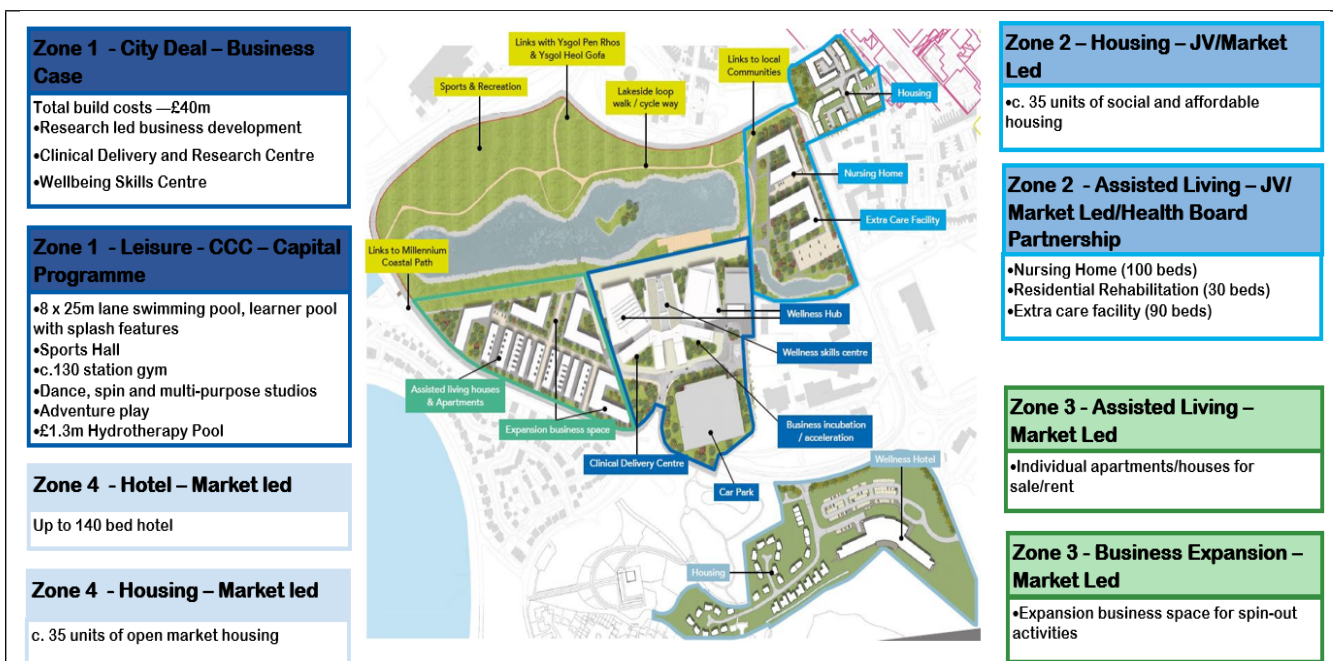
This report forms part of the cycle of regular papers provided to Hywel Dda University Health Board (HDdUHB) Committees providing an update on the progress for delivery of services within the Pentre Awel development. The report aims to provide assurance that services in Pentre Awel will be aligned with 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 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.



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

Zone 1 update – Design and Build

Following the approval of the City Deal Business Case in March 2021, the Authority undertook a comprehensive tendering exercise via the South West Wales Regional Contractors Framework (SWWRCF) to procure a principal contractor to deliver Zone 1. In line with the Council's ambitions to maximise the socio-economic impact of the project, the tender was structured to promote quality via a 60% quality / 40% cost scoring methodology. Traditional procurement exercises often favour the Most Economically Advantageous Tender. Within the 'quality' element, appropriate weighting (35%) was given to contractors' community benefits proposals.

In October 2021, Bouygues UK was appointed as the preferred contractor to design and build Zone 1 of Pentre Awel. Carmarthenshire County Council and Bouygues have entered into a Pre-Construction Services Agreement (PCSA) to cover the scope of pre-construction activities prior to the commencement of the build programme. Pre-construction work is 'in progress' and includes:

- review of Royal Institute of British Architects (RIBA) Stage 3 designs with Hywel Dda and progression to RIBA Stage 4
- preparation of a reserve matters application, targeted for submission in April 2022
- ecology and ground investigation works onsite to help facilitate the discharge of pre-commencement planning conditions
- agreement of a guaranteed maximum price for the Zone 1 works, informed by engagement with the supply chain

Throughout the design development period, there has been engagement with HDdUHB clinical leads and the Major Capital team to ensure that the Clinical Delivery Centre is fit for purpose and meets the required standards and specifications for each proposed service (e.g. therapies, audiology). The RIBA Stage 3 designs presented at previous meetings have been updated to

remove adjoining doors, accommodate a larger flexible therapies zone, and reorient the Health Technology Hub. There has also been consideration of an appropriate waste strategy, including the safe removal, storage and depositing of clinical waste.

