

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

<b>DYDDIAD Y CYFARFOD:</b> <b>DATE OF MEETING:</b>	26 August 2020
<b>TEITL YR ADRODDIAD:</b> <b>TITLE OF REPORT:</b>	Pentre Awel Update 2021 - Quarter 3
<b>CYFARWYDDWR ARWEINIOL:</b> <b>LEAD DIRECTOR:</b>	Lee Davies, Executive Director of Strategic Development & Operational Planning
<b>SWYDDOG ADRODD:</b> <b>REPORTING OFFICER:</b>	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 papers provided to the Health Board (HB) Committees providing an update on the progress for delivery of services within the Pentre Awel development. The report aims to provide assurance that services in Pentre Awel will be aligned with HB strategy and that all opportunities will be sought to ensure that the HB can maximise benefits for the delivery of care on site.

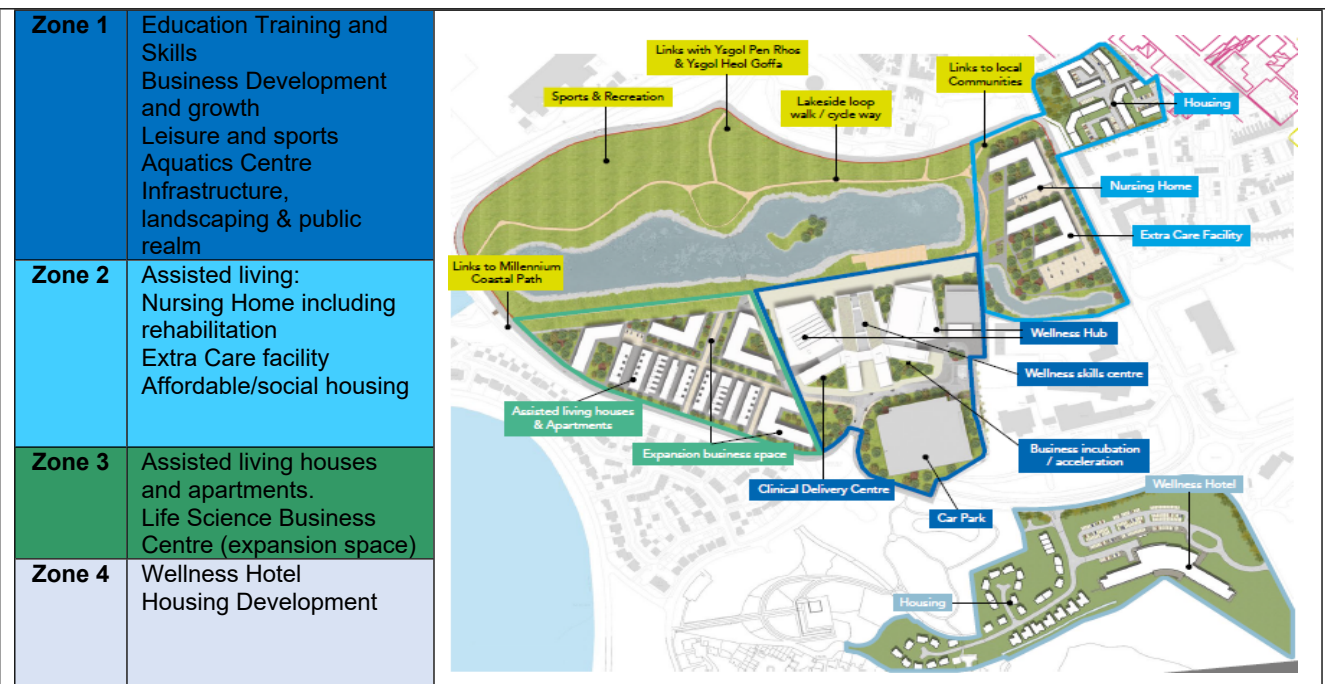
**Cefndir / Background**

Pentre Awel is a landmark development forming the largest single site development proposed for Carmarthenshire. Pentre Awel is a c. £200 million development located across 86 acres of brownfield land and will co-locate public (local government, HB) 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 leisure space.
- 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 HB services.

**Planning & Design Development**

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



Outline planning for the site was approved by Carmarthenshire County Council (CCC) Planning Committee in January 2019 and, following additional flood modelling requested by Natural Resources Wales, consent was formally awarded on 6<sup>th</sup> August 2019.

The Pentre Awel Project has achieved a number of critical milestones in 2021. The project has made significant progress towards achieving financial sustainability, specifically, the City Deal Business Case has been approved which enables the project to access £40m of funding to contribute to the Zone 1 construction. Additionally, a Memorandum of Information was issued to the financial markets to secure funding for the whole site. Expressions of interest from two major financial institutions have now been received and are currently being assessed.

