



GIG
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NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Canolbarth
a Gorllewin
Iachach

Cenedlaethau'r
dyfodol yn byw
bywydau iach

Date: April 2022

Hywel Dda University Health Board's

A Healthier Mid and West Wales

Cross Hands Health & Wellbeing Centre

Appendix 1: Strategic Alignment



Appendix 1: Cross Hands Health and Well-being Centre OBC - Strategic Alignment

- The table below shows how the development of Cross Hands Health and Well-being Centre aligns with the A Healthier Mid and West Wales (AHMWW) Programme and Welsh and UK Government policies, strategies and plans.

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Strategic Alignment			
Strategy / Policy	Core Principles	How the Programme Aligns	How Cross Hands Health and Well-being Centre Aligns
Wales			
<p>Well-being of Future Generations (Wales) Act 2015</p>	<p>The Well-being of Future Generations (Wales) Act 2015 requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.</p> <p>There are 7 Well-being Goals:</p> <ul style="list-style-type: none"> A Prosperous Wales A Resilient Wales A More Equal Wales A Healthier Wales A Wales of Cohesive Communities A Wales of Vibrant Culture and Thriving Welsh Language A Globally Responsible Wales <p>The Act also identifies 5 Ways of Working:</p>	<p>In order to meet the Well-being Goals, we have developed a set of Well-being Objectives which help us to think through how our Programme will deliver against the Goals.</p> <p>Our Well-being Objectives, and how our Programme will help us to deliver and achieve them, are set out below:</p> <p>A prosperous Wales</p> <p>Hywel Dda Well-being Objectives</p> <ul style="list-style-type: none"> Develop a skilled and flexible workforce to meet the changing needs of the modern NHS. Plan and deliver services to increase our contribution to low carbon. <p>How Our Programme Will Align and Deliver this National Well-being Goal:</p> <ul style="list-style-type: none"> Stronger local and foundational economy and supply chains. 	<p>Supports achievement of the Act's Well-being Goals and the Hywel Dda Well-being Objectives by delivering</p> <ul style="list-style-type: none"> Integrated model of care Access to local services Collaborative working Sustainable facilities and services Local investment in facilities and workforce Incorporating biophilic design, bringing light and nature into the building to promote well-being

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	<ul style="list-style-type: none"> • Long Term • Integration • Involvement • Collaboration • Prevention 	<ul style="list-style-type: none"> • Increasing the number of long-term sustainable jobs that are accessible to deprived communities. • Increased economic activity creating wealth and jobs for the local area. • Supporting decarbonisation to improve energy efficiency and use resources effectively. • Increasing social value impact. <p><u>A resilient Wales</u> Hywel Dda Well-being Objectives</p> <ul style="list-style-type: none"> • Promote the natural environment and capacity to adapt to climate change. <p>How Our Programme Will Align and Deliver this National Well-being Goal:</p> <ul style="list-style-type: none"> • Delivering innovative solutions for building works which prioritise environmental resilience and green infrastructure. • Enhance access to and quality of green and open spaces. <p><u>A healthier Wales</u></p>	

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		<p>Hywel Dda Well-being Objectives</p> <ul style="list-style-type: none"> • Improve population health through early intervention, supporting people to live happy and healthy lives. • Plan and deliver services to enable people to participate in social and green solutions for health. <p>How Our Programme Will Align and Deliver this National Well-being Goal:</p> <ul style="list-style-type: none"> • Delivering integrated services which focus on prevention and early intervention. • Reducing health inequalities and tackle the wider determinants of health and well-being. • Reduced gap in healthy life expectancy and life expectancy. <p><u>A more equal Wales</u></p> <p>Hywel Dda Well-being Objectives</p> <ul style="list-style-type: none"> • Offer a diverse range of employment opportunities which support people to reach their potential. 	

