

Name of Sub-Committee:	Capital, Estates, and IM&T Sub-Committee (CE&IM&TSC)
Chair of Sub-Committee:	Chair – Lee Davies, Director of Strategic Development and Operational Planning
Reporting Period:	October - November 2021
Key Decisions and Matters Considered by the Sub-Committee:	
CEIM&T Terms of Reference	
<p>Draft terms of reference were presented to the Sub-Committee for consideration. It was agreed that further amendments were required as follows:</p> <ul style="list-style-type: none"> • The IM&T references to reflect the capital implications only as Digital responsibility now reports into the Sustainable Resources Committee. • To include a reference to the capital implications of the decarbonisation agenda. • To include a narrative around the decision-making authority of the Sub Committee. 	
Capital Resource Limit (CRL):	
The following key matters were discussed:	
Discretionary Capital Programme 2021/22:	
<ul style="list-style-type: none"> • The total CRL reported - £32.474m. • Since the last report to the Sub-Committee, the following funding has been approved: <ul style="list-style-type: none"> ○ £4.824m for COVID-19 related schemes. ○ £0.389m Invest to Save funding related to decarbonisation schemes. ○ £0.460m for Withybush General Hospital (WGH) decant ward fees. • There has been a decrease of £4.263m because of capital scheme slippage. Further details of this are on Page 2 of the report however the most notable slippage is £2.525m related to Fire Enforcement Works (WGH). • It was noted that an increase in the CRL is expected for end-of-year Welsh Government (WG) capital of £3.2m. • Funding of £132k is expected for digital eye care. This is in relation to an All-Wales scheme lead by Cardiff & Vale University Health Board and is predominantly the Health Board cost of maintaining the projects. • There are several risks to managing the CRL which are out of the control of the Health Board including: <ul style="list-style-type: none"> ○ Shortages of key component materials including steel, glass and semiconductors. ○ The potential further impact of COVID-19 on programmes of work in the live hospital environment. • A contingency plan is being developed including the back up list of deliverable equipment and digital priorities. Enhanced monitoring arrangements are in place to ensure the earliest possible identification of slippage against capital schemes • Since the report for the Sub-Committee was prepared, confirmation has been received from WG that the Same Day Emergency Care (SDEC) bid for £142k has been approved. Work has now commenced to progress those schemes. 	

Capital Programme 2022/23

- Work has commenced on the prioritisation of next year's programme. The assumption has been made that there is still £7.4m available through the discretionary capital allocation in line with previous years.
- The pre-commitments against the allocation are currently estimated at around £3.3m.
- First draft of 2022/23 programme will be brought back to the Sub-Committee in January 2022.

The Sub-Committee were asked to:

- Endorse the diagnostic imaging bids submitted to WG.
- Endorse the current pre-commitments for 2022/23.

The Sub Committee noted the following:

- The Capital Resource Limit (CRL) for 2021/22.
- The financial risks currently being managed.

The work being undertaken on the capital prioritisation for 2022/23.

Capital Governance – Project Highlight Reports

The Sub-Committee received the capital project highlight reports, noting the projects with red and amber RAG status.

Projects with red RAG rating	Projects with amber RAG rating (2 consecutive months +)
Cross Hands Health & Wellbeing Centre	Carmarthen Hwb
Women & Children Phase II	Transforming Mental Health (TMH)
	Aseptic Scheme
	Chemotherapy Day Unit - Bronglais General Hospital (BGH)
	Aberystwyth Integrated Care Centre
	Welsh Community Care Information Solution (WCCIS)
	Fire Enforcement Work (WGH)
	Fire Enforcement Work (GGH)

Other points noted were:

- WG will review the community schemes once the A Healthier Mid and West Wales (AHMWW) Programme Business Case (PBC) is submitted as this provides the strategic context for those developments.
- The service moves associated with the Carmarthen Hwb will need to be discussed with the Community Health Council and are likely to require public engagement.
- The Highlight Reports currently being used will be reviewed to reflect current performance and RAG rating rather than only reflect historic ratings.

Capital Governance Review

The Capital Governance Review report was presented to the Sub-Committee providing a copy of the review that had been undertaken and the recommendations emanating from this as a result. The Management Response and Action Plan were also attached. The Sub-Committee approved the management response and noted that it would be submitted to the next Audit and Risk Assurance Committee meeting.

CEIM&T Risk Register Update

A report was presented to the Sub-Committee with an overview of the key points:

- The report provides a summary of four risks that meet the criteria for submission to the Sub-Committee. One risk is extreme and three are high; all four are at the same level as last reported in July 2021.
- One risk has been removed since the previous report because the risk has been de-escalated to Service level and no longer meets the criteria for reporting.
- The rationale for risks 156 (Medical Directorate) and 839 (Mental Health) will be reviewed.
- Themed Risk Registers were attached to the report as appendices:
 - Appendix 2 – Capital, 126 risks
 - Appendix 3 – Estates, 107 risks
 - Appendix 4 – IM&T, 33 risks

The report contains a table that tracks the number of themed risks from March 2021 to March 2022. It was suggested that the four risks summarised in the report are reviewed by the risk owners.

Welsh Government Dashboards Reports

The Sub-Committee received Month 7 Dashboards submitted in October 2021 and were assured that the dashboards had been submitted on time in line with the good practice achieved so far this year.

