

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 April 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Discretionary Capital Programme (DCP) 2021/2022, 2022/23 & Capital Governance Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies – Director of Strategic Development & Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This report is presented to the Strategic Development and Operational Delivery Committee (SDODC) detailing:

- The progress on the 2021/22 Capital Programme
- Update on the 2022/23 Capital Programme
- Update on the implementation of International Financial Reporting Standard (IFRS) 16
- The capital schemes governance update including:
 - Update on the site selection process for the regional cellular pathology and immunology programme
 - Additional information on the progress of the PPH Modular Theatres development
- Update on the Post Project Evaluation reports
- Update from the Gate 5 Review on Cardigan Integrated Care Centre

Cefndir / Background

This report tracks the approved Discretionary Capital Programme (DCP) for 2021/22 and provides an update on the 2022/23 DCP, it follows on from the report and discussion at the SDODC meeting held on 24th February 2022 and the Capital Sub-Committee (CSC) meeting held on 29th March 2022. The report also captures the outcome of additional allocations received from Welsh Government (WG).

The allocation of the programme is set within the context of:

- Continuing risks associated with backlog pressures.
- Capital expenditure associated with the recovery phase of COVID-19.

The terms of the Discretionary Capital Allocation letter from Welsh Government (WG) state:

‘Discretionary capital is that allocated directly to NHS organisations for the following priority obligations across all healthcare settings: Meeting statutory obligations, such as health and safety and Firecode; maintaining the fabric of the estate; and, the timely replacement of equipment’.

The prioritisation process includes representation from Executive portfolios at the Capital Planning Group (CPG) which reports to the CSC, and the position set out is consistent with that reported to the Sustainable Resources Committee (SRC).

Asesiad / Assessment

Capital Resource Limit (CRL) 2021/22

The final CRL for 2021/22 has been issued with the following allocations:

Allocation	£m
All Wales Capital Programme (AWCP)	53.862
DCP	7.251
Sales receipts	0.553
Total	61.666

In addition to the resource allocated through the CRL and the net book value of disposals the Health Board is able to make capital purchases through donations.

Allocation	£m
All Wales Capital Programme (AWCP)	53.862
Discretionary Capital Programme (DCP)	7.251
Sales receipts	0.553
Donated and Granted Purchases	1.073
Total Resource Available	62.739

Against this resource the unaudited expenditure position for the year is £62.677m; an underspend of £0.062m.

The un-audited capital expenditure position for 2021/22 is detailed in the table below.

Scheme	£m
AWCP	
Women and Children Phase II	2.961
MRI Withybush General Hospital (WGH)	2.626
Cross Hands Primary Care Scheme	0.371
Fire Prevention Works Glangwili General Hospital (GGH)	0.712
WGH Fire Compliance Works	4.727
National Programmes – Estates Funding Advisory Board	4.444

National Programmes - Imaging	3.923
GGH Fire Enforcement Works	0.990
COVID-19 Recovery 2021-22	4.824
Invest to Save Multi Site project	0.460
Ultrasounds and Image intensifiers	1.398
Two replacement CT Scanners and DR Rooms	3.163
Additional end of year (EOY) Capital Funding	3.221
Modular Theatre Facility at Prince Philip Hospital (PPH)	18.038
Additional Imaging Equipment	0.646
DPIF - additional capital	1.428
Other AWCP	1.428
Sub-total AWCP	55.360
Discretionary/receipts	
Estates - Statutory	0.727
IT	1.651
Equipment	1.940
Estates Infrastructure	1.373
Other	0.553
Sub-total Discretionary	6.244
TOTAL	61.604
Donated and Granted Purchases	1.073
Gross Capital Expenditure	62.677

To achieve the outturn position, £29.6m of spend was incurred in March 2022.

Capital Resource Limit and Capital Programme 2022/23

The CRL for 2022/23 has been issued with the following allocations

Expenditure	£m
All Wales Capital Programme	26.203
Discretionary Programme	5.645
Total	31.848

All Wales Capital Programme (AWCP)

Allocation	£m
WGH Fire Enforcement Works	8.372
GGH Fire Enforcement Works	6.940
Imaging – Digital Radiography/Fluoroscopy Rooms and CT Scanner replacements,	6.972
PPH Modular Build	2.147
Womens & Childrens Phase II	0.806
Solar Farm	0.593
Invest to Save – Multi site projects	0.373
Total	26.203

Work on the resource schedule to commence the delivery of the Business Justification Cases (BJCs) associated with the Major Infrastructure Programme Business Case (PBC) has been

undertaken and Hywel Dda University Health Board (HDdUHB) is in discussions with NHS Wales Specialist Services Partnership (NWSSP) Specialist Estates Services (SES) around the phasing of this requirement. It is hoped that funding will be received during the year from WG to progress the investment programme.

Discretionary Capital Allocation (DCP)

The Board approved the Capital Programme for 2022/23 on 31st March 2022, following endorsement at SDODC on 24th February 2022.

The approved programme is as follows

Plan	Allocation £m
Pre-Commitments	2.363
Breakdown contingency	0.400
Business Case Development	0.300
Capital support	0.200
Residential accommodation	0.150
Credits for Cleaning/HiW	0.200
Equipment Replacement	0.688
IT & Digital	0.200
Infrastructure	0.665
Statutory	0.520
TOTAL	5.686

This over-commits the DCP by £0.041m at the beginning of the year and will have to be managed through the Capital Monitoring Forum during the year.