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		<p>How Our Programme Will Align and Deliver this National Well-being Goal:</p> <ul style="list-style-type: none"> Better employment and income potential for women, disabled people, Black, Asian and minority ethnic people and those furthest from the labour market. Reversing long-term disadvantage and bringing opportunity to areas of high multiple deprivation. <p><u>A globally responsible Wales</u> Hywel Dda Well-being Objectives</p> <ul style="list-style-type: none"> Contribute to global well-being through developing international networks and sharing of expertise. <p>How Our Programme Will Align and Deliver this National Well-being Goal:</p> <ul style="list-style-type: none"> Minimise carbon emissions that contribute to global warming. Purchase responsibly using sustainable, ethical global supply chains. 	

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		<p><u>A Wales of vibrant culture and thriving Welsh language</u> Hywel Dda Well-being Objectives</p> <ul style="list-style-type: none"> • Encourage community participation through the medium of Welsh. <p>How Our Programme Will Align and Deliver this National Well-being Goal:</p> <ul style="list-style-type: none"> • Increase in local cultural and language opportunities. • Growth in Welsh language service provision. <p><u>A Wales of cohesive communities</u> Hywel Dda Well-being Objectives</p> <ul style="list-style-type: none"> • Transform our communities through collaboration with people, communities and partners. <p>How Our Programme Will Align and Deliver this National Well-being Goal:</p> <ul style="list-style-type: none"> • Healthier communities with greater independence and reduced demand on health and social care services. • Support communities to be cohesive and well-connected. 	

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Ministerial Priorities	<p>These priorities focus on improving population health and reducing health inequalities, with a concerted shift to wellness, outcomes and ensuring equity of access. This direction acknowledges and reconfirms that A Healthier Wales remains the ambition for Wales, supported by implementation of the National Clinical Framework and framed by the Well-being of Future Generations Act.</p> <p>The Minister's eight priorities are as follows:</p> <ol style="list-style-type: none"> 1. Covid-19 Response. 2. NHS Recovery: Recovery 3. Working alongside social care 4. A Healthier Wales: the strategy for health and care. 5. NHS finance and managing within resources 6. Mental health and emotional well-being 7. Supporting the health and care workforce 	<p>Covid 19 Response The Urgent and Planned Care Hospital and the changes we will make to our other hospital sites and community infrastructure will reflect learning from our pandemic experience and provide ongoing safe environments for patients and staff. The flexibility and responsiveness that our workforce strategy will achieve will enable us to see and treat more people in their homes, reducing the time people need to spend in hospital and/or community facilities. Addressed via our Gold Command.</p> <p>NHS Recovery Comprehensive pathway redesign is one of the ways in which we will achieve our Health and Care Strategy, and we have built it into our Spending Objectives and Benefits (see Spending Objective 6 – Sustainable Use of Resources). We will also ensure that there are integrated locality financial models and integrated pathway financial models across our services and systems to understand the financial implications of our resource allocation and utilisation. Pathway</p>	<p>Cross Hands Health and Well-being Hub will directly contribute to these as follows:</p> <ul style="list-style-type: none"> • Covid-19 Response: The proposed estates and clinical model solutions will incorporate learning from the Health Board's pandemic experience to ensure ongoing safe environments are provided for patients and staff. • NHS Recovery: Cross Hands provides significant opportunities to improve access to care within the local community that will help reduce waiting lists and enable patients to better self-manage their health and well-being, which will reduce pressure on the wider health and care system. • Working alongside social care: The delivery of seamless care is at the heart of the Cross Hands proposals, providing a facility that will enable more integrated ways of working between health and social care. • A Healthier Wales: As well as reducing pressure on the wider system, improving access to care within the local

