

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	26 October 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Programme Business Case Position Update - New Urgent and Planned Care Hospital
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies – Director of Strategic Development & Operational Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Paul Williams, Assistant Director of Strategic Planning (Programme Manager)

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

### ADRODDIAD SCAA

#### SBAR REPORT

##### Sefyllfa / Situation

Work is progressing on the Programme Business Case (PBC) in support of the University Health Board's (UHB's) Health and Care Strategy, 'A Healthier Mid and West Wales' (AHMWW). In association with this is the parallel work to identify a suitable site for the proposed new Urgent and Planned Care Hospital.

The Strategic Development and Operational Delivery Committee (SDODC) is asked to note the current position and to discuss any emerging issues which will need to be managed by the Programme Group.

##### Cefndir / Background

This report provides an update on progress that has been made to date on the development of the AHMWW programme.

Specific planning objectives relating to this work have been endorsed by the UHB and are as follows:

- Produce a Final Business Case (FBC) by March 2024 for the implementation of a new hospital in the south of the UHB area for the provision of urgent and planned care (with architectural separation between them). This will be on a site between Narberth and St Clears. Using the experience and change brought about by the COVID-19 pandemic, the plan should be focussed on minimising the need for patients and staff to attend and, for those who require overnight care, the shortest clinically appropriate length of stay (PO 5C).
- FBC for the repurposing of the Glangwili General Hospital (GGH) and Witybush General Hospital (WGH) sites completed and submitted by March 2024, in line with the strategy published in November 2021 (PO 5D).
- With relevant partners, develop a plan by 2024 to address access, travel, transport and the necessary infrastructure to support the new hospital configuration, taking into account the learning from the COVID pandemic (PO 5E).

To deliver the UHB's Health and Care Strategy will require the delivery of the Business Cases for all of our strategic capital developments in support of the implementation of the clinical service model.

The PBC Senior Responsible Officer (SRO) is the Chief Executive, the Lead Executive is the Director of Strategic Development & Operational Planning. The Programme Manager is the Assistant Director of Strategic Planning and Developments.

### Asesiad / Assessment

This report provides an update on:

- Feedback from the 'Performance Assessment Review', organised through the Welsh Government (WG) Assurance Hub
- Progress with the PBC
- Land Selection Process

#### **Feedback from the Performance Assessment Review**

A Performance Assessment Review (PAR) in support of our work programme was undertaken from the 22<sup>nd</sup> to the 24th September 2021. This was organised through the WG Assurance Hub and is a variation on a traditional Gateway Review. The process involved the review of programme documentation and interviews with key individuals including the SRO and Lead Executive. Their brief covered the following three areas:

- the current arrangements for the finalisation of the PBC
- to test the robustness of planning for the future development of the Outline Business Case (OBC)
- to review the land selection process

The review concluded in a positive report with an amber delivery confidence rating which is driven by two principal concerns as follows. Firstly, 'that the expectations of the team and of WG in terms of what the PBC needs to do may not be aligned. Given the work outstanding and the timescale for completion, the team must get the PBC right in the first instance. There is a risk, therefore, that meeting the deadline could be at a cost to the quality and robustness of the case and consequently lead to delay in securing approval to the next stage'. Secondly, 'a concern about the predicated timescale for the subsequent OBC and FBC. There is a considerable amount of work to be undertaken on the OBC which will require a significant step-up of activity and augmentation of resources. We saw the effect of the challenges with the modelling work over the past 12 months and the delay that resulted. It will be important that the drivers for the timescales and the schedule of activity are subject to rigorous analysis as the programme moves into the next phase'.

A meeting has subsequently been held with WG Capital team colleagues and assurance received on the first of the concerns above, that the expectations related to the PBC are aligned, and the UHB team will continue to share documentation as it is drafted to ensure early feedback and a 'no surprises' approach.

The following recommendations were also provided:

- The SRO and team might review the draft Strategic and Economic Cases to ensure that they confirm the earlier work and also focus on the robustness of that solution against the 'here and now'.
- The PBC should make clear that this is not a stand-alone capital project but has dependencies with developments in the community.

- The communications and engagement plan in development should identify the additional resource required now and subsequently for the more targeted approach to the next stage.
- The Review Team recommends that processes are mandated and documented to ensure continuity of joined up working and mitigate the risks around the communications and engagement teams being in separate Directorates.
- The terms of reference, mandate, governance and roles and responsibilities should be reviewed before the next stage.
- The SRO should ensure that there is a gap analysis and assessment of the resource requirement and that a business case for resources is produced before the start of the next phase.

The recommendations and associated actions will be addressed through the Programme Group.

### **The Programme Business Case**

Following the conclusion of the modelling work to drive bed scenarios, the programme team are now working through the sequence of activities to complete the PBC. These include the following:

- Schedule of Accommodation has been issued to the design team.
- Estate plans for multiple scenarios are underway including both refurbishment and new build options for WGH and GGH.
- Capital costing of the scenarios will follow.
- Workforce assumptions and revenue costing of the scenarios will follow. A key risk is that the revenue costings and affordability analysis might need further iterations which would impact on delivery timelines.
- Drafts of the PBC documentation have been shared with WG capital colleagues and feedback incorporated into the PBC. This way of working will continue.
- Contacts have been made to ensure lessons are learned from other recent major capital projects in Wales and that we evidence the learning in the PBC.
- The public engagement period May to June 2021 has been the subject of a feedback report now signed off by the Lead Executive and this will be reflected in the PBC.
- The transport workstream is in the process of finalising the content to make up the Transport Annex of the PBC; this includes work with colleagues from Transport for Wales and WAST.
- Equality and Health Impact Assessment updated with information from recent engagement and advice from the Consultation Institute.

