



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 December 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Pentre Awel Update December 2021 - Quarter 4
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development and Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Sharon Burford, Project Manager, Carmarthenshire County Council (CCC)

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Choose an item. Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report provides an update to the Strategic Development and Operational Delivery Committee (SDODC) on the progress for delivery of services within the Pentre Awel development. The report provides assurance that services at Pentre Awel will be aligned with the Hywel Dda University Health Board (HDdUHB) Strategy and that all opportunities will be sought to ensure that HDdUHB can maximise benefits for the delivery of care on site.

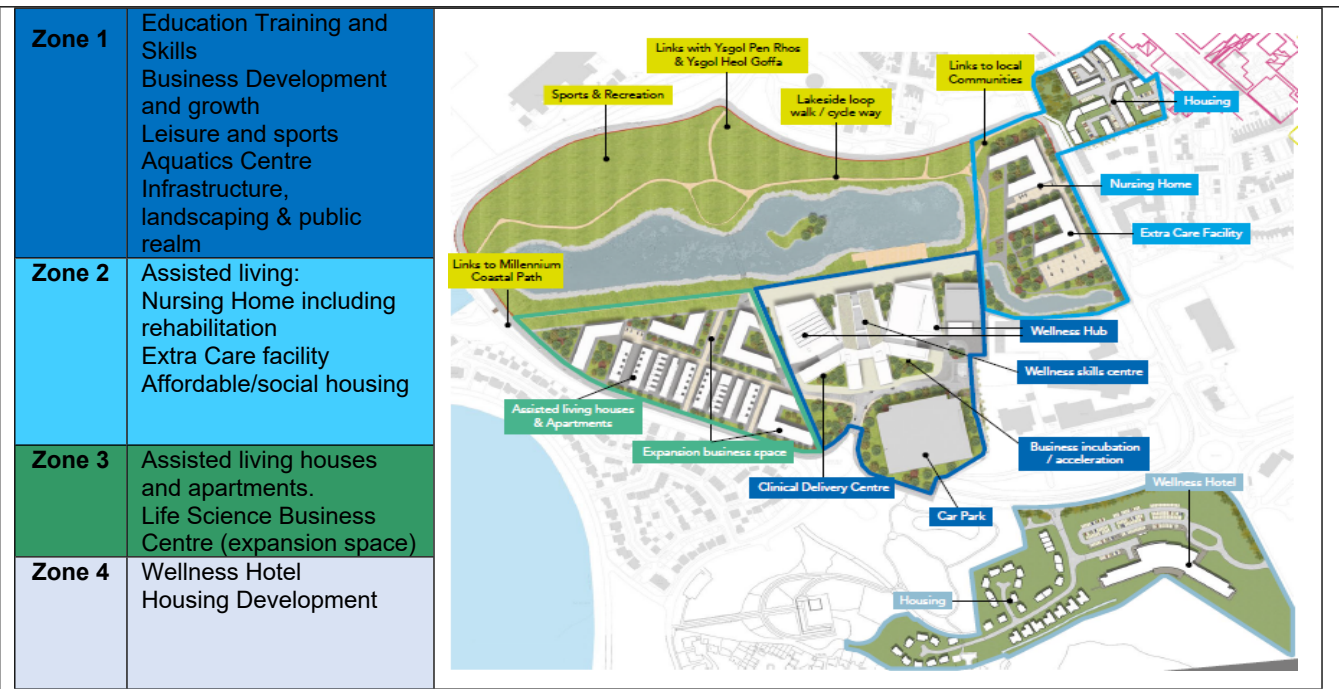
Cefndir / Background

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, HDdUHB) academia, private and voluntary sectors, create an environment for leisure, education, research and development, business incubation and health promotion. In summary, Pentre Awel will create:

- £199.5m 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 £467m Gross Value Added (GVA) by 2034.
- A multidisciplinary community health, care and research facility linked to HDdUHB 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 Planning Committee in January 2019 and following additional flood modelling requested by Natural Resources Wales, consent was formally awarded on 6th 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 was approved in March 2021. Subsequent to this, funding agreements were signed to enable the drawdown of £40m of funding in tranches 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. Formal expressions of interest from two major financial institutions have now been received and an optimal balance of funding through the whole life of the development is under consideration.

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 procurement for the design development for Zone 3 has been completed and the contract awarded to AHR Architects, it is anticipated that this work will be completed by March 2022.