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	<p>8. Population health, notably through the lens of pandemic experience and health inequity, is fundamental</p>	<p>redesign will enable us to strengthen our resilience and improve access and outcomes for patients (in part by reducing waiting times). Addressed via our Via our Gold Command.</p> <p>Working alongside social care Our community health model has been developed in full alignment with the Pembrokeshire, Carmarthenshire and Ceredigion County Plans. Addressed via our planning objectives ref 2A,4N, 5H, 5P.</p> <p>A Healthier Wales The Health and Care Strategy on which our Programme is based was developed to enable us to achieve the ambitions of A Healthier Wales. Addressed via our planning objectives ref 3A, 3C, 3E, 4C, 5K, 5N, 6D.</p> <p>NHS finance and managing within resources Our Programme has been designed to enable us to manage all our resources – estates and environmental, workforce and</p>	<p>community will contribute to improving health outcomes and reducing inequalities.</p> <ul style="list-style-type: none"> • NHS finance and managing within resources: The proposals involve developing a modern fit for purpose facility that will enable sustainable service delivery. • Mental health and emotional well-being: The Cross Hands proposals provide opportunities to shift services away from a medical model with facilities that allow more care to be provided within the community and services that meet the needs of children and young people, such as the inclusion of a Integrated Early Years Centre. • Supporting the health and care workforce: By providing opportunities for more integrated ways of working and an improved working environment, the proposals seek to enable development of a skilled and flexible workforce that will improve recruitment and retention of staff.

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		<p>finances – in a sustainable way, and this is reflected in our Spending Objectives and Critical Success Factors. Addressed via our planning objectives ref 6A, 6B, 6C, 6E, 6F, 6H, 6I.</p> <p>Mental Health and emotional well-being Addressed via our planning objectives ref 5G, 5I.</p> <p>Supporting health and care workforce Our staff have been fully engaged in the development of our Health and Care Strategy and this PBC since 2018. Our workforce strategy and the planning are described in the Case for Change and will meet the needs of our workforce by investing in and improving training, education and opportunities for staff to work flexibly and gain experience across a range of specialties in a system which is based on an emphasis on primary and secondary preventative services rather than hospital-based care. Addressed via our planning objectives ref 1A, 1C, 1F, 1G, 1H, 1I, 2D, 2E, 2G, 2H, 4E, 5L.</p>	<ul style="list-style-type: none"> Population health, notably through the lens of pandemic experience and health inequity, is fundamental: The ethos of the proposed model of care for Cross Hands is to contribute to a population health based system with a greater focus on prevention and wellness.

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		<p>Population health, notably through the lens of the pandemic experience and health inequity</p> <p>Addressed via our planning objectives ref 1D,4G, 4L, 5J.</p>	
<p>National Clinical Framework</p>	<p>The National Clinical Framework sets out a coherent vision for the strategic and local development of NHS clinical services. Its intent is to improve patient outcomes and support the planning and delivery of resilient clinical services.</p> <p>The Framework attempts to set the parameters for a wider set of clinical changes required through national, regional and local NHS planning processes. It sits between A Healthier Wales as the overarching strategy and the clinical aspect of local plans that reflect the realities of their geography, population and workforce.</p>	<p>The vision of the Programme is fully aligned with the National Clinical Framework.</p> <p>The University Health Board prepared an Implementation Baseline Position in August 2021, setting out how we will respond to a number of Actions, including:</p> <ul style="list-style-type: none"> Local and regional plans will respond to the Framework and ensure alignment with RPBs and PSBs. Health boards will plan across sector boundaries via regional health planning mechanisms and RPBs to meet population need. All organisations will adopt a quality improvement system and provide annual reports on quality. 	<p>Cross Hands Health and Well-being Centre embodies the principles of prudent healthcare by ensuring that our future model of care delivers healthcare services that are safe, effective, efficient and achieve the best outcomes.</p>

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	<p>The Framework describes how clinical services should be planned and developed in Wales based on an application of prudent and value based healthcare principles - ‘prudent in practice’. In doing so, it recognises the need to continue to shift focus from hospital based care to person centred, community based care. Care that can support people to stay well, self-manage their condition and when necessary provides seamless and appropriate specialist support. Central to this is the creation nationally and local adoption of higher value pathways that focus on the patient rather than the setting in which the service is delivered.</p>	<ul style="list-style-type: none"> • Health boards will localise national pathways in a way which reflects the needs of their populations and the characteristics of their workforce. • Local organisations re-allocate resources to higher value interventions. • Make greater use of PROMs in planning and managing pathways • Provide the local pathway data and engagement with the pathway setting process. • Local health organisations will engage in the national programmes. • Make the most of all clinical disciplines to deliver more sustainable workforce models. • Use digital tools and working with DHCW to plan and deliver services that can better meet need. <p>As the Programme moves through the business case stages, account will be taken of these Actions as they are completed, and ongoing alignment with the Framework ensured.</p>	