Work has now been completed to scope Zone 2 and Zone 3 Assisted Living. This included a projection of local needs, tenure type and affordability. The aim is that these elements can be developed alongside Zone 1 to provide the infrastructure to support the innovation business development to achieve its projected outputs. The design development for Zone 3 is currently out to tender with bids due back this month.

All workstreams have now progressed to the implementation phase and groups established, with revised Terms of Reference and membership having been developed.

## **Procurement**

The procurement for the main contractor for Zone 1 has been placed through Lot 6 of the South West Wales Regional Contractors Framework. An estimated c. £70m contract, Zone 1 is a two stage, design and build tender to achieve greater cost certainty and allow for early contractor involvement onsite. Responses have been received and are currently being assessed. The aim is to appoint a contractor during September 2021, at which point the Local Authority (LA) will enter the first phase pre-construction discussions. Construction work will subsequently commence with sectional completion commencing September 2023, and full completion of the entire zone and site infrastructure being no later than January 2024.

In recognition of the LA's commitment to maximising local socio-economic impact, a 60% quality/ 40% cost assessment split was adopted for the Zone 1 tender. This is a significant departure from the traditional 70% cost/ 30% quality ratio normally used by the LA for tender evaluation. As part of the 'technical envelope', contractors were asked and scored on a range of 'quality' questions, including community benefits, (opportunities for local engagement, supply chain and education and employment legacy), project method statement and approach to innovation, risk and change management. Taken in isolation, the community benefits criteria account for 35% of the 'quality' score – the largest weighting/ allocation which CCC has ever given to community benefits during a tender exercise. In addition, a mean pricing methodology has been utilised to encourage realistic costings.

### **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 the Village, there will be a strategic focus on incorporating preventative and health promotion interventions which are aimed at reducing 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 HB'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, HB leaders and service managers, alongside training providers.

On completion of the strategy the Health and Wellbeing work stream was stood down. In June 2021 a workshop was held with the objective of re-engaging with professionals across the HB and providing an update on key project milestones, showcasing current designs, seeking feedback and setting out the direction of travel. Key to this was consideration of learning from COVID-19 and the potential implications which this might have on service planning.

Feedback from the Health Workshop has now been mapped against the original proposals set out in the Clinical Delivery Strategy to clearly identify which services have been retained and what additional services have been put forward for consideration. These are currently being confirmed through a series of individual service level conversations. The aim is to complete the exercise by the end of August 2021 for Executive Team consideration in September 2021, prior to confirming the arrangements with the appointed main contractor.

In addition to the detailed discussions regarding clinical space, interest was expressed in the considerable extent of green space to be retained on site and the opportunities this would present for health promotion and wellbeing. Consequently, it was agreed that a Green Space

working group would be established to ensure that opportunities could be identified and maximised.

### Argymhelliad / Recommendation

Strategic Development and Operational Delivery Committee is asked to note the progress in the development of the Pentre Awel project, and the actions to confirm the HB's involvement in the project and the overall timeline.

### **Amcanion: (rhaid cwblhau)**

### **Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 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:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	<ul style="list-style-type: none"> <li>1. Staying Healthy</li> <li>3. Effective Care</li> <li>6. Individual care</li> <li>7. Staff and Resources</li> </ul>
Amcanion Strategol y BIP: UHB Strategic Objectives:	<p>All Strategic Objectives are applicable</p> <ul style="list-style-type: none"> <li>2. Living and working well.</li> <li>3. Growing older well.</li> <li>5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel &amp; waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan</li> </ul>
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-19</a>	<ul style="list-style-type: none"> <li>2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS</li> <li>4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives</li> <li>5. Offer a diverse range of employment opportunities which support people to fulfill their potential</li> <li>8. Transform our communities through collaboration with people, communities and partners</li> </ul>

### **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"> <li>• Assisted Living – Demand and supply projections</li> <li>• Health and Wellbeing – HDdUHB – Annual Plan, Performance Data, Transformation Strategies.</li> <li>• Projection of economic impact produced by Swansea University for City Deal bid. – Aligned with Green Book.</li> <li>• Projection of Health Economic Benefits produced through bespoke modelling.</li> <li>• Site investigation/ ecology/transport report prepared as evidence base for the outline planning application.</li> <li>• Digital strategy.</li> <li>• Geotechnics, GeoEnvironmental, landscape and ecology, acoustics, transport, sustainability and fire modelling as part of the RIBA stage 3 work.</li> <li>• Flood Modelling</li> </ul>
Rhestr Termau: Glossary of Terms:	All terminology is explained within the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	<p>Pentre Awel Project Board and Sub-Groups</p> <p>Hywel Dda University Health Board Business Planning and Performance Assurance Committee</p> <p>Hywel Dda University Health Board People, Planning and Performance Assurance Committee</p> <p>Hywel Dda University Health Board, Public Board</p> <p>Hywel Dda Community Health Council, Service Planning Committee</p> <p>Carmarthenshire County Council, Council Management Team.</p> <p>Carmarthenshire County Council Policy and Resources Scrutiny Committee.</p> <p>City Deal Joint Scrutiny Committee.</p> <p>City Deal Economic Strategy Board</p> <p>City Deal Joint Committee</p> <p>Carmarthenshire County Council, Preliminary Executive Board</p> <p>Carmarthenshire County Council Executive Board</p> <p>Carmarthenshire County Council, Full Council</p> <p>ARCH Delivery Leadership Group</p> <p>Academic Partners Full Council / Management Team / Operational Group as appropriate</p>