Current indications from the 2021/22, year end position is that slippage and non-delivery against schemes in 2021/22 can be managed without adversely impacting on the approved programme for 2022/23 though the management of:

- potential disposals
- review of VAT recoveries
- slippage on existing schemes

The schemes listed below remain priorities for HDdUHB although are not currently funded; further discussion will be required at the Capital Planning Group to determine how these schemes should be prioritised for further development by the Estates and other in-house teams.

Project	Value £m	Impact	Mitigating Actions
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Sterilizer replacement in WGH and associated enabling works to replace the air handling unit (AHU) that has been independently declared at 'end of life' and 'in need of urgent replacement' in Hospital Sterilisation and Decontamination Unit (HSDU)	2.4	Potential high impact on elective surgery programme and Referral To Treatment (RTT) targets should the AHU be no longer fit for service	Commence design development to maximise opportunity to bid for in-year WG funding
Preseli Centre accommodation, WGH	1.0	Patients and staff continue to work and be treated in unsuitable accommodation	Commence design development to maximise opportunity to bid for in-year WG funding
Digital Development		No progress on digital developments in year	Prepare for opportunities to bid for in-year WG capital and review opportunities to develop revenue funding models
Progression of Cilgerran Ward, GGH refurbishment	3.0		Commence design development to maximise opportunity to bid for in-year WG funding
Progression of Service Increment For Teaching (SIFT) scheme	0.5		Commence design development to maximise opportunity to bid for in-year WG funding
Site Security	Est 0.4	Unable to progress with site security schemes on acute hospital sites	Commence design development to maximise opportunity to bid for in-year WG funding
Additional works that could be requested by Mid and West Wales Fire Rescue Service (MWWFRS) in excess of current allocation			Currently working with WG and NWSSP on a business case approach for BGH. Currently awaiting final inspection reports for PPH in order that improvements can be properly programmed over the next few years.

Implementation of International Financial Reporting Standard (IFRS) 16

Accounting standard IFRS 16 – Leases, has been implemented across NHS Wales from 1 April 2022, resulting in the majority of leased assets moving on to HDdUHB's balance sheet.

The table below illustrates the total value of assets to be brought on to the balance sheet on 1st April 2022 with forecasts for new and lease renewals for 2022/23, 2023/24 and 2024/25.

	Assets at 1/4/2022 £m	Additions FY 2022/23 £m	Additions FY 2023/24 £m	Additions FY 2024/25 £m
Property leases	9.4	0.4	0.8	0.0
Non property leases	3.7	2.8	0.4	0.2
Total	13.1	3.2	1.2	0.2

Any new leases entailing assets valued at £0.5m or greater will be required to demonstrate value for money and will require approval by the WG Capital Estates and Facilities Team. There may be a requirement to complete additional documentation such as a Business Justification Case for these leases. It is not currently anticipated that the way in which this is being implemented through WG should generate any additional risks to the allocation of HDdUHB's discretionary capital programme. It will however require new management processes and governance to minimise any potential risks and to ensure clear decision making in terms of both the revenue and capital funding and cost implications. This will require a refresh of the Capital Investment Financial Procedure which will be drafted for approval at the SRC.

Capital Governance – Project Updates

At the March 2022 meeting of the CSC, updates were considered from all HDdUHB's capital projects. Other than the A Healthier Mid and West Wales (AHMWW) PBC which is the subject of a separate update to the Committee, the following projects are in progress:

- Women and Children Phase II
- Fire Enforcement Work Phase 1, WGH
- CT replacement at WGH
- Estates Advisory Board Funding Schemes
- PPH Modular Theatres (COVID-19 recovery scheme)
- Fire Enforcement Work Phase 1, GGH

The following projects are currently in the design and development stage:

- Cross Hands Health Centre
- Carmarthen Hwb – Partnership Project led by Carmarthenshire County Council (CCC), levelling up funding approved by UK Government on 27th October 2021.

Several projects are now progressing into scoping stages and will require resourcing from a Capital Planning, Estates and Digital perspective:

- Aberystwyth Integrated Care Centre.
- Aberystwyth Integrated Education and Research Centre.
- Fishguard Integrated Health and Wellbeing Centre.
- Neyland Integrated Primary and Community Development.
- Chemotherapy Day Unit, BGH.
- Regional Cellular Pathology services

- Fire Improvements BGH.
- Aseptic Services

Projects with a red RAG status are reported as follows:

- Cross Hands Health Centre.
- Women & Children Phase II
- Fire Enforcement Work WGH

SDODC is asked to note the **red** RAG status for the projects listed as follows:

Cross Hands Health Centre	RAG Status	Risk Category		
		Funding	Timescales	Other
		✓	✓	
	Timescale for improved RAG rating	<p>The underlying reasons for the red rating for the scheme remain unchanged due to timeline delay. An update to the Outline Business Case (OBC) is currently being progressed to incorporate updated Capital Costs which reflect the Decarbonisation Strategy issued by Welsh Government. Work is progressing to enable the revised OBC to be considered in the May 2022 Board.</p> <p>Current timeline for OBC submission has moved from March 2022 to May 2022.</p>		

Project Update:

The timeline has been reviewed for the programme and provided as follows:

OBC completion 31/05/22, Full Business Case (FBC) submission 02/03/23, final date for land purchase 31/5/23, construction starts 12/6/23, construction completes 03/12/24. These timelines allow 3 months for OBC and FBC scrutiny and approval by WG.