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Welsh Government Programme for Government (June 2021)	<p>The Welsh Government Programme for Government (June 2021) sets out the ambitious commitments to deliver over the next 5 years, to tackle the challenges we face and improve the lives of people across Wales.</p>	<p>We have considered how we will support the First Minister and Cabinet in meeting the commitments of the Welsh Government Programme for Government (June 2021), by mapping our planning objectives against the Programme for Government as follows:</p> <ul style="list-style-type: none"> • Provide effective, high quality and sustainable healthcare (Gold Command Requirements 5F, 5N). • Protect, rebuild and develop our services for vulnerable people (our planning objectives 5I, 5G). • Build an economy based on the principles of fair work, sustainability and the industries and service of the future (our planning objectives 6C, 6H). • Build a stronger greener economy as we make maximum progress towards decarbonisation (planning objective 5O, 5E, 6G). • Embed our response to the climate and nature emergency in everything we do (planning objective 4N, 5M). • Continue our long term programme of education reform, and ensure educational inequalities narrow and 	<p>Cross Hands Health and Well-being Centre will directly contribute to delivery of a number of these commitments relating to the following well-being objectives:</p> <ul style="list-style-type: none"> • Provide effective, high quality and sustainable healthcare by creating a 21st century NHS that tackles health inequalities, improves mental health provision and focuses on prevention. Specifically, Cross Hands contributes to priorities such as reforming primary care by bringing together GP care with other services and aligning with ambitions to roll out social prescribing across Wales to tackle isolation. • Protect, re-build and develop our services for vulnerable people by supporting those children, young people and families who face the greatest challenges. Specifically, Cross Hands contributes to this with the inclusion of the Integrated Early Years Centre. • Build an economy based on the principles of fair work, sustainability and the industries and services of the future by building an economy based on

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		<p>standards rise (planning objective 1C, 2D, 2H).</p> <ul style="list-style-type: none"> • Celebrate diversity and move to eliminate inequality in all of its forms (planning objective 2B, 3D, 4J, 4K). • Make our cities, towns and villages even better places in which to live and work (planning objective 5C, 5D). • Lead Wales in national civic conversation about our constitutional future and give our country the strongest possible presence on the world stage (planning objective 4L). 	<p>sustainable jobs. Specifically, Cross Hands will contribute to this by providing opportunities to develop a skilled and flexible workforce and enabling more agile working.</p> <ul style="list-style-type: none"> • Equalities Impact Assessment undertaken specifically for Cross Hands and protected characteristics will be considered as the project evolves. • Build a stronger, greener economy as we make maximum progress towards Decarbonisation by developing a modern and productive infrastructure which acts as an engine for inclusive and sustainable growth. Specifically, Cross Hands contributes to priorities to deliver the Digital Strategy for Wales. • Embed our response to the climate and nature emergency in everything we do by delivering a green transformation. Specifically, Cross Hands will contribute through incorporating green design principles.