There is ongoing engagement between the Hydrotherapy team and Bouygues to consider the orientation of the pool, pool floor and depth, changing facilities (including showers) and operating requirements. A 'design freeze' is targeted for the week ending 8th April 2022. As part of this engagement, Bouygues' hydrotherapy pool specialist has made a site visit to Glangwili General Hospital (GGH) and a reference site visit undertaken by Hywel Dda therapists to Llandough Hospital, Penarth and discussions held with a hydrotherapy pool specialist. Once the design is agreed with clinicians, the cost profile will be submitted to PNC Bank to access the Trust funding.

In parallel with the design development work, Bouygues UK has submitted a Guaranteed Maximum Price for the construction of Zone 1, which comprises a c. 20,000m² building and primary infrastructure. In March 2022, Cabinet and Full Council approval was secured to proceed to the construction stage based on the Guaranteed Maximum Price. The Director of Corporate Services and Chief Executive, in consultation with the Leader of the Council, have delegated authority to agree the final cost envelope.

The current programme is targeting an October 2022 completion date for the pre-construction works, final fixed-price sum, and commencement of construction. Full completion of Zone 1 is earmarked for mid-2024.

A programme of community benefits will be delivered by Bouygues during the design and build of Zone 1. This will encompass a broad range of social value activities, including targeted recruitment and training (4680 person weeks of training), supply chain engagement, education initiatives and community engagement. A total of 54 Themes, Outcomes and Measures (TOMs) have been proposed, which will help to evaluate and monitor Bouygues' progress and impact. This work will be taken forward through a dedicated Community Benefits Stakeholder Group with representation from further and higher education, HDdUHB, Regional Learning and Skills Partnership (RLSP), employability programmes, corporate procurement and community groups.

In order to engage the local supply chain, a Meet the Buyer event was held at Parc Y Scarlets on 30th March 2022 and attracted c. 140 suppliers. Following an extensive promotional campaign, nearly two-thirds of suppliers were from the South-West (Swansea Bay City Deal) region. Around 50 suppliers were Carmarthenshire-based businesses, with almost 30 based in Llanelli. The event provided an opportunity for local businesses to learn more about the work packages available (e.g. from carpentry to painting and decorating and steelwork) and engage directly with Bouygues in order that they can be supported to bid for applicable packages of work.

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 retirement accommodation and 10,000m² of business expansion space.

A RIBA Stage 1 report was compiled in February 2022, which set out a revised masterplan for Zone 3 and concept designs for one and two bedded assisted living accommodation, together with four business units totalling 10,000m². The internal layouts and specification of the assisted living accommodation will be in accordance with the Housing our Ageing Population Panel for Innovation (HAPPI) principles, which promote natural daylight, shared communal spaces, adaptability and 'care ready' design. Further detailed design will be undertaken on the assisting living elements over the coming months, culminating in a Stage 3 report and Reserve Matters Application in July 2022.