The capital costs for the Project has increased significantly due to the incorporation of

- Decarbonisation improvements
- Scope changes
- Market conditions
- Design developments

A report has been prepared for Executive Team to approve the OBC for consideration at the May 2022 Board.

On approval, the scheme RAG rating will be rebased from its current red status.

Women & Children Phase II	RAG Status	Risk Category		
		Funding	Timescales	Other
		✓	✓	
	Timescale for improved RAG rating	<p>The RAG status remains red as there is a significant delay in the scheme completion, now estimated as end June 2023 and there remains a requirement to top up the funding from the HDdUHB's discretionary programme.</p> <p>Current timeline has remained the same.</p>		

Project Update:

The move of the maternity unit is now complete with 7 babies born on the Unit in the first 24 hours. Work will now start on Section 3 on 11th April 2022.

C44 is the current agreed programme which has a completion date of end of June 2023. There remains a continual review of the progress against programme by HDdUHB's Project Manager.

The next few weeks work will be key as the contractor opens up the next phase of the building and could uncover some additional unforeseen risks. Therefore, risks remain around the design and delivery timelines for the project which will continue to be monitored closely by the Project Group and any issues of concern will be escalated accordingly.

Fire Enforcement Work WGH	RAG Status	Risk Category		
		Funding	Timescales	Other
	Timescale for improved RAG rating	✓	✓	
		Programme slippage resulting from over boarding assessment together with estimated impact on costs. Costs of over boarding required by MWWFRS has had significant impact on WG BJC risk allowances with further briefing to be provided to WG/NWSSP-SES at the next Capital Review Meeting (CRM) review. Current timeline has slipped for phase 1 (from August 2022 to December 2022).		

Project Update:

Phase 1 works are progressing on site. The SCP has now submitted a revised programme outlining the impact of the MWWFRS request to increase the fire rating of the existing wall constructions and the external Project Management team have reviewed with revised target completion date of December 2022.

Additional works are being identified as areas are opened up that were not identified on HDdUHB surveys. Programme slippage resulting from over boarding is in assessment along with the estimated impact on costs. There remains potential for further slippage and cost resulting from additional works as areas fully opened up which could lead to cost overrun. The nature of the current contract is such that there is a higher level of capital contingency held by WG to manage the inherent uncertainty for this programme of works.

Key updates on other Projects

Aberystwyth Integrated Care Centre: HDdUHB is working with partner organisation to take stock of building opportunities in the locality to progress with a permanent location for Sexual Assault Referral Centre (SARC) services.

Aseptic Services: A draft scoping document has been prepared for a refurbishment solution in WGH that now aligns to the national Transforming Access to Medicines (TRaMS) programme.

Regional Pathology: A resource schedule has been submitted to WG by Swansea Bay UHB for funding the OBC development stage. The in-house resources have been approved and work is also underway for the appointment of external advisors and the supply chain partner.

The WG Assurance Hub commissioned a Programme Assessment Review which has resulted in a positive report and an amber rating. A management response is being prepared against the recommendations. Swansea Bay UHB have taken a report through their Board detailing the work to identify the preferred location for the regional service, attached as Appendix 1.

PPH Modular Build: Progress against the planned programme has been maintained and the Modular Theatres are expected to be available for use from mid-May 2022. Given the high value and risk profile associated with the delivery of this scheme, a progress report has been attached as Appendix 2. A Project Team has met weekly to manage the scheme delivery and the successful scheme progress to date has reflected the very significant contributions from all involved in the scheme both from the HDdUHB staff perspective and the building contractors.

Post Project Evaluation & Lessons Learnt

At the August 2021 meeting of SDODC, the following plan for undertaking the Post Project Evaluations (PPEs) was shared and the outputs of these evaluations will be reported to the appropriate CSC meeting.

Project	Undertaken	Reported to CSC
Women & Children Phase II – Lessons Learnt	Complete	July 2021
Ward 9/10	Complete	September 2021
*Cardigan	September/October 2021	November 2021
Front of House	November 2021	March 2022
Aberaeron Integrated Care Centre	February 2022	May 2022
BGH MRI	March 2022	July 2022
Fishguard Health Centre	July 2022	Sept 2022

Gateway 5 – Cardigan Integrated Care Centre

Gateway 5 forms part of the well-established Gateway review process for capital schemes and it complements the existing assurance framework that the HDdUHB has internally, such as the recent post-project evaluation.

Gateway 5's focus on a review of operations since the completion of the project as well as the context and management around benefits realisation. The review focused on improvements and next steps for the development within the context of future planning. The reviews overall delivery confidence was rated as Amber/Green which is defined as *“Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery”*

This is an excellent outcome from a Gateway report for the HDdUHB.

In summarising the assessment, the review team remarked on the quality of the finished building being a testament to NHS leadership, architecture, building and also those inhabiting to ensure the ongoing success of CICC.

The Project Director was able to respond within the report as follows:

“This review is welcomed especially post COVID-19 and the areas for further action were already in the process of being planned for resolution. The local population are very supportive and have been via the local stakeholder group along the journey from concept to construction and operation.

