

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 April 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Pentre Awel Update 2023– Quarter 1
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and 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)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

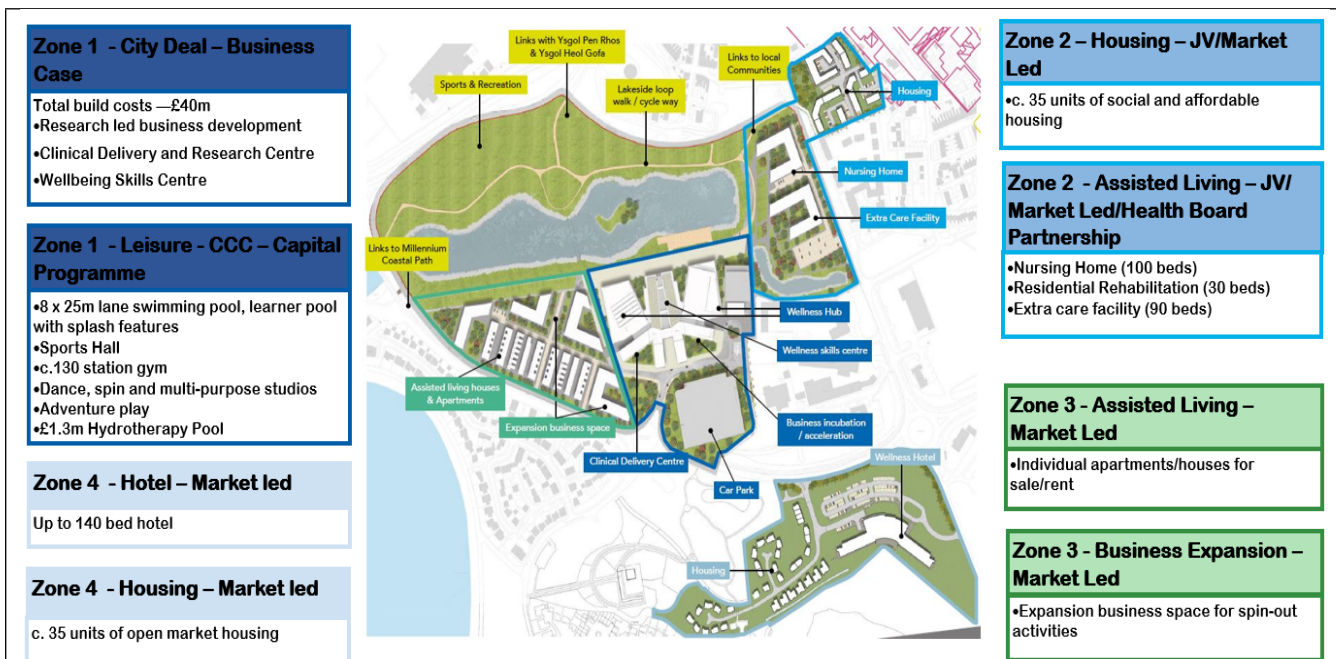
This report forms part of the cycle of regular updates provided to the Health Board Committees regarding the progress for delivery of services within the Pentre Awel development. The report aims to provide assurance that services in Pentre Awel will be aligned with Health Board strategy and that all 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 circa £200m 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 the health board services.

The Pentre Awel development comprises four individual parcels of land each with specific and interconnected use that have been designated as zones which can be delivered together or separately.



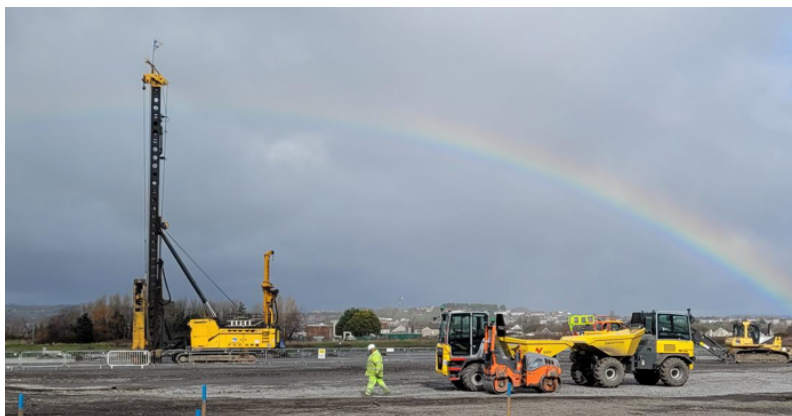
Outline planning consent for the site was formally awarded on 6 August 2019 with all matters reserved.