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

<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	<p><u>Capital</u></p> <p>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. <b>No capital funding is required from the University Health Board.</b></p> <p><u>Revenue</u></p>
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	<p>The Clinical Delivery Strategy proposes that care is delivered in a series of multidisciplinary units. The details of care delivery are now subject to the commencement of implementation planning. The clinical space will be of standard specification and dimensions, and it is expected that a lease rental agreement will be developed between Hywel Dda University Health Board and CCC. The details of that agreement will be subject to detailed discussion which will be influenced by a range of considerations. The negotiations will seek to achieve mutual benefits for both parties and based on achieving the project critical success factors in terms of economic regeneration and addressing identified skills shortage.</p> <p>Subject to negotiation the estimated rental cost is c.£12/sqft plus service charge and subject to agreement with the District Valuer and refinement of service charge parameters.</p>
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	<p>Services delivered will focus on wellness and not on illness, and therefore on living and staying healthy and independent longer; 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 HB involvement in Pentre Awel. This work has been revisited through the workshop and individual service discussions and will now progress through to implementation and a reconfigured group will be established to take this planning forward.</p> <p>A Health Technology Hub had been specified within Pentre Awel. With COVID-19 learning, the planning is to expand this facility to enhance the capability to provide remote access to services and information and act as a base for monitoring care. Potential uses include:</p> <ul style="list-style-type: none"> <li>• Provide access to specialist medical care based at another location, enabling more effective use of senior medical resources and reduce need for travel.</li> <li>• Provide mentoring/ masterclass opportunities for clinical staff.</li> <li>• Promoting a safe home environment through monitoring the use of Assistive Technology, for example, to support frail elderly and those with dementia.</li> <li>• Supporting independence for those in homes with Assistive Technology, including video conference facilities for consultation or medical advice.</li> <li>• Information and support to enable people to manage ongoing conditions.</li> </ul>
<b>Gweithlu: Workforce:</b>	<p>It is envisaged that the Village will have positive impacts on recruitment and retention, with the aim to develop a sustainable, multidisciplinary workforce through improvement of opportunities. The Village is projected to create 1,853 jobs by Year 15.</p> <p>It is proposed to educate a wide range of students on site through formal teaching and placement opportunities spanning the education continuum, from schools to Further Education and Higher Education institutions. It is</p>

	<p>aimed to provide aspirational, but attainable, opportunities for career progression.</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 HB 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 Village site will enable the delivery of supported employment opportunities in the Village to help people with disabilities achieve sustainable long-term employment.</p>
<b>Risg: Risk:</b>	<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, CCC.</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"> <li>• 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.</li> <li>• 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.</li> <li>• Updating the design specification to ensure the Village can meet the latest research, health and education requirements. This may include a Biobank, point of care testing and adaptable innovation space.</li> <li>• Recruitment into entry level positions from the local community and upskilling through the development of pipelines of training.</li> <li>• Institutional investors are likely to favour this type of investment over office/ retail.</li> </ul>
<b>Cyfreithiol: Legal:</b>	<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>
<p><b>Enw Da: Reputational:</b></p>	<p>The following statement was issued by the HB in support of the Village:  <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>An Independent legal review and Wales Audit Office review have concluded and have fully endorsed the governance and management of the procurement process and all work undertaken to date.</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>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. The Project Management Office has relocated to adjacent offices to enhance joint working.</p>
<p><b>Gyfrinachedd: Privacy:</b></p>	<p>Data systems used within Pentre Awel will be based on the Public Sector Broadband Aggregation (PSBA). Discussions have been undertaken between CCC and HB 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>
<p><b>Cydraddoldeb Equality:</b></p>	<ul style="list-style-type: none"> <li>• Has EqlA screening been undertaken? Yes</li> </ul> <p>Consideration has been given to protected equality groups as part of the Health Impact Assessment (HIA) in order that these demographic cohorts are given 'due regard' within the business and service planning processes for the Village. 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 Village development may have on those categorised as vulnerable or disadvantaged.</p> <p>Design engagement undertaken with the Carmarthenshire Disabilities Forum.</p>