Work is underway to detail the resource requirements for the next stage of Business Case developments and further work is also being completed on the FBC timelines to consider the deliverability of the Planning Objective targets for FBCs to be complete by March 2024. Key risks relate to the timelines for outline planning permission relating to the new hospital development and the potential for innovative finance solutions. More will be known on these issues in the forthcoming months.

### **New Urgent and Planned Care Hospital Land Identification**

The UHB have identified, through public consultation, a zone between Narberth and St Clears as the optimum location for the proposed new hospital and the team's objective is, through a defined selection process, to identify a short list of sites and then a preferred site to be taken forward.

The team have incorporated learned lessons from experience elsewhere in the UK and are working with the Consultation Institute and appointed specialist advisors to ensure a robust process for the identification of a site for the new hospital.

The process can be outlined as follows:

### **Stage 1 [Complete]**

- Establish Land Team - the team is supported by UHB staff, specialist advisors and a nominated representative from Local Authorities.
- Confirm site search parameters and criteria for initial selection - the team identified 4 hurdle criteria against which proposed sites will be initially reviewed; these criteria were amended and agreed by the Programme Group:
  - The site should be within the identified zone
  - The site must have a minimum of 35 acres of reasonably developable land
  - It must have realistic prospects of obtaining planning permission for a new hospital
  - It must have appropriate transport infrastructure for a major hospital site

### **Stage 2 [May – August 2021] [Complete]**

This stage delivered a list of all nominated sites for future appraisal

- A period of engagement was launched on the 10<sup>th</sup> May 2021 for a period of 6 weeks, which included the request for suitable sites to be nominated by the public and land owners for consideration against the 4 hurdle criteria. In parallel, a desktop exercise was also completed to identify potentially suitable sites in order that landowners might be approached to determine their interest. A long list of eleven sites has been identified for consideration.
- Within the engagement period 10<sup>th</sup> May 2021 to 21<sup>st</sup> June 2021, the public were also requested to forward the 5 most important things to be taken into consideration when reviewing the location for the new hospital. This is part of the approach to ensure the public are involved in the process and helps ensure compliance with the need to involve service users in the development and consideration of proposals (Sec 183 of the NHS Act 2006 for Wales). This information will be utilised in the longlist to shortlist appraisal process and in more detail in the process to appraise the shortlist.

### **Stage 3 [August – October 2021]**

Agreeing the shortlist

- This will be a technical review undertaken at a workshop on the 22<sup>nd</sup> October 2021. This will be in two stages. First to assess the longlist against the hurdle criteria to establish if any sites can be eliminated on this basis. The second stage will be to appraise the remaining sites to identify the best options to take forward to the shortlist ensuring there is at least one option from the west, central and eastern areas of the identified zone between Narberth and St Clears.
- The workshop on the 22<sup>nd</sup> October 2021 will be facilitated by the Consultation Institute and as well as the Land Team members, there will be additional UHB representation, CHC representation and the Chairs or representatives of the Stakeholder Reference

Group, Healthcare Professionals Forum and Partnership Forum. WAST representation will also be invited.

- This stage of appraisal may result in the identification of a manageably sized shortlist or might require the shortlist appraisal process to be in two stages to further narrow down the sites. Based on Consultation Institute advice, this would be likely to require a weighted scoring process.
- The results of the workshop will be presented to the next Programme Group meeting to be discussed and signed-off and will be the subject of a report to the Board.

#### **Stage 4 [November 2021 – June/July 2022]**

This stage delivers the preferred site

- The UHB intends to establish a short list Appraisal Group, to include public/stakeholders and HB/team members, to assess and produce the final list of criteria to be utilised to identify the preferred site from the shortlist. With the site survey and other considerations which will run in parallel, such as the clinical or workforce implications of the shortlisted sites, this process is expected to conclude in early summer 2022.
- Further work is needed to detail the process for identifying the members of the public and stakeholders to be included within this team. However, the weighting allocated to public representation will be over fifty percent of the total.
- This stage will conclude with recommendation report to the Board and to WG.

**Stage 5 will deliver the site acquisition and will be the necessary legal and contractual processes**

#### **Argymhelliad / Recommendation**

The Strategic Development and Operational Planning Committee is asked to receive an assurance from:

- the feedback from the Performance Assessment Review;
- progress associated with the completion of the Programme Business Case;
- progress and planned activities associated with the land identification process for the proposed new Planned & Urgent Care Hospital.

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

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

Committee ToR Reference:  
Cyfeirnod Cylch Gorchwyl y Pwyllgor:

3.1 Seek assurance on delivery against all Planning Objectives aligned to the Committee, considering and scrutinising the plans and programmes that are developed and implemented, supporting and endorsing these as appropriate (PO 5C, 5D, 5E).

Cyfeirnod Cofrestr Risg Datix a Sgôr  
Cyfredol:

Risk 1196 - Insufficient investment in facilities/equipment/digital infrastructure (risk score 16)

Datix Risk Register Reference and Score:	
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	1.1 Health Promotion, Protection and Improvement
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
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:	Land Workstream Programme Group

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Funding sought from Welsh Government
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Implicit within the PBC
<b>Gweithlu: Workforce:</b>	Implicit within the PBC
<b>Risg: Risk:</b>	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure

<b>Cyfreithiol: Legal:</b>	Implicit within the PBC
<b>Enw Da: Reputational:</b>	Implicit within the PBC
<b>Gyfrinachedd: Privacy:</b>	Implicit within the PBC
<b>Cydraddoldeb: Equality:</b>	Included within the PBC