Zone 1 Construction Milestones

Enabling works commenced October 2022 including earthworks, site preparation and piling mat beneath building footprint.

In February 2023 Carmarthenshire County Council and Bouygues UK (BYUK) entered into a construction contract to deliver Zone 1. An 89-week construction programme is now underway with sectional completion of education facilities planned for September 2024 and full completion/operationalisation targeted October 2024.

Piling activity commenced on 13 February 2023 and will conclude by end of April 2023. There will be 1050 precast concrete piles driven between depths of 18m and 25m.



In March 2023 BYUK and Carmarthenshire County Council (CCC) held the formal Ground-Breaking event. The Secretary of State for Wales was in attendance along with representatives from all partner organisations, the private sector and community.



Community Benefits Being Delivered through Zone 1

BYUK will deliver a programme of community benefits for Zone 1 focused on four key pillars: (1) targeted recruitment and training; (2) supply chain; (3) education initiatives; and (4) community engagement.

An external Stakeholder Community Benefits Group (chaired by Ms Donna Griffiths, BYUK) and internal working group (chaired by Ms Helen Morgan, CCC) have been established to facilitate and oversee BYUK's community benefits programmes. The Stakeholder Group has representation from local schools, Further Education, Higher Education, Hywel Dda University Health Board (HDdUHB), CCC and the third sector.

A successful Meet the Buyer event was held on 30 March 2023 at Parc Y Scarlets to engage the supply chain. The event attracted over 125 businesses, 60% of which were from the SBCD region, with 40% based in Carmarthenshire.

During the pre-construction stage, BYUK has interacted with over 1000 local school pupils and delivered around 25 STEM sessions. Over 350 pupils have participated in BYUK's Believe Academy.

BYUK will run Student Ambassador and Community Ambassador Programmes during the construction phase. The formal launch of the BYUK Student Ambassador scheme took place at Ysgol Pen Rhos on 26 January 2023.

BYUK and CCC has agreed deliverables for targeted recruitment and training (TR&T). A minimum of 4,680 person weeks of TR&T will be delivered, further disaggregated into targets for 'new entrants', 'apprenticeships' and 'trainee and work experience': These will be monitored through the internal working groups as construction progresses.

4,680 TR&T Person Weeks Breakdown	Apprentice Weeks	1675 p/w
	Trainees/Work experience	1603 p/w
	New entrant (inc unemployed, economically inactive)	1402 p/w

Each subsequent development phase will have its own community benefits programme that will contribute to the overarching project deliverables/outputs.

Pentre Awel Components

Update Hywel Dd University Health Board Elements

Health and Care Services delivered within Pentre Awel will form part of the integrated service network both in Carmarthenshire and more widely through neighbouring counties, health boards and with national networks. The clinical services to be delivered on site are those which are evidenced to provide best outcomes when delivered in a community setting through a multidisciplinary team approach and will support a shift to community-based care / delivering care closer to home. The services to be delivered on site will include physiotherapy, occupational therapy, podiatry, lymphedema, audiology, and chronic conditions. The development will further contribute to the improvement of health and wellbeing both locally and nationally through integrating education and training, wellness initiatives, research and development, business development and healthcare initiatives. The health area will also include a Health Technology Hub to make best use of digital technologies to deliver healthcare virtually and a Clinical Research and Engineering Centre, run by HDdUHB, again with an emphasis on community-based trials and innovation and will include assessment rooms and laboratory space.

Significant work has been undertaken during the pre-construction stage to ensure the Clinical Delivery, Research & Tri-Tech and Hydrotherapy areas meet both the clinical and operational needs of the service areas. Accordingly, BYUK and their design team has engaged extensively with clinicians, managers and capital projects representatives. Infection control and Shared Services have also been consulted. In summary:

- The Health Board plans will include consulting rooms, assessment and physiotherapy areas, an audiology suite, group meeting rooms and laboratories.
- Hydrotherapy suite
 - Developed to clinical standard, including 2 Changing Places cubicles.
 - After significant engagement funding has now been secured from the Elizabeth Williams Trust. An additional £300k has been raised by the Hydrotherapy Pool Committee for facilities.
- Heads of Terms drafted and dialogue underway.
- Internal meetings planned to confirm service implementation.
- Clinical Research and Innovation space under discussion linked to Health Board strategy and to optimize the opportunities created through co-location and joint working with academia on site.
- IRCF bid has been prepared to secure additional capital/fit out funding.