The Scheme delivers the strategy of the HDdUHB of care closer to home and community-based services. There has always been great energy from all staff and teams involved in this development and innovation and service developments are at the heart of the whole building.

The Project Director would like to thank all involved in this scheme and the review for both the energy and commitment but also for the openness in all discussions both in the planning and construction phases but also within this Gateway Review.

The report generated 6 recommendations and an action plan will be developed by the Project Director in order to respond to these.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to:

- Note the position against the 2021/22 CRL
- Note the update on the Capital Programme for 2022/23
- Note the update on the implementation of IFRS16
- Note the Capital Governance update
- Note the report on the evaluation of locations for the regional cellular pathology and immunology services
- Note the report on the progress of the PPH modular theatres development
- Note the plan for PPE reports
- Note the Gateway 5 Review update on Cardigan Integrated Care Centre

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.11 Consider proposals from the Capital, Estates and IM&T Sub Committee on the allocation of capital and agree recommendations to the Board.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Corporate Risk 1196 - not be able to provide safe, sustainable, accessible and kind services. This is caused by insufficient investment to ensure we have appropriate facilities, medical equipment and digital infrastructure of an appropriate standard. Score 16
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability

Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Included within the report
Rhestr Termiau: Glossary of Terms:	Not Applicable
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	CEIM&TSC Sustainable Resources Committee Capital Planning Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Capital values noted within the report. Included within individual business cases and Capital prioritisation process.
Ansawdd / Gofal Claf: Quality / Patient Care:	Included within individual business cases and Capital prioritisation process.
Gweithlu: Workforce:	Included within individual business cases and Capital prioritisation process.
Risg: Risk:	Risk assessment process is integral to the capital prioritisation process and the management of capital planning within HDdUHB also included within individual business cases and Capital prioritisation process.

Cyfreithiol: Legal:	Included within individual business cases and Capital prioritisation process.
Enw Da: Reputational:	Included within individual business cases and Capital prioritisation process.
Gyfrinachedd: Privacy:	Included within individual business cases and Capital prioritisation process.
Cydraddoldeb: Equality:	Equality assessments are included within individual business cases and Capital prioritisation process when required.



GIG
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WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	Agenda Item			
Report Title	Development of A Regional Collaboration for Health (ARCH) Mid and South West Wales Regional Centre of Excellence Cellular Pathology Laboratory, Regional Diagnostic Immunology Laboratory Facility and Regional Medical Microbiology facility			
Report Author	Heather Edwards, Business Planning Manager, Capital Planning (SBUHB)			
Report Sponsor	Christine Morrell – Director Therapies & Health Science (SBUHB) – SRO and Siân Harrop-Griffiths - Director of Strategy (SBUHB)			
Presented by	Christine Morrell – Director Therapies & Health Science (SBUHB) – SRO			
Freedom of Information	Open			
Purpose of the Report	This paper briefs Swansea Bay University Health Board (SBUHB) and its project partners, Hywel Dda University Health Board (H DUHB) and Public Health Wales NHS Trust (PHW) on progress to date shortlisting the preferred location for the A Regional Collaboration for Health (ARCH) Regional Pathology new build facility.			
Key Issues	<p>In November 2020 a Strategic Outline Case (SOC) supporting this development was approved by Welsh Government to progress to Outline Business Case (OBC) stage.</p> <p>Between February 2021 and January 2022 the South West Wales Regional Pathology Project Board, which includes representation from all three partner organisations, plus others including Swansea University and the NHS Wales Collaborative, evaluated a long list of potential locations within the region and agreed a shortlist of site locations within Morriston Hospital.</p> <p>Once draw-down of OBC stage resources from Welsh Government is agreed Project Board will select a Supply Chain Partner from Welsh Government's Building for Wales Framework to support development of the OBC (final site selection will be informed by evaluation of participating architects tests for fit proposals).</p>			
Specific Action Required (please choose one only)	Inform ation	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> CONSIDER progress to date on this scheme, and that the Project Board has agreed that the new build should be on the Morriston Hospital site. 			

South West Wales Regional Pathology Unit new build location option appraisal process to date

1. INTRODUCTION

Nationally, NHS Pathology services face a number of challenges. Within the Mid and South West Wales' region, Hywel Dda University Health Board (HDUHB), Swansea Bay University Health Board (SBUHB) and Public Health Wales NHS Trust (PHW) are struggling to manage workforce and sustainability pressures, to maintain quality and safety issues and to meet clinically driven targets.

2. BACKGROUND

Between 2014 and 2015 the Cellular Pathology Project Group (CPPG) undertook a non-financial appraisal exercise to support the creation a two-site solution for the future delivery of Cellular Pathology services' in South Wales. The CPPG confirmed one site was required in Cardiff and one in Swansea.

