



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 February 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Strategic Outline Case: A Healthier Mid and West Wales - to include PO5a – Estates Strategy
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

This report provides an update to the report provided to the Strategic Development and Operational Delivery Committee on the 21 December, 2023 on the development of the Strategic Outline Case (SOC) and the work underway in support of the 'A Healthier Mid and West Wales' Programme (AHMWW). It covers the correspondence received from the Deputy Chief Executive – NHS Wales and the implications for SOC development and the latest status relating to the Nuffield Trust Review of Hywel Dda University Health Board's (HDdUHB) clinical strategy. Also noted is the need for a new Programme Senior Responsible Officer (SRO) with the departure of the Chief Executive, and reflects the further risk associated with programme delay.

Attached for information is the updated summary position relating to Planning Objective P05a, Estates Strategy, which in large part is dependent upon progression of the AHMWW infrastructure investment.

Cefndir / Background

As previously reported, following a response from Welsh Government (WG) in September 2022 on the next steps regarding our Programme Business Case (PBC) for a Healthier Mid and West Wales, work has been progressing on the following:

- Clinical Strategy Review - The Nuffield Trust were commissioned by Welsh Government to undertake the review of the Health Board clinical model. On the 31 October 2023 HDdUHB received the draft report and points of further clarification from Welsh Government. The report is generally supportive of the model, includes implications for clinical modelling for the Outline Business Case (OBC) and further recommendations. The final report has not yet been issued by WG.
- The Health Board presented to the Welsh Government Infrastructure Investment Board (IIB) on 21 September 2023 to consider programme timing, the implications of programme delay and the infrastructure options considered by the Health Board in the draft Strategic Outline Case for the new Urgent & Planned Care Hospital and Glangwili

and Withybush Community Hubs. WG had agreed that a SOC could be progressed in advance of endorsement of the Programme Business Case and the scope of the Strategic Outline Case including the options were agreed from the outset. The presentation to the IIB resulted in correspondence from the Deputy Chief Executive – NHS Wales dated 31 October 2023; an HDdUHB response dated 14 November 2023; and a subsequent WG response dated 18 December 2023.

- Programme Business Case - this was submitted to WG in February 2022. Ministerial endorsement is subject to satisfactory completion of the Nuffield Trust clinical model review and the outcome of discussion and correspondence following the Infrastructure Investment Board on 21 September 2023.

Organisational Risks

The HDdUHB Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the Healthier Mid and West Wales Strategy. As timeline implications are currently uncertain, this Principal Risk is subject to review.

Governance

With the recent departure of the Chief Executive, the AHMWW SRO role will need to be handed over from February 2024.

Planning Objective P05a Estates Strategy

The work associated with the development of the AHMWW Programme is monitored through Planning Objective P05a Estates Strategy. A summary report has been attached to this SBAR for SDODC information.

Asesiad / Assessment

Correspondence following the Infrastructure Investment Board (IIB) 21 September 2023

In correspondence from the Deputy Chief Executive – NHS Wales dated 18 December 2023, the next steps in the process were clarified as follows:

- Health Board to update Welsh Government regarding the range of options to be included within the SOC. This to include the need to have a sustainable service delivery model for the current hospital estate
- Share details of the actions taken in respect of the recommendations included within the Nuffield Review
- Agree a timeline for the submission of a Strategic Outline Case

Producing the Strategic Outline Case (SOC)

The timeline for SOC submission is dependent upon PBC endorsement and on the number of options the Health Board will need to consider in the SOC and the level of detail required.

Correspondence from WG has set out that HDdUHB will need to demonstrate robust development and consideration of the widest practicable options to deliver the high-level objectives. This issue was discussed at a Capital Review Meeting with WG officers on the 12 January 2024. The Health Board shared the list of potential options which had been prepared for the December 2023 Board Seminar discussion. It was agreed there will be an 'in person' meeting to discuss the potential options and the best approach to the development of the SOC ideally to be held in February 2024. If, as is likely, HDdUHB is asked to work the additional options into the SOC to the same level of detail as those currently included, this will add to the costs required to complete the work and will add to the SOC and Programme timelines.

Current SOC commissions have expired and a procurement process will need to be followed for the team to complete this work. WG have also been asked to consider funding the SOC development.