An extensive schedule of eleven Reviewable Design Data (RDD) meetings has been undertaken to ensure that the needs of the Health Board are met within the design of the clinical area. This includes power, data and audio visual; internal finishes; security and Fixtures, Fittings and Equipment (FFE) requirements for the health and research spaces. A significant

level of re-design of the clinical delivery, research and hydrotherapy areas has been accommodated by the Authority with cost and programme impacts.

Although the construction of Zone 1 has come under considerable cost pressures given prevailing market conditions there has been no reduction in the specification of the clinical areas. Indeed, the specification has been increased in several instances. The plans for the areas are attached below.



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Education, Skills and Training (EST)

An EST Implementation Group has been established and forms part of the Pentre Awel governance structure. The aim of the group is to facilitate the planning and delivery of courses, programmes and apprenticeships which will both run at Pentre Awel and enable the sustainable operation of the development. The EST Group is chaired by Ms Wendy Dearing, University of Wales, Trinity St David (UWTSD), and has representation from UWTSD, Cardiff University, Coleg Sir Gar, The Regional Skills and Learning Partnership, City Deal Skills and Talent Project, HDdUHB, CCC Education, Social Care, Leisure and L&D.

As part of its remit, the group undertook a mapping exercise to chart existing education, skills development and training provision across the region in subject areas relevant to Pentre Awel, ie health and care, sports leisure and recreation, hospitality, digital and management. A detailed workforce planning exercise is now underway to cross-reference future job roles at Pentre Awel (eg doctors, nurses, carers, software engineers, data scientists) with current courses and qualifications across all levels (eg GCSE, FE, HE and CPD). This will help identify requisite courses, qualifications and career pathways based on projected employment needs on site and to meet regional skills/training gaps and can therefore be used to inform the development of new courses / programmes at Pentre Awel.

Cardiff University is developing the following provision at, or linked to, Pentre Awel: medicine, pharmacy, optometry 'teach and treat', dental and physiotherapy.

Research, Innovation and Business

Critical to Pentre Awel achieving its required economic impact is research, innovation and business development. To deliver an optimal solution in terms of outputs and therefore economic impact the proposal is to create an integrated innovation and business space with Zone 1 Pentre Awel. The focus of work is the development of a "living laboratory of clinical innovation", an ecosystem that will bring together leisure facilities, life science innovation, enterprises, community healthcare and assisted living into an arena where multidiscipline pathways, academics, enterprises, care staff, clinicians and students, can work together to deliver improved healthcare and healthcare outcomes.

The business incubation / growth space at Pentre Awel is designed to help companies to grow, test products and broaden their market opportunities. The facilities will include offices, laboratory space and hot desk areas and will be delivered in partnership with Cardiff University and, importantly, building a network with Trinity St David and Swansea University. The Accelerate model sets the principles of the three universities working together. In Pentre Awel this will be further augmented by the presence of Hywel Dda clinical research which has an already developed track record in collaborative working with academia. Further support has been

secured from the All-Wales Academy for Innovation in Health and Social Care as part of its work with SBCR and AgorIP.

There are a number of additional elements that will contribute to the realisation of these economic development objectives:

- The potential development on site of a 'Living Laboratory' comprising circa 400 units of assisted living. This could be increased by networking into the wider authority provision and the Delta Wellbeing network.
- The Authority, through its Economic Regeneration Team, can offer business and financial advice and further facilities for developing companies.
- The operating model of Delta Wellbeing, both in terms of market access and technology development. Delta will have a presence on site, potentially linked to their technology development and adoption.

Together these elements will lead to Pentre Awel having a key regional and national position in market development and implementation of life science technology.

To ensure that Pentre Awel is ready to become operational, pilot projects have been instigated as proof of concept:

- Pilot research project undertaken on Hyperbaric Oxygen Chamber with a local pharmacist, in partnership with the Scarlets RFC to trial hyperbaric oxygen treatment for long COVID. This sets the principles for accessibility, indemnity and appraisal.
- Pilot undertaken with Ysgol Penrhos, demonstrating the importance of community co-development, the impact of nature on the community, young people having voices and wellbeing.
- A joint working mapping exercise has been undertaken with Hywel Dda Research to ensure that opportunities can be optimised by referral to the most appropriate partner.

These early projects also set principles for the development of evaluation pathways for reporting value-based outcomes and the quantitative analysis of service improvement.

