

Date: January 2022

Hywel Dda University Health Board's A Healthier Mid and West Wales Programme Business Case

Appendix 20B: University Health Board Performance Assessment Review Response



Hywel Dda University Health Board – A Healthier Mid and West Wales
Gateway™ Programme Assessment Review (PAR)
23/09/2021-25/09/21

Summary of Key Issues, Recommendations and Response (v2)

Part A – Key issues driving the amber rating

Key issues driving the amber rating	Progress Update
<p>Concern that the expectations of the team and of the Welsh Government of what the PBC needs to do may not be aligned.</p> <p>There was a view that the thrust of the PBC, should be to confirm the continued relevance and value of the chosen option rather than restating the strategic case or the options evaluation.</p>	<p>Meeting held with WG colleagues. Verbal confirmation received that we have a common understanding of PBC approach, purpose and content.</p> <p>The team will continue to share documentation as it is drafted and continue to work in a ‘no surprises’ approach.</p>
<p>Concerns 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.</p> <p>Also a concern about the predicated timescale for the subsequent OBC and FBC.</p> <p>There will need to be a thorough analysis of the balance of risk and opportunity around the presently proposed timescales.</p>	<p>PBC delivery now recommended for January, 2022 Board which provides the time required for completion of the PBC in a controlled manner and alignment with IMTP development.</p> <p>A revised Programme timeline is being developed for completion in November, 2021 which will establish a more robust and achievable timeline for the delivery of the programme.</p>

Part B - The Review Team made the following recommendations

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Progress Update
1.	The SRO and team might review the draft Strategic and Economic Cases to ensure that they confirm the earlier work but focus on the robustness of that solution against the here and now.	C- Critical	October 2021	Meeting with Welsh Government on 15/10/21 to confirm content of the strategic and economic cases in line with their expectations. Complete
2.	PBC should make clear that this is not a stand-alone capital project but has dependencies with developments in the community.	R - Recommended	Before PBC submission	Discussions with WG have made clear the need for the PBC to cover the whole Healthier Mid and West Wales Programme and all of the infrastructure implications and the PBC has been based on this assumption.
3.	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.	E- Essential	By the beginning of 2022	A communication and engagement plan is in development and linked to this is the assessment of the additional resources likely to be required to support the development of the programme. This to be concluded December, 2021.
4.	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.	R - Recommended	By the end of 2021	Consideration is being given to the documentation of expectations for the communication and engagement departments to mitigate the risk outlined by the review team. A communication and engagement sub group has been established which ensures a close working relationship between departments and clarity on delivery expectations.



Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Progress Update
5.	The terms of reference, mandate, governance and roles and responsibilities should be reviewed before the next stage.	E- Essential	After approval of PBC	Noted. The Programme Group and Board will consider a revised Programme Mandate to apply to the next stage of programme delivery. The Health Board will work with NWSSP Audit and Assurance services and Welsh Government to review the governance arrangements for the next stage of the programme once PBC has been submitted.
6.	The SRO should ensure that there is gap analysis and assessment of the resource requirement and that a business case for resources is produced before the start of the next phase.	C- Critical		Draft Resource Plan is being developed for end of November 2021. Discussion and agreement required in relation to the form of 'business case' needed in support of the resource plan.