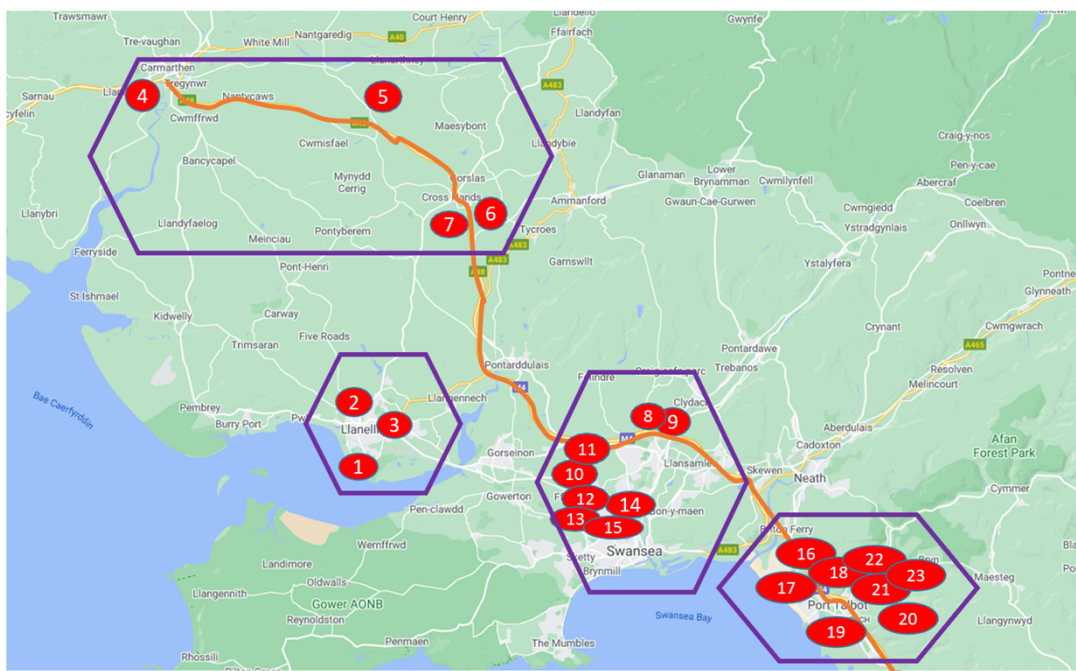
In March 2019, the Strategic Outline Case (SOC) (£77m) to support the development of A Regional Collaboration for Health (ARCH) Mid and South West Wales Regional Centre of Excellence Cellular Pathology Laboratory, Regional Diagnostic Immunology Laboratory Facility and local SBUHB Regional Medical Microbiology facility was submitted to Welsh Government for approval. The SOC had been endorsed by Project Board and all three partner organisations. It identified Morriston Hospital as the location for the new regional build. During the 18-month scrutiny of the SOC Welsh Government questioned *whether the service needed to be wholly or partially located on an acute site and, queried, what other location options other than Morriston Hospital had been considered?*

In October 2020, at an Infrastructure Investment Board meeting with Welsh Government's Capital & Estates leads, project partners discussed these concerns and agreed to review the choice of preferred location prior to the appointment of the Welsh Government Building for Wales' Framework Supply Chain Partner (SCP) and Design Team and progression of the Outline Business Case (OBC).

In November 2020 the SOC was approved by Welsh Government and in February 2021 the Project Board re-formed and refreshed its membership to support production of a robust OBC, and commenced the identification and evaluation of a range of potential locations across the region with the aim of identifying a preferred location for the new co-located facility.

3. CURRENT LOCATION OPTION APPRAISAL PROCESS

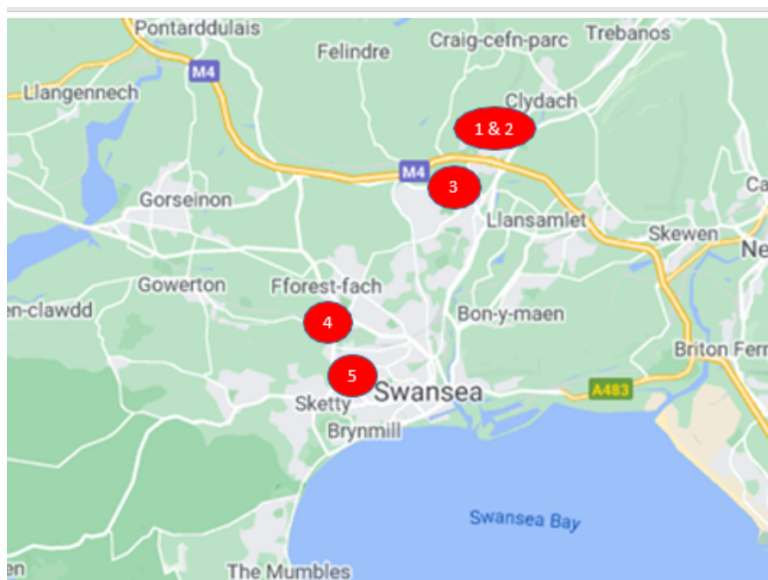
In March 2021 NHS Wales Shared Services Partnership - Specialist Estates Services (NWSSP-SES) were commissioned by Project Board to identify a range of potential locations. NWSSP-SES were tasked with identifying locations sited along the M4 corridor between the Carmarthen area and east Swansea with between 1-2 hectares of developable space. A longlist of 22 potential locations were identified - please see map below (for further details please see **Appendix A**):



The Project Board agreed the following non-financial criteria for evaluating the long list locations:

- Does it support development of a 'one site' model for the future configuration of Mid & South Wales' Cellular Pathology service and car parking (200 spaces)?
- Does it support sustainable recruitment and retention of staff?
- Does it support acute/trauma/cancer services appropriately & supports partnership working with University and regional and South West UK clinical services?
- Is it equitably sited for local population, provides ease of access to/from the M4 corridor, allowing timely transportation of samples?
- Does it have developable space?
- Does it minimise travel time for visiting consultants/services?
- What is the planning risk?
- What is the infrastructure risk (e.g. electrical supply)?
- Ease of acquisition (i.e. site is owned by NHS or minimal acquisition timescales)?
- Other criteria: Planning permissions & planning conditions?; Capital implications?; Programme implications?