Leisure

The layout of the wet and dry areas are now confirmed. This will include an eight lane 25m swimming pool, learner pool and hydrotherapy suite.

The gym has partly been designed by the Hywel Dda therapist to improve opportunities for cross-referral from Health – promoting the shared desire to shift care to the community.

Outdoor Spaces

A dedicated outdoor spaces working group has been established comprising internal and external stakeholders. This group has developed a longlist of circa 40 ideas for outdoor activities and initiatives which are currently being appraised against a range of criteria to determine their feasibility. Amongst these criteria is the ability to quantify benefits and become part of research trials.

Assisted Living

A multidisciplinary team has been appointed to undertake design development of Zone 3:

- RIBA Stage 1 concept design for up to 10,000m² of expansion business space
- RIBA Stage 2 design (spatial arrangements, massing) for up to 144 units of retirement accommodation – likely to be a mix of 1 and 2 bed apartments and 3 bed bungalows.

- Whilst an initial RIBA Stage 2 report has been compiled for Zone 3, the design team has been asked to undertake a supplementary options appraisal of demand by type and marketability to identify the optimal property mix.

Early engagement is currently underway to scope / understand demand for assisted living facilities within Zone 2 – nursing home, residential rehabilitation and extra care. The assisted living both on site and through the wider care network will provide testbed capabilities for businesses to pilot and research assisted living and broader med-tech devices.

Welsh Language

Significant engagement has been undertaken with Carmarthenshire's Policy Team and an action plan drafted looking at opportunities to use and promote the Welsh language across all elements of Pentre Awel. This action plan is supplemented by a Welsh Language Impact Assessment.

Integration

Integration underlies the whole concept of Pentre Awel – Working across traditional boundaries. This integration will continue when Pentre Awel becomes operational in order that the project will continue to deliver long terms benefits. Integration discussions have been underway throughout the planning phase of Pentre Awel, beginning with the early discussions between Health and Leisure. This has widened considerably over time and a dedicated integration work stream has been established including representatives of all partners. As part of this work stream's remit, a 'service mapping' template has been developed to establish a baseline of services and activities that will/could be delivered at Pentre Awel with a view to identifying and evaluating further opportunities for collaboration.

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 doing so, it is aimed to reduce the incidence of chronic conditions. The focus on health promotion and improved access will, it is envisaged, facilitate improved self-management and allow individuals' care to continue in the community for as long as possible. This should not only improve the health of the population but, 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.

Heads of Terms between The Health Board and Carmarthenshire County Council are currently under development. The agreed designs will form part of these agreements. Currently there is a discussion between the Authority and the Health Board in relation to the extent of the research and TriTech space requirement and the consequent financial implications. Work is being undertaken to clarify the situation with the aim of resolving the position by the next quarterly update.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to RECEIVE ASSURANCE with regard to the progress in the development of the Pentre Awel project, the actions to confirm the Health Board involvement in the project and the overall timeline

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
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):	Choose an item. 1. Staying Healthy 3. Effective Care 6. Individual care 7. Staff and Resources
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable 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	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

	8. Transform our communities through collaboration with people, communities and partners
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Gwybodaeth Ychwanegol: Further Information:	
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 Hywel Dda University Health Board Business Planning and Performance Assurance Committee Hywel Dda University Health Board, Public Board Hywel Dda 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)

Ariannol / Gwerth am Arian: Financial / Service:	<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. The Authority requires No capital funding from the University Health Board other than Hydrotherapy charitable funding from PNC Bank and the Hydrotherapy Pool Committee.</p> <p><u>Revenue</u> Carmarthenshire County Council has developed and submitted to the University Health Board the Head of Terms for the areas. Negotiations are underway and are supported by the IRCF bid developed.</p> <p>Subject to negotiation the estimated rental cost for the clinical delivery, clinical research and TriTech areas are c.£12/sqft plus service charge.</p>
Ansawdd / Gofal Claf: Quality / Patient Care:	<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 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. • 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,</p>

	<p>from schools to FE and HE 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 Health Board 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>
<p>Risg: Risk:</p>	<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 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

	<ul style="list-style-type: none"> 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 Hywel Dda 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 Health Board 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. Hywel Dda 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 Health Board Informatics to maximise opportunities for joint working whilst ensuring cyber security.</p> <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:**

Has EqlA screening been undertaken? Yes

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.

Design engagement undertaken with the Carmarthenshire Disabilities Forum.