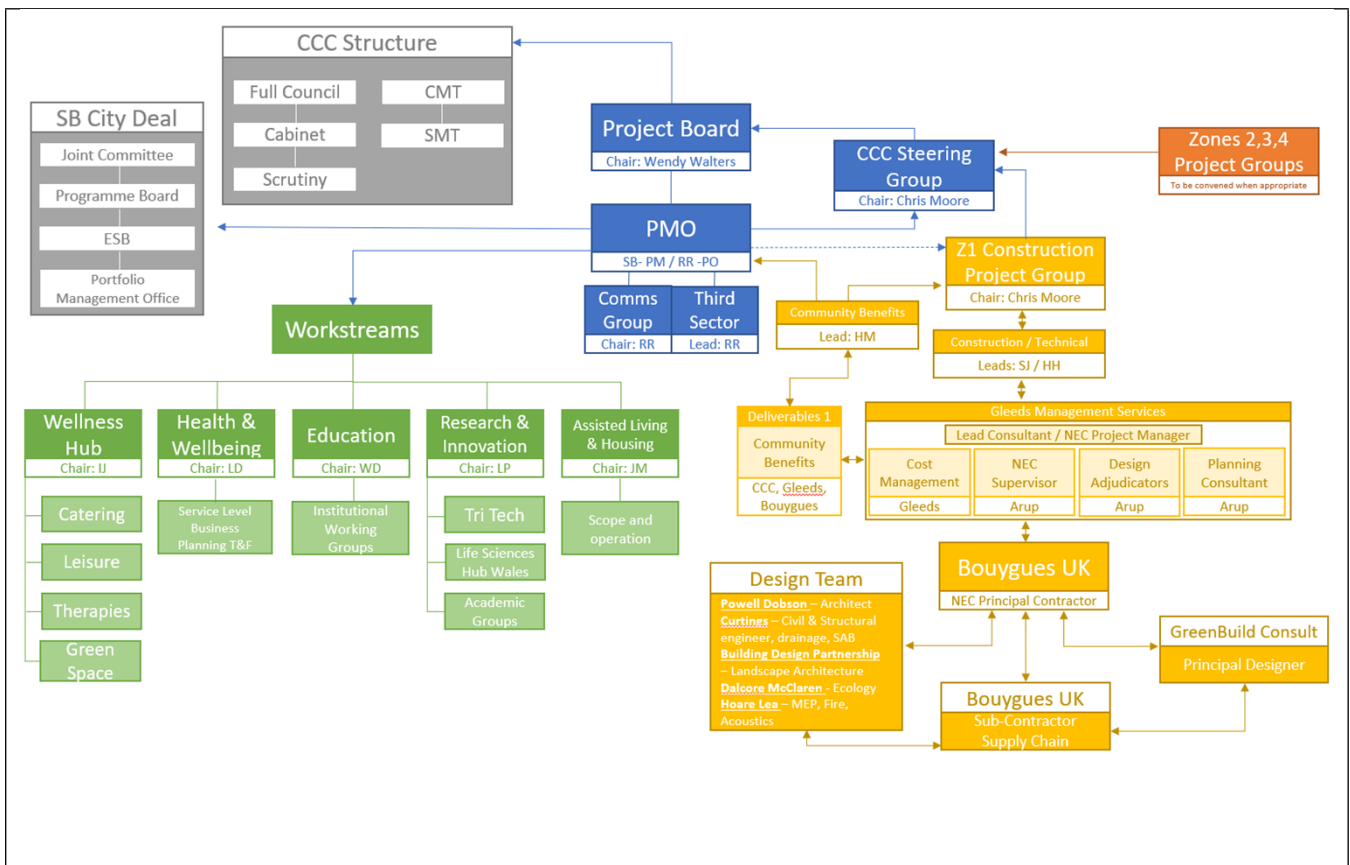
Key Milestones

Other key milestones achieved during the reporting period include:

- Strategic partnership with Cardiff University, who will lead on the innovation and business development function at Pentre Awel. Members of the Clinical Innovation Hub / Accelerate at Cardiff University have been seconded to the project. Business and research links are being developed across sectors. Links have been made with HDdUHB Research and TriTech.
- Engagement with the Department for International Trade (DIT) – a 'Stage 2' assessment of the project is underway. Pending approval, Pentre Awel would be featured within the DIT's portfolio of projects marketed to international investors. Establishment of the Education, Skills and Training Implementation Group. This Group has the remit of developing suitable qualifications, courses and placements at Pentre Awel based on current and project skills gaps and evolving employment profiles. A Health and Care Academy has been proposed at Pentre Awel to offer career pathways for new and existing workers within the sector.
- 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 in addition to general activities on site.
- Whole site funding model under development. This will be informed by ongoing engagement with institutional investors.

Governance

The below revised governance structure has been established to deliver the implementation phase of the Pentre Awel Project. Alongside planning and design, a dedicated Community Benefits group has been established to facilitate and oversee the delivery of Bouygues Community Benefits programme. This will include targeted recruitment and training, education, community and supply chain initiatives.



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, which aims to reduce the incidence of chronic conditions. It is envisaged that the focus on health promotion and improved access will facilitate improved self-management and allow individuals' care to continue in the community for as long as possible. In addition to improving the health of the population, it would 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.