In April 2021 Project Board members completed a high-level SWOT analysis of the long list discounting locations which did not satisfy the above criteria and agreed a shortlist of five potential locations. This workshop was well attended and included representation from both Health Boards, the Service Director for Morriston Hospital Delivery Unit, Swansea University, representatives from The Pathology Collaboration and NWSSP-SES. Post the workshop, we engaged with Public Health Wales, which was fully supportive of the outcome. It was independently facilitated by the Chief Executive Officer Life Sciences Hub Wales. The following 5 shortlisted locations were agreed (please see map below):



1. Morriston Hospital - adjacent to the existing Pathology Unit
2. Morriston Hospital - land to the north of Mynydd Gelli Wastad Road
3. Parc Felindre, Llangyfelach, Swansea
4. Plots sited at J44 & J45 M4, Swansea
5. Singleton Hospital (west of Sketty Park)

In May 2021, the Project Board evaluated the shortlist options using a SWOT approach. Singleton Hospital was discounted due to its location providing poor access for specimens from across the region and not supporting recruitment and retention. Plots at J44 & J45 M4 were discounted due to its potential flood plain risk, being a congested site, and being less accessible for staff travelling from the west of the region. The following 3 options were taken forward for detailed evaluation:

- Morriston Hospital - adjacent to the existing Pathology Unit
- Morriston Hospital - land to the north of Mynydd Gelli Wastad Road (ARCH land Plots D1 & D2)
- Parc Felindre, Llangyfelach, Swansea

In October 2021, following test for fit exercises informed by Stride Treglown Architects, Project Board discounted the Parc Felindre, Llangyfelach, Swansea site (this site did not provide optimum clinical adjacencies). Noting that a potentially suitable developable space was available in Morriston Hospital's latest Master Plan (i.e. a large demolitions area in the centre of the main site), Project Board agreed this site should be considered in the final short list for consideration.

Project Board noted the following planning risks:

Location Option	Pros	Cons
Adjacent to the existing Pathology Unit	Provides co-location with the existing Pathology Block, which will continue to host Laboratory Sciences and will host regional Diagnostic Immunology services	Site is limited in size making this a tight fit for the 5,080 m2 new build plus on site car parking for 200 vehicles. Does not provide adjacency with the existing Pathology Block. Higher planning risk (development is linked to delivery of the new access road from the M4).
Mynydd Gelli Wastad Road (ARCH land Plot D1)	Green field site.	Higher planning risk as above. Does not provide adjacency with the existing Pathology Block.
Mynydd Gelli Wastad Road (ARCH land Plot D2)	Green field site.	As above.
Demolitions area within the centre of the main site	Less planning risk than the above options – local planners are receptive	Does not provide adjacency with the existing Pathology Block.

	to a development if we can demonstrate reduced travel impact on site under wider service plans (a Traffic Impact Assessment is currently underway). Ease of access for construction traffic with less disruption to site services.	
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In December 2021 Project Board undertook further test for fit evaluations and agreed the following two shortlisted sites:

Location Option
Adjacent to the existing Pathology Unit - <i>Preferred</i>
Demolitions area within the centre of the main site

4. NEXT STEPS

Once draw-down of OBC stage resources from Welsh Government is agreed Project Board will select a Supply Chain Partner from Welsh Government's Building for Wales Framework to support development of the OBC (final site selection will be informed by evaluation of participating architects tests for fit proposals).

5. RECOMMENDATIONS

Members are asked to:

- **CONSIDER** progress to date, and that the Project Board has agreed that the new build should be on the Morriston Hospital site.

Appendix A Long List

1. Dyfatty Industrial Park, Burry Port, Llanelli, Carmarthenshire, SA16 0FB Plot
2. Plot C7 Llanelli Gate, Dafen Industrial Park, Llanelli, Carmarthenshire
3. Plot C1 Dafen Industrial Estate, Llanelli, Carmarthenshire, SA14 8QG
4. Llysowen Road, Travellers Rest, Nantycaws, Carmarthenshire, SA31 3RS
5. National Botanic Garden of Wales, Llanarthne, Carmarthenshire, SA32 8HN
6. Dragongate, Crosshands, Llanelli, Carmarthenshire, SA14 6RB
7. Cross Hands East Strategic Employment Sites, Cross Hands, Carmarthenshire, SA14 6RE
8. Morriston Hospital – adjacent to the existing Pathology Unit – **shortlisted**
9. Morriston Hospital - land to the north of Mynydd Gelli Wastad Road - **shortlisted**
10. Plots J&V, Swansea West Industrial Estate, Bruce Road, Felinfach, SA5 4HS
11. Parc Felindre, Llangyfelach, Swansea, SA5 7LU- **shortlisted**
12. Aneurin Way, Gower Road, Sketty, SA2
13. Plots sited at J44 & J45 M4, Swansea, SA7 0AH- **shortlisted**
14. Plots C1&C2 Olympus Court, Millstream Way, Swansea, SA7 0AQ
15. Singleton Hospital (west of Sketty Park) - **shortlisted**
16. Plot C3 Fford Amazon - East side of Swansea - Fabian Way SA1 8QX
17. Ffordd Amazon, Fabian Way, Swansea, SA1 8QX
18. Plots SV04 & SV05 Fabian Way, Swansea, SA1 8QT
19. Plot C1 Baglan Industrial Park, Neath Port Talbot
20. Margam Wharf, Port Talbot SA13 1RB
21. Land at Kenfig Industrial Estate, Neath Port Talbot
22. Baglan Energy Park, SA12 7DJ, Neath Port Talbot