All workstreams have now progressed to the implementation phase and groups established with revised Terms of Reference and membership developed. Additionally, a new Green Spaces sub-group has been formed to give consideration to the outdoor environment at Pentre Awel. An introductory workshop, comprising representation from HDdUHB, leisure, education and third sector, was convened in November 2021 to scope potential activities and interventions suitable for the outdoor/green spaces. A broad range of ideas were expressed, from intergenerational activities to workplace, learning, health and wellbeing initiatives (e.g., nature trails, outdoor consultations, green exercise and social prescribing). Moving forward, the

resultant workshop report will inform an options appraisal to ascertain the feasibility of the ideas generated.

A policy has been developed to enable Third Sector Groups to have facilities in Pentre Awel; the groups will be assessed against their ability to contribute to the overall aims of the project through matching to the 5 Life Stages and the Health Impact Assessment recommendations.

Procurement

The procurement for the main contractor for Zone 1 was placed through Lot 6 of the South West Wales Regional Contractors Framework, adopting a 60% quality/40% cost assessment split to maximise local socio-economic impact. An estimated circa £70m contract, Zone 1 is a two stage, design and build tender to achieve greater cost certainty and allow for early contractor involvement onsite.

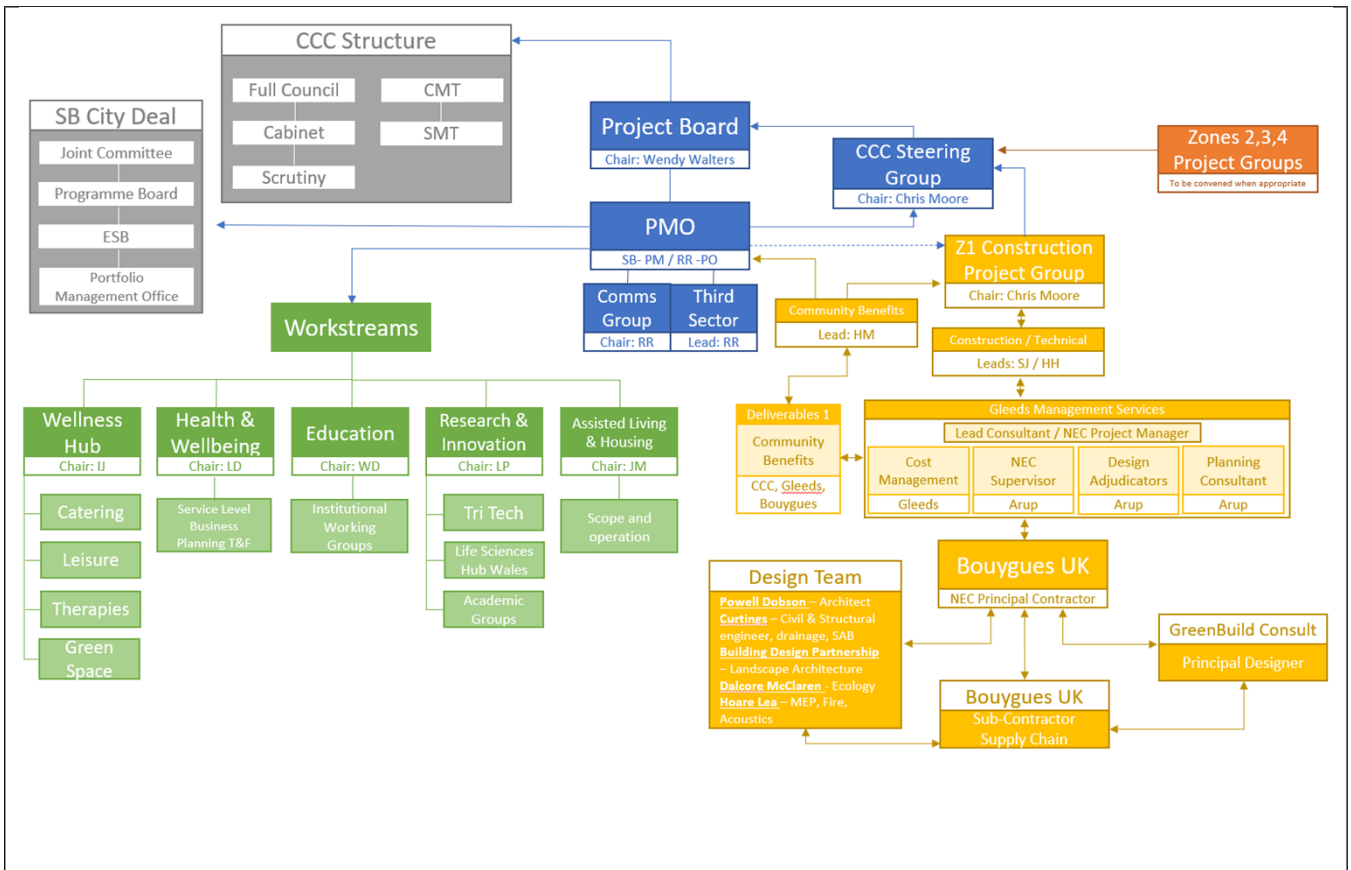
In October 2021, Bouygues UK were appointed as the successful contractor to deliver Zone 1 of Pentre Awel. Bouygues UK and CCC have now entered into a circa seven-month Pre-Construction Period to undertake important activities such as Royal Institute of British Architects (RIBA) Stage 4 design, reserve matters and discharging of pre-commencement planning conditions. Initial meetings and workshops on design, programme and risk have been held. Gleeds and consultants Arup, will be supporting CCC throughout the design and build period by managing the New Engineering Contract (NEC), delivering planning and design adjudication functions and providing on-site supervision.