Feedback from the Health Workshop has been mapped against the original proposals set out in the Clinical Delivery Strategy to clearly identify which services have been retained and what

additional services have been put forward for consideration. These were confirmed through a series of individual service level conversations completed in August 2021 and presented to Executive Team in September 2021. Following agreement at Executive Board, discussions have commenced to develop the Heads of Terms between HDdUHB and Carmarthenshire County Council.

Argymhelliad / Recommendation

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

- the progress in the development of the Pentre Awel project.
- the actions to confirm the Hywel Dda University Health Board's involvement in the project and the overall timeline.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

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| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | 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). |
| 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): | <ol style="list-style-type: none"> 1. Staying Healthy 3. Effective Care 6. Individual care 7. Staff and Resources |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | <p>All Strategic Objectives are applicable</p> <ol style="list-style-type: none"> 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: Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-19 | <ol style="list-style-type: none"> 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 |

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| | 8. Transform our communities through collaboration with people, communities and partners |
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| Gwybodaeth Ychwanegol: Further Information: | |
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| Ar sail tystiolaeth: Evidence Base: | <p>Individual work areas have been evidenced; main documents include:</p> <ul style="list-style-type: none"> • Assisted Living – Demand and supply projections • Health and Wellbeing – HDdUHB – Annual Plan, Performance Data, Transformation Strategies. • Projection of economic impact produced by Swansea University for City Deal bid. – Aligned with Green Book. • Projection of Health Economic Benefits produced through bespoke modelling. • Site investigation/ecology/transport report prepared as evidence base for the outline planning application. • Digital strategy. • Geotechnics, GeoEnvironmental, landscape and ecology, acoustics, transport, sustainability and fire modelling as part of the RIBA stage 3 work. • Flood Modelling |
| Rhestr Termau: Glossary of Terms: | All terminology is explained within the report. |
| Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to Business Planning Performance and Assurance Committee. | <p>Pentre Awel Project Board and Sub-Groups HDdUHB Business Planning and Performance Assurance Committee Public Board, HDdUHB, HDdUHB 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</p> |

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

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| <p>Ariannol / Gwerth am Arian: Financial / Service:</p> | <p><u>Capital</u> 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 HDdUHB.</p> <p><u>Revenue</u> The Clinical Delivery Strategy proposes that care is delivered within a clinical delivery area adjacent to the clinical research facilities. Implementation planning has been undertaken with service leads since the Q3 report. The clinical space will be of standard specification and dimensions. Discussions have now commenced between Hywel Dda University Health Board and 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.</p> <p>Subject to negotiation the estimated rental cost is c.£12/sq ft plus service charge and subject to agreement with the District Valuer and refinement of service charge parameters.</p> |
| <p>Ansawdd / Gofal Claf: Quality / Patient Care:</p> | <p>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.</p> <p>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.</p> <p>A Health Technology Hub had been specified within Pentre Awel, with COVID-19 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:</p> <ul style="list-style-type: none"> • 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. • Promoting a safe home environment through monitoring the use of Assistive Technology, for example, to support frail elderly and those with dementia. |

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| | <ul style="list-style-type: none"> Supporting independence for those in homes with Assistive Technology, including video conference facilities for consultation or medical advice. Information and support to enable people to manage ongoing conditions. |
| Gweithlu: Workforce: | <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 Further Education and Higher Education 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 HDdUHB 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> |
| Risg: Risk: | <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, 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</p> |

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| | <p>on the opportunities, learning and new service delivery models moving forward. These include:</p> <ul style="list-style-type: none"> • 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 • 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. • 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 • Recruitment into entry level positions from the local community and upskilling through the development of pipelines of training. • Institutional investors are likely to favour this type of investment over office/retail |
| Cyfreithiol: Legal: | <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 HDdUHB 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> |
| Enw Da: Reputational: | <p>The following statement was issued by the HDdUHB 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. HDdUHB 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> |
| Gyfrinachedd: Privacy: | <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 HDdUHB Informatics to maximise opportunities for joint working whilst ensuring cyber security.</p> |

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| | <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> |
| Cydraddoldeb: Equality: | <ul style="list-style-type: none"> • Has EqIA screening been undertaken? Yes <p>Consideration has been given to protected equality groups as part of the Health Impact Assessment 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> |