It was confirmed that the Dashboards are scrutinised by the WG in their All-Wales Capital Programme meetings and that the comments received from WG will be addressed in the next submission.

Estates Funding Advisory Board Tracker

Bids submitted to WG were successful in receiving approval for £5.429m across key areas of Fire Safety Backlog, Estate Infrastructure, Mental Health Estate and Decarbonisation. To receive the funding, a scheme had to be planned, secured, delivered, and commissioned within the 12 months deadline and confirmed at the start of the financial year.

The following concerns regarding the Estates Funding Advisory Board (EFAB) schemes were noted:

Two projects need further work to confirm they are deliverable within the financial year:

- Hafan Derwen Solar Farm – an agreement on funding has been reached with WG.
- Electric Vehicles – supply issues mean that currently only one of the seven vehicles is guaranteed for delivery before the end of the 2021/22 Financial Year. There will be a pre-commitment to the 2022/23 DCP for the remaining vehicles.

The Sub-Committee noted the contents of the Estates Advisory Board Funding Tracker report.

Primary Care Investment

The importance of understanding the investment needs and risks in terms of accommodation in the Primary Care Estate was acknowledged. An overview of the situation was provided and a HIW review is anticipated across the five managed GP practice sites in Carmarthenshire and Pembrokeshire. Works have been identified for the continuing delivery of services and the provision of safe environments. Preliminary costs for the works are currently being identified. The Sub Committee noted that the managed practices, and the need to address the environmental conditions, had been discussed at the last Strategic Development and Operational Delivery Committee (SDODC) meeting. Primary Care is embedded in the prioritisation process for capital and an allowance for the capital component of the work has been added to the pre-commitments for next year. Improvement works on a smaller scale are likely to occur in year from estates revenue maintenance funding.

Integrated Care Fund (ICF) Capital Update

The ICF Capital update report and Capital Investment Plan were presented. The report detailed several ongoing capital programmes. There are projects across the region that are currently in the process of being delivered and a number which are currently on hold. Good progress was noted on the Safe Accommodation for Children Project. This is a significant programme with an initial investment of £2.3m. The ICF from WG ends on 31st March 2022 and work is being undertaken with WG to identify the next iteration of the funding. The Sub Committee noted that Health Board representation at a strategic level needs to be identified for the ICF.

A Healthier Mid & West Wales – Programme Business Case Update

The following key matters were noted by the Sub-Committee:

- The final report from the Programme Assessment Review has been received and an action plan developed.
- A visit was undertaken to the Grange and they have shared their lessons learnt from their experiences.
- A Land Identification Workshop was held on 22nd October 2021. The appraisal of the Long List identified a Shortlist of five sites.
- Work has been undertaken to ensure consistency with messages and the associated recommendations from the previous consultation. This work will be reported to Board Seminar in December 2021.
- The current timeline is showing completion of the PBC for Board in January 2022. The key activity is the capital and revenue costing work for the three main scenarios.
- A draft of the PBC will be shared with the Chief Executive and Director of Strategic Development and Operational Delivery for review.
- A Transport annexe is expected from WSP; this will be a key annexe to the document.

Post Project Evaluation & Lessons Learnt

The Sub-Committee received an SBAR and Project Closure Report. The report detailed the Post Project Evaluation (PPE) of Cardigan Integrated Care Centre ahead of a Gateway 5 review in March 2022.

Infrastructure & Investment Plan Update

A progress update was provided against the schemes listed in the Infrastructure Enabling Plan for 2022/25. A working draft plan was included and is structured to consider the Implementation of the AHMWW Strategy, Business Continuity schemes and the Business-as-Usual schemes. This details the work progressed to date and will continue to be reviewed. The draft has been updated to reflect the most recent Digital response, the equipment update, the current Estates and Facilities Performance Management System (EFPMS) returns for 2021. The work on the Discretionary Capital Prioritisation Matrix and the current position regarding the allocations for next year is ongoing.

Papers for information

The Sub-Committee noted the following papers for information:

- Capital Review Meeting - Minutes of meetings held on 22nd July and 22nd September 2021
- Capital Monitoring Forum – Minutes of meetings held on 21st September and 12th October 2021.
- Capital Planning Group – Minutes of meetings held on 19th August and 28th October 2021
- Sub-Committee Work Plan 2021/22
- SBAR Imaging Diagnostic Priorities November Board

Matters Requiring Strategic Development and Operational Delivery Committee Level Consideration or Approval:

All other key capital matters are included in the separate DCP update reports on the SDODC agenda.

Risks / Matters of Concern:

Capital Resource Limit and Discretionary Capital Allocations 2021/22: The capital allocation remains insufficient to provide SDODC with full assurance on the management of infrastructure and backlog risks for the 2021/22 year.

Capital Projects: To note the capital projects included in this report currently reporting a high risk. Further detail is included in the separate DCP 2021/22 and Capital Governance report on SDODC's agenda.

Planned Sub-Committee Business for the Next Reporting Period:

Future Reporting:

- Terms of Reference Review
- Capital Governance Review Action Tracker
- Governance Update
- Risk Update Report
- Operational and strategic issues:
 - DCP Update
 - Dashboard Report

- Estates Advisory Board Funding Tracker.
- Capital Planning Developments
 - A Healthier Mid and West Wales PBC Update
 - Post Project Evaluation and Lessons Learnt
 - Infrastructure Investment Plan.

Date of Next Meeting:

27th January 2022