PPH Day Surgery Unit



Strategic Development and Operational Delivery Committee

28/04/22

Overview & timelines

The impact of COVID-19 has had a significant impact on the capacity of scheduled care services in Hywel Dda. It also exposed issues in our estate in our ability to maintain protected green pathways for elective procedures.

The Board agreed in Q4 of 2020/21 to pursue a Modular Solution to facilitate and support the return of Elective services within HDdUHB. The Board endorsed and approved a procurement/tender exercise, with a stipulation of achieving a solution no later than Q4 in 2021/22.



The original assumption for the pursuit of the modular solution was based around a revenue (rental) model. However, to achieve delivery in Q4 of 21/22 (as per the deliverable in the Recovery Plan) capital monies were made available to Hywel Dda in November 2021.

It is at this point where weekly mobilisation meetings and wider project delivery arrangements were instated.

Output

- 2 x Laminar Flow Theatres including Preparation Rooms / Anaesthetic Rooms / Dirty Utility
- Recovery Area
- Patient Changing / WC
- Ward area including WC
- Staff Changing including WC / showering facilities
- Storage Facilities
- Reception

The Day Surgery Unit will initially consist of providing day case orthopaedic and general surgery procedures. Day case work will be moved from the main theatre in PPH, freeing up the theatre space to perform more complex orthopaedic procedures

The initial throughput will be based around **10 sessions** per week, whilst the new facility embeds with the intention to rapidly uplift the activity as part of the wider Health Board reset and recovery plans for Scheduled Care.

The Day Surgery Unit is due to go-live on the **9th May**, with the project currently operating within a tight commissioning window.

Inherent risks

Anaesthetic role supply (issue)	Workforce instability	Broader financial risks – delays within construction phase	Risks to the CRL – underspends in the project
Affordability – revenue model	Societal risks – ongoing COVID 19	Equipment receipted in 21/22 – slippage into 22/23	Supply chain risks – module construction and equipment
Tight programme – no headroom	Commissioning risks	Recruitment timescales	Reputational risks – proximity to residential areas

Scheme Outturn (update)

- Summary:
- Approved variations have consisted of:
- Grouting of historic coal seams
 - Enablement of grouting works
 - Floor plan changes
 - X-ray and laser ready theatres
 - Fire alarm connection
 - Additional Group 1 items
 - Extension of time
 - Fibre optic ducting
 - Geotech drainage surveys

	Original Budget	Variations	Current Scheme Outturn
Works Cost	17,058,000	712,214	17,770,214
			0
Fees	163,419	1,055	164,474
			0
Non-works Costs	392,496	7,507	400,003
			0
Equipment Costs	1,044,207		1,044,207
			0
Contingency	1,279,350	-720,776	558,574
Forecast Project Out-turn Cost	19,937,472	0	19,937,472

Equipment has been managed within the project budget (incl. contingency)

Year end position has been well managed with an agreed offset of this project against the draw down of funding on other projects. Limited risk to CRL from this project.

Programme

Key Programme Dates and Activities

Activity	Start Date	Finish Date
Factory		
Prefabricate modules	29/11/2021	10/02/2021
Prefabricate roof, external and internal walls	30/11/2021	17/01/2021
Finishings and internal doors	02/12/2021	25/01/2021
Mechanical and electrical first fix installations	06/12/2021	25/01/2022
FF&E first fix	13/12/2021	26/01/2022
Site Works		
Site set up and reduced level dig	15/12/2021	17/12/2021
Grouting works	18/12/2021	01/02/2022
Foundations	18/01/2022	03/02/2022
Modular Delivery		
Crane setting up on site	13/02/2022	13/02/2022
Transport from The Netherlands to Llanelli	12/02/2022	13/02/2022
Initial modular placement on site – ground floor	14/02/2022	23/02/2022
Modular placement on site – plant room	25/02/2022	25/02/2022
Modular final connections and weathertight joints	19/02/2022	27/02/2022
Internal Fitting Out of Modular Building		
Finishings and secondary furniture	28/02/2022	07/04/2022
Mechanical and electrical installations	24/02/2022	07/04/2022
Vanguard commissioning	08/04/2022	22/04/2022
Full Handover to Trust	22/04/2022	
Trust commissioning	15/04/2022	06/05/2022