A review of RIBA Stage 3 designs for the Clinical Delivery Centre and Clinical Research Centre is underway. Design Review meetings have been held with the relevant leads. The proposed amendments to the Clinical Delivery Centre, as presented and agreed at Executive Team in September 2021, have been submitted to Bouygues UK. This includes the removal of adjoining doors between consultation/examination rooms, re-location of the Health Technology Hub and minor re-configuration and re-labelling of some clinical units.

The involvement of Tri-Tech within the Clinical Research Centre has necessitated a re-design of the ground and first floor research space to ensure it is reflective of their research programme and activities, including the accommodation of freezers.

Following the completion of the pre-construction period, construction work will subsequently commence with sectional completion of the educational facilities programmed for September 2023 and full completion of Zone and site infrastructure early 2024.

To deliver the implementation phase of the Pentre Awel Project a revised governance structure has been established which is illustrated on the next page. Alongside planning and design, a dedicated Community Benefits group has been established to facilitate and oversee the delivery of Bouygues UK Community Benefits programme. This will include targeted recruitment and training, education, community and supply chain initiatives.



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 together 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 HDdUHB'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, HDdUHB 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 to re-engage with professionals across HDdUHB

and provide an update on key project milestones, showcase current designs, seek feedback and set out the direction of travel. Key to this was to consider learning from COVID-19 and the potential implications 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 were currently confirmed through a series of individual service level conversations. This exercise was completed in August 2021 and taken to Executive Team in September 2021. Following agreement at Executive Team discussions have commenced to develop the Heads of Terms between HDdUHB and CCC.

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, a Green Space working group will be established to ensure that opportunities can be identified and maximised.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to note:

- the progress in the development of the Pentre Awel project.
- the actions to confirm Hywel Dda University Health Board's 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):	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

Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	Individual work areas have been evidenced; main documents include: <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.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to Business Planning Performance and Assurance Committee.	Pentre Awel Project Board and Sub-Groups HDdUHB Business Planning and Performance Assurance Committee Public Board, HDdUHB HDdUHB Community Health Council, Service Planning Committee Council Management Team, CCC. Policy and Resources Scrutiny Committee, CCC. City Deal Joint Scrutiny Committee. City Deal Economic Strategy Board City Deal Joint Committee

	Preliminary Executive Board, CCC Executive Team, CCC Full Council, CCC ARCH Delivery Leadership Group Academic Partners Full Council / Management Team / Operational Group as appropriate
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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. No capital funding is required from HDdUHB.</p> <p><u>Revenue</u> The Clinical Delivery Strategy proposes that care is delivered within a clinical delivery area adjacent to the clinical research facilities. Implementation planning has been undertaken with service leads since the Q3 report. The clinical space will be of standard specification and dimensions. Discussions have now commenced between HDdUHB and CCC to develop the Head of Teams for the area. 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 circa £12/sq ft plus service charge and subject to agreement with the District Valuer and refinement of service change parameters.</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 HDdUHB 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-19 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.
<p>Gweithlu: Workforce:</p>	<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, from schools to Further Education and Higher Education institutions. It is 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 HDdUHB 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, 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</p>

	<p>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 • 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
<p>Cyfreithiol: Legal:</p>	<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 HDdUHB 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>Enw Da: Reputational:</p>	<p>The following statement was issued by HDdUHB in support of Pentre Awel: <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. HDdUHB 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. Project Management Office has relocated to adjacent offices to enhance joint working.</p>
<p>Gyfrinachedd: Privacy:</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 HDdUHB 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>Cydraddoldeb: Equality:</p>	<ul style="list-style-type: none"> • Has EqIA screening been undertaken? Yes <p>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.</p> <p>Design engagement undertaken with the Carmarthenshire Disabilities Forum.</p>