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A Healthier Wales: our plan for Health and Social Care / Prosperity for All (June 2018)	Sets out a long term future vision of a whole system approach to health and social care, focused on health and well-being and on preventing illness.	Our Programme is aligned to the aims and principles in this national approach and will give us a foundation on which to build future models of care for our area.	Cross Hands Health and Well-being Centre embodies this vision by co-locating and integrating public services with a model of care that contributes to a prosperous and secure Wales, a healthy and active population, an ambitious and learning workforce, and united and connected services. In particular, by providing greater access to early years services it contributes to the specific aim of ensuring children from all backgrounds have the best start in life.
Parliamentary Review of Health and Social Care in Wales	<ul style="list-style-type: none"> • Harness innovation and accelerate technology and infrastructure developments. • A Health and Care System that's always learning. • Bold new models of seamless care. 	Our Programme meets all the recommendations of the review in delivering more effective and efficient care.	Cross Hands Health and Well-being Centre aligns with recommendations for a single seamless system of integrated and preventative care that is designed and delivered to meet the needs of the defined localities.
Natural Resources Policy	<p>The Policy recognises that Wales' natural resources underpin well-being including prosperity, health, culture and identity. The Policy identifies the following headline opportunities:</p> <ul style="list-style-type: none"> • Supporting successful, sustainable communities. 	We aspire to uphold the biophilic design principles of 'an innate and genetically determined affinity of human beings with the natural world' in the design of the Urgent and Planned Care Hospital and our other facilities. Research indicates that, by implementing these principles, the health and well-being of both staff and patients can benefit from a calming environment and the	In line with the Programme the design of the Health and Well-being Centre will aim to uphold biophilic design principles and achieve 'Excellent' BREEAM standard.

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	<ul style="list-style-type: none"> Promoting green growth and innovation to create sustainable jobs. Supporting a more resource efficient economy; and Maintaining healthy, active and connected communities. <p>The following National Priorities are also identified:</p> <ul style="list-style-type: none"> Delivering nature-based solutions. Increasing renewable energy and resource efficiency. Taking a place-based approach. 	<p>sensory feelings of touch, texture, sound and smell. Biophilic design can promote reduced use of pain relief medicines and shorter stays in hospital.</p> <p>Our new build elements will also achieve an 'Excellent' BREEAM standard, with any refurbishments achieving a 'Very Good' rating. This will ensure that we are complying with planning conditions related to sustainability and carbon reduction. We will promote the use of decarbonised transport and encourage staff and patients/visitors to consider greener travel options such as walking or cycling before public or private transport, taxis or other forms of vehicle travel.</p>	
Informed Health and Care, the Digital Health and Social Care Response for Wales	Sets out the ambitions and expectations of the Welsh Government as to how health and social care will use technology to enable greater access to information to deliver real benefits and improved outcomes for people in Wales.	Our vision is to become the most digitally integrated care organisation in NHS Wales which will enable the delivery of patient centred high quality, safe and sustainable care to our community. Our mission is to empower patients and staff to securely access information anytime, anyplace, on any device. We will deliver a Digital Health Board, providing exceptional care, quality and	Proposals for the Cross Hands Health and Well-being Centre are aligned with this strategy and our digital vision. In particular, in designing the preferred solution we will consider factors such as how we can exploit digital technologies to deliver patient centred solutions in neighbourhoods and communities.

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		<p>safety for our patients, a single view of information for our clinicians, with collaboration at our core.</p>	

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Tackling Poverty Action Plan	<p>The key objectives of the Tackling Poverty actions are:</p> <ul style="list-style-type: none"> To prevent poverty, especially through investment in giving children the best possible start in life. From conception through to early adulthood, our aim will be to reduce inequality at the earliest possible stage and break the link between socio-economic disadvantage, educational under achievement and the impaired life chances that flow from these. Recognising that the best route out of poverty is through employment, we will continue to help people to improve their skills and enhance the relevance of their qualifications. We will also remove other barriers to employment – from practical barriers such as the accessibility of transport and buildings to less tangible barriers such as poverty of aspiration - helping people to move on to and up the employment ladder. 	<p>As described in the Early Years section of the Health and Care Case for Change (Strategic Case), we aim to provide a holistic approach to the health and well-being of our Early Years population to improve children’s physical and mental health and promote the conditions necessary to ensure children become confident, ambitious and capable learners able to reach their full education potential to play a full part in life and work.</p> <p>With the support of various voluntary and statutory interventions such as the Healthy Child Wales Programme, Flying Start and Home Start, we can tackle child health inequalities and ensure that children living in poverty have their needs assessed and access to services when required.</p> <p>In line with our commitment to a ‘Prosperous Wales’, our Programme provides the opportunity to grow Wales’ Foundational Economy through our procurement and employment strategies (described in the Commercial Case and Workforce Case for Change respectively). The Commercial Case describes how we will</p>	<p>Cross Hands Health and Well-being Centre will act on evidence from the Flying Start programme, which demonstrates that integrated working can improve outcomes for families and young children and support a reduction in ACE, by providing appropriate shared community space and library space to bring together Early Years’ services and allow them to be delivered in an integrated way.</p>