Project Governance

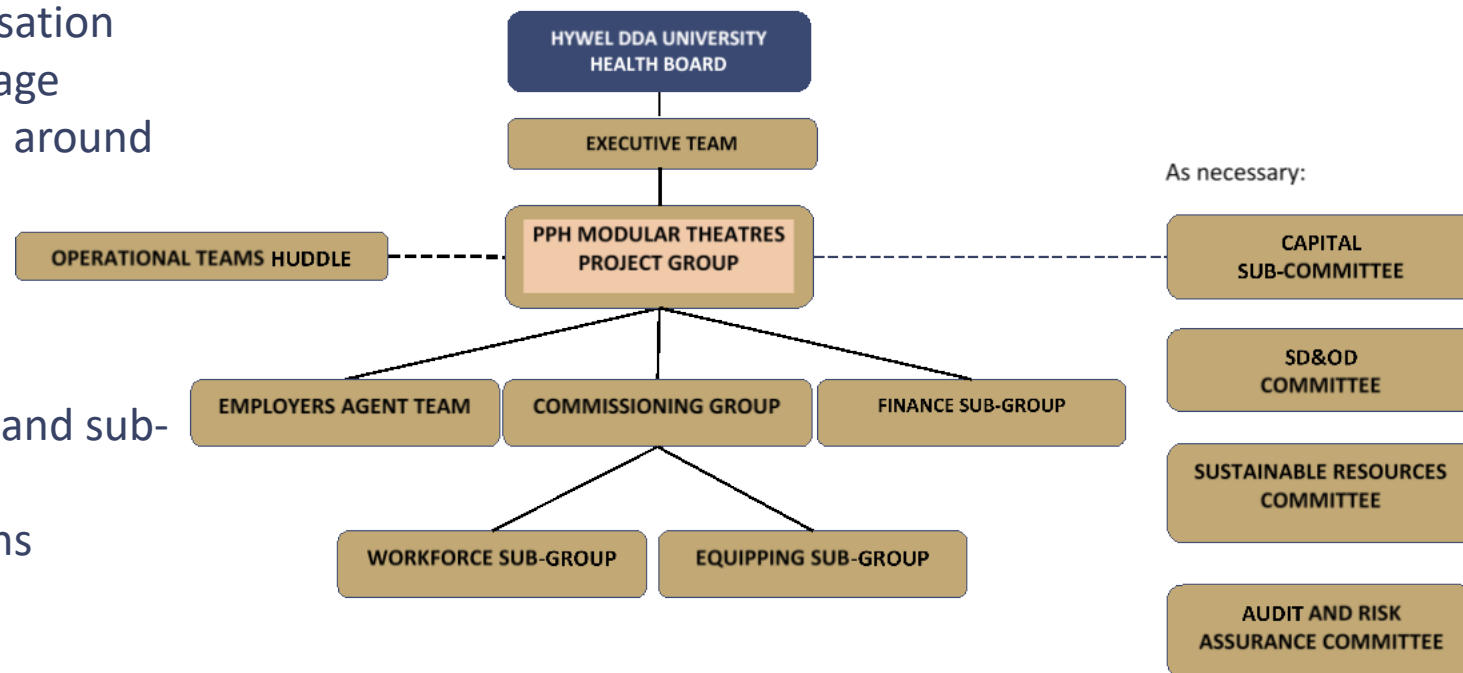
As agreed in the November Board, a weekly mobilisation project board was established to oversee and manage delivery of the project. Project governance centred around this.

Project Execution Plan (PEP)

- Clear roles and responsibilities
- Clear structure and remit of the commissioning and sub-groups within the project structure
- Use of a “RAID” – Risks, Actions, Issues, Decisions
- Construction and organisational risk register
- Change management / scheme of delegation

Use of MS Teams to optimise engagement and transparency in the project.

i.e link to the commissioning plan available throughout



Key components

Project Managers update	<ul style="list-style-type: none"> • Weekly update on construction activities completed and planned upcoming within the programme • Feedback on “architects meetings” • Risk and issue updates
Finance (Capital)	<ul style="list-style-type: none"> • Project outturn • Cashflow and contingency management • Impact of changes / architects instructions
Workforce	<ul style="list-style-type: none"> • Oversight of recruitment and linked activities • Risk assessments for additional posts identified as a requirement (support services)
Equipment	<ul style="list-style-type: none"> • Updates on progress in managing equipment lists – over 900 items ordered • Mitigation of items of concern from inventory • Transferred items of equipment
Commissioning Plan	<ul style="list-style-type: none"> • Summary of all commissioning activity • Day-by-day commissioning plan developed
Comms & Engagement	<ul style="list-style-type: none"> • Comms activity plan created and managed

Ingredients for Success

- Strong leadership at all levels of the project including swift decision making
- Clear roles and responsibilities within good governance arrangements (well oiled machine!)
- Key stakeholder support i.e NWSSP SES & Audit
- Use of a Project Execution Plan
- Risk identification and ownership
- Clear conduit with the Supply Chain Partner (process to issuing instructions etc)
- Supply Chain Partner performance – all external partners
- Financial management
- Client led commissioning – vision, drive and experience of commissioning lead
- Use of a commissioning checklist / template
- Digital competencies used within the project
- Communications and Engagement

Construction phase (Site works & Factory build)



Modular installation



Early February & this week



Internal fittings





DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Commissioning Plan

PPH Modular Theatres - Commissioning Key		Vanguard Commissioning	Clinical Engineering	Full handover to the Health Board																									
13/04/2022		Health Board Commissioning	Maggie / Penny / Nicola	Health board Commissioning																									
Day-by-day plan		Helen / DSU																											