



**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 November 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Implementing the Healthier Mid & West Wales Strategy - Programme Business Case Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development & Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	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

This report provides an update on work to progress 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) and the parallel work to identify a suitable site for the proposed new Urgent and Planned Care Hospital.

The Board 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 PBC in support of the AHMWW strategy and the work still being managed to complete the business case.

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 Withybush 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)

Delivery of the UHB's Health and Care Strategy will require 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.

Progress relating to this programme of work is also the subject of reporting to the Strategic Development and Operational Delivery Committee (SDODC) and was last reported to the October 2021 SDODC meeting.

Asesiad / Assessment

The progress assessment is structured in three sections as follows – update on:

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

Feedback from the Programme Assessment Review

A Programme Assessment Review (PAR) in support of our work programme was undertaken from 22nd to 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 very positive report, with an amber delivery confidence rating. This rating was influenced by two principle concerns. The first was to ensure the alignment of UHB and WG expectations relating to the PBC and a follow up meeting has been held with WG colleagues to ensure a 'no surprises' approach. Documentation is also being shared with WG colleagues as it is drafted to help ensure this approach remains robust. The second relates to the significant step up in resource requirements to manage the next stages of the programme and the need to analyse in more depth the key timeline drivers for the OBC and FBC. This work is being undertaken for inclusion in the PBC.

These and the additional recommendations from the review are the subject of management actions being reported 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 for the new Urgent and Planned Care Hospital and both refurbishment and new build options for WGH and GGH
- The PBC will also include capital cost assumptions for community infrastructure and headline capital assumptions for both PPH and Bronglais Hospital
- Workforce assumptions and revenue costing of the scenarios will follow. The timeline assumes the revenue costings and affordability analysis might need further iterations.
- 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 is being 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 Welsh Ambulance Service NHS Trust (WAST)
- The Equality and Health Impact Assessment is being updated with information from recent engagement and advice from the Consultation Institute
- It is intended that the PBC will be presented to Board in January 2022 for approval and will be socialised in advance and the subject of briefings for key stakeholders, including the Hywel Dda Community Health Council (CHC)

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 risks and 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

As previously reported, 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 staged 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 is working with the Consultation Institute and appointed specialist advisors to ensure the process is robust and reflects best practice.

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 - 4 hurdle criteria were agreed as follows:
 - 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 long list of sites for appraisal

- A period of engagement was launched on 10th May 2021 for a period of 6 weeks, which included the request for suitable sites to be nominated by the public and landowners 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 was identified for consideration
- Within the engagement period 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 information has been utilised in the longlist to shortlist appraisal process and will be considered in more detail in the process to appraise the shortlist

Stage 3 [August – October 2021] [Complete]

Agreeing the shortlist

- This was a technical review undertaken at a workshop on 22nd October 2021. The approach on the day was in two stages. First to assess the longlist against the hurdle criteria to establish if any sites could be eliminated on that basis. The second stage was to appraise the remaining sites to identify the best options to take forward to the shortlist ensuring the shortlisting of at least one option from the west, central and eastern areas of the identified zone between Narberth and St Clears
- The workshop on 22nd October 2021 was facilitated by the Consultation Institute. As well as the Land Team members, including Local Authorities, there was additional UHB representation, CHC representation and the Chairs or representatives of the Stakeholder Reference Group, Healthcare Professionals Forum and Staff Partnership Forum. The CHC and Local Authority representatives on the day did not participate as decision makers. Local Authority representatives were able to assist with technical questions and the CHC representatives were able to ask questions and observe the process
- The results of the workshop are the subject of recommendation being considered by the In-Committee Board and, in advance of that, will be presented to the Programme Group meeting on 10th November 2021

Stage 4 [November 2021 – June/July 2022]

This stage delivers the preferred site

- The UHB will establish a representative Short List Appraisal Group which will include the public and a wide range of stakeholders as well as UHB representatives. The work of this group will include consideration and agreement on the appraisal criteria and the appraisal of evidence in relation to the shortlisted sites. The process is expected to conclude in June/July 2022 with recommendation to the Board
- Further work is needed to detail the process for identifying the members of the public and stakeholders to be included within this Group. The weighting allocated to public representation will be over fifty percent of the total

- Work will also be undertaken in parallel in relation to other issues critical to the choice of the best site for the new hospital, such as clinical considerations
- 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 Board is asked to receive an assurance from:

- The feedback from the Programme Assessment Review;
- Progress associated with 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)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk 1196 - Insufficient investment in facilities/equipment/digital infrastructure (risk score 16)
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: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

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 Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Land Workstream Programme Group Strategic Development and Operational Delivery Committee

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Funding sought from Welsh Government
Ansawdd / Gofal Claf: Quality / Patient Care:	Implicit within the PBC
Gweithlu: Workforce:	Implicit within the PBC
Risg: Risk:	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure
Cyfreithiol: Legal:	Implicit within the PBC
Enw Da: Reputational:	Implicit within the PBC
Gyfrinachedd: Privacy:	Implicit within the PBC
Cydraddoldeb: Equality:	Included within the PBC