

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	31 October 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Implementing the A Healthier Mid and West Wales Strategy to include an update on Planning Objective 8 - Estates Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development and Operational 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)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report provides an update to the report provided to the Strategic Development and Operational Delivery Committee (SDODC) on 29 August 2024 on the work underway in support of the A Healthier Mid and West Wales (AHMWW) programme. The report includes an update on the meeting held between the Hywel Dda University Health Board (HDdUHB) Chief Executive and the Director of Strategic Development and Operational Planning with the Deputy Chief Executive, NHS Wales and the Director of Finance, NHS Wales which took place on 12 September 2024.

The report also provides the updated summary position relating to Planning Objective (PO) 8: Estates Plan, which is running behind the programme set for the planning objective. The programme and timeline are dependent upon the conclusion of an agreed way forward with Welsh Government (WG) which will be reported to SDODC and to Board in due course.

Cefndir / Background

Programme progress has been the subject of regular reporting to the Capital Sub Committee (CSC), A Healthier Mid and West Wales Programme Group and Strategic Development and Operational Delivery Committee. It has not however included any formal re-assessment of the programme timeline since that included in the Programme Business Case (PBC) which was shared with Welsh Government (WG) in February 2022 and remains unendorsed by WG. The PBC timeline targeted October 2029 as the opening timeframe for a new hospital and the repurposed Glangwili and Withybush hospitals.

WG had agreed that a Strategic Outline Case (SOC) for the new Urgent and Planned Care Hospital and Glangwili and Withybush Community Hubs could be progressed in advance of endorsement of the Programme Business Case. The scope of the SOC, including the options, was agreed from the outset. A presentation was delivered to the Welsh Government Infrastructure Investment Board (IIB) on 21 September 2023 which resulted in a series of correspondence between the Deputy Chief Executive and the Health Board. The correspondence from the Deputy Chief Executive, NHS Wales set out the need to explore further options in the SOC.

The AHMWW Strategic Outline Business Case development has been stalled pending clarification of requirements following the HDdUHB presentation to the IIB. This presentation resulted in correspondence from the Deputy Chief Executive, NHS Wales dated 31 October 2023, a HDdUHB response dated 14 November 2023 and a subsequent WG letter dated 18 December 2023 which set out summary next steps as follows:

- Health Board to update the Welsh Government around the range of options to be included within the SOC ... (sic) *and 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

On 15 April 2024 the Health Board received a further letter from the Deputy Chief Executive, NHS Wales which included the final Nuffield Trust Report which reviewed HDdUHB's proposed clinical models and the letter included reference that the report was sent purely in support of the SOC. The report was shared with Board on 30 May 2024, highlighting that the review is broadly supportive of the Clinical Strategy.

HDdUHB met with WG representatives on 22 April 2024 in a workshop to discuss additional potential service and infrastructure scenarios for the SOC. The resulting scenarios were then formalised by email; however, no confirmation has been received to date relating to WG endorsement for this approach or for the funding to progress the SOC.

Asesiad / Assessment

SOC and PBC

In order to help ensure both a common understanding and agreement to a shared view on the best way forward a meeting was arranged between HDdUHB's Chief Executive and Director of Strategic Development and Operational Planning with the Deputy Chief Executive, NHS Wales and the Director of Finance, NHS Wales which took place on the 12 September 2024. This was intended to discuss how best to take the AHMWW programme forward.

The discussion included consideration of the possible ways forward and the potential implications and timeframes. HDdUHB presented the potential timeframes if the programme is to proceed in a manner consistent with the AHMWW Strategy and the timeline for a SOC with an extended scope of scenarios as indicated in WG correspondence.

HDdUHB set out the implications:

- Very significant infrastructure costs to maintain the current estate under either scenario and escalating the longer the timeframe to major capital investment

- The likely clinical service challenges relating to fragile services and that this would impact how HDdUHB might frame the Clinical Services Plan (2)

Having had the discussion with WG colleagues it is now assumed a short period of reflection will be required such that broad agreement is reached in advance of the HDdUHB presenting again to the IIB at a date still to be confirmed. It is hoped this will allow HDdUHB and WG to formalise a jointly agreed approach to take the programme forward. This will need to reach agreement on the approach for SOC completion, PBC implications, timeframe implications, resource implications and communications and engagement implications. It will also need to recognise there will be implications for clinical service and estate infrastructure sustainability for an extended interim period.

The discussions with WG, the implications for the AHMWW programme and implications for interim estate and service strategy are also to be the subject of discussion at the Board Seminar on 24 October 2024.

Planning Objective 8 Estates Plan

The report also provides the updated summary position relating to Planning Objective 8 Estates Plan, which is behind the programme set for the planning objective and is dependent upon the conclusion of discussions with WG and agreement on the way forward as set out above.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to:

- **NOTE** the discussion with WG colleagues on the 12 September 2024 as provided in this report and the meeting to be arranged with the IIB
- **NOTE** the updated summary position relating to Planning Objective 8 Estates Plan, which is behind the programme set for the Planning Objective
- **CONSIDER** the implications of an extended programme timeline

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:	Capital Sub Committee (CSC)

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 2 – July, August, September 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). Discussions with Welsh Government (WG) to clarify the next steps for the SOC development have commenced and further discussions will be required to reach agreement on next steps.

Progress against planned outcomes / trajectories / milestones (please provide 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 (IIB) 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. Completion of Pentre Awel FBC for Integrated Regional Capital Fund (IRCF) 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

Activities planned for next milestone and reporting period

1. Finalisation of Picton Terrace capital funding and approval of lease
2. Review of Cross Hands timeline and capital costs for refreshed FBC
3. Follow up on 12 September 2024 discussion with WG and agree next steps for the PBC/SOC
4. Internal review of options for Fishguard Health and Wellbeing Centre
5. Participate in the refresh of the 10 year Regional Capital Plan
6. Development of bids for Decarbonisation scheme through WG Invest to Save funding route
7. Approval of Pentre Awel lease and finalisation of the Pentre Awel capital funding

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 .

Any other comments: N/A