Clinical Strategy Review

To date the final report has not been shared with HDdUHB and consequently has not been the subject of Board or Committee consideration nor is it yet in the public domain. In correspondence from the Deputy Chief Executive - NHS Wales, HDdUHB has been asked to present actions taken as a consequence of the review to the WG Infrastructure Investment Board. Whilst there might be actions the Health Board can cite, much of the report recommendations relate to actions which would be undertaken as part of a subsequent Outline Business Case. Further clarification is being sought on any particular areas of interest as this is also linked to any advice that might be put to the Minister regarding endorsement of the PBC.

Liaison will be required between HDdUHB and WG Communications teams on receipt of the final report and in advance of it being publicly shared.

Organisational Risks

HDdUHB Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the Healthier Mid and West Wales Strategy. As timeline implications are currently uncertain, this Principal Risk will be reviewed and updated following discussion at Executive Team on 21 February 2024 for reporting in the Board Assurance Framework which will be reported to the Board in March 2024.

Governance

The SRO role has been the subject of Executive Team discussion and could be adopted by the Interim Chief Executive or delegated to an Executive Officer. This is now being considered as part of the wider governance arrangements currently under review by the Interim Chief Executive.

Planning Objective P05a Estates Strategy

The Planning Objective Highlight Report provides progress against key milestones and is attached to this paper for information as Appendix 1.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is requested to:

- **NOTE** the approach being adopted to address the next steps required by WG as set out in their correspondence of the 18 December 2023
- **NOTE** that liaison will be required on the communications relating to the Nuffield Trust review on receipt of the final report and the work that will be required to present to IIB the actions taken or required in relation to the report's recommendations.
- **NOTE** the role of the programme SRO and the recommendation that this be considered as part of the consideration of wider governance arrangements currently under review by the Interim Chief Executive.
- **NOTE** that there may be implications for the Principal Risk 1196, which will be subject to further review.
- **NOTE** the updated Planning Objective summary report attached as Appendix 1

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.5: The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation, including that of any sub committees established.
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 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:	AHMWW Programme Group Executive Team Capital Sub Committee WG Capital Review Meeting

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: P05a Estates Strategy

Executive Lead: Lee Davies

Reporting Period: Quarter 3 – October, November, December, 2023

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). We are behind on the timeline for the completion and submission of a Board approved AHMWW SOC by September 2023. Please see below for the delay details relating to the WG commissioned clinical model review and the WG Infrastructure Investment Board (IIB).

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

1. Completion of the WG commissioned Clinical Model Review by Aug 23 - As at quarter 2 report, draft report received and broadly supportive of the UHB’s clinical model. Formal feedback from WG awaited.
2. Completion and submission of Board approved SOC by Sept 23 – The final version of the SOC will need to reflect the output from the finalised Clinical Model Review and the results of the September 2023 IIB discussions. Correspondence has been received from the Deputy Chief Executive – NHS Wales (October and December 2023). A workshop is to be held with WG to agree the range of strategic options for SOC appraisal which will help determine cost and timeline consequences for the programme. WG formal endorsement of the PBC also remains outstanding and will in part, at least, be dependent upon the UHB responding to the IIB on the actions taken as a consequence of the Nuffield Trust Review.
3. Land consultation for new Urgent and Planned Care Hospital reported to Public Board by Sept 23 – Report presented to 14th September Board resulting in shortlist of 2 sites
4. Submission of regional 10-year capital plan to WG by Aug 23 - Complete
5. Submission of FBC for Cross Hands by Jan 24 - This is now targeted for May 24 as a consequence of the limited response to the market testing exercise to inform the scheme target price.

Activities completed in previous reporting period

Activities as noted above, in addition:

1. The UHB attended the WG Infrastructure Advisory Board (IIB) on the 21st of September to consider programme timing, the implications of programme delay and the infrastructure options considered by the UHB. Correspondence with the Deputy Chief Executive – NHS Wales has followed.

Activities planned for next milestone and reporting period

1. Clinical Review - formal feedback from WG to be received
2. Feedback to WG on the actions taken by the UHB in relation to the Nuffield Trust review.
3. A workshop to take place with WG officers to discuss and recommend the further options to be explored in the SOC.
4. Successful conclusion of above will allow UHB to cost and procure the team to support the completion of the SOC for new hospital, GGH and WGH and to formally consider its approval and submission to WG for their review and subsequent approval. Timing is dependent on any further work emerging from IIB and the timing of the PBC endorsement by WG which must precede consideration of the SOC by the UHB Board.

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.

Any other comments: N/A