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	<ul style="list-style-type: none"> At the same time, we will increase action to mitigate the impact of poverty here and now. We recognise that for more and more people, even being in work will not guarantee that they can escape poverty. We can act to improve the quality of life of these communities, families and individuals. 	<p>support local businesses and town centre regeneration through our procurement decisions, to help break negative cycles and inter-generational challenges such as poverty, poor health and inequalities. The Workforce Case for Change describes how, as a significant employer, we promote social value by supporting local employment through continued investment in, for example, the Apprenticeship Academy for Nursing and Therapy Apprentices.</p>	

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<p>Wales Infrastructure Investment Plan</p>	<p>The Wales Infrastructure Investment Plan for Growth and Jobs sets out Welsh Government’s strategic investment priorities, provides a detailed account of sectoral investment plans and describes the key elements of a new approach to infrastructure investment.</p> <p>The Plan identifies the following investment priorities:</p> <ul style="list-style-type: none"> • Improving transport networks, in particular east-west links in North and South Wales. • Improving telecommunications networks. • Supporting the development of the energy industry in Wales. • Investing in housing. • Delivering more efficient and economical public services. • Improving the quality of the educational estate. • Developing our Enterprise Zones. 	<p>Our public consultation has demonstrated that one of people’s primary concerns with regards to possible site options for the Urgent and Planned Care Hospital is access to transport and improved public transport links.</p> <p>Furthermore we know that the success of our Programme will be dependent on a transport infrastructure that is ‘fit for purpose’ for us to provide our model of care across all of our sites.</p> <p>As described in the Digital Case for Change and Digital Response, over the coming years the network across our entire estate will be replaced with a solution designed to meet future growth expectations. We will provide our staff with tablets and other mobile devices so that they have patient observations and records at hand. We will provide fast and efficient specialist care to our patients through improve telecommunications and access to Pop-Up and Virtual Clinics in community locations, improving access for hard to reach groups.</p>	<p>Cross Hands Health and Well-being Centre will contribute to some of the key investment priorities identified in the Plan, such as:</p> <ul style="list-style-type: none"> • Inclusion of community library services which will support improvements in areas such as digital literacy. • Aligning with the Programme’s “Scoping and Modelling Assessment for Building & Transport Decarbonisation” • In line with the Well-being of Future Generations (Wales) Act 2015, the Health Board will aim to maximise the long-term socio-economic impacts of the scheme and maximise opportunities to achieve our socio-economic duty.

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		<p>The Environmental Case for Change and document titled “Scoping and Modelling Assessment for Building & Transport Decarbonisation” attached at Appendix 12 show our commitment to embedding our response to the climate and nature emergency in everything we do and meeting Welsh Government’s All Wales NHS Decarbonisation Strategy. Our Action Plan will form a ‘route map’ to us being a carbon neutral organisation by 2030.</p> <p>In line with the Well-being of Future Generations (Wales) Act 2015, we will aim to maximise the long-term socio-economic impacts of the Programme and opportunities to achieve our socio-economic duty. The Swansea Bay City Deal – where the UK and Welsh Governments signed a deal which will bring investment of £241m and create 9,000 jobs – shows the potential for our Programme and its investments to break negative cycles in our communities through investment, employment opportunities and improved services.</p>	

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Informed Health and Care Wales	<p>This strategy outlines how we will use technology and greater access to information to help improve the health and well-being of the people of Wales. It describes a Wales where citizens have more control of their health and social care, can access their information and interact with services online as easily as they do with other public sectors or other aspects of their lives, promoting equity between those that provide and those that use our services in line with prudent healthcare and sustainable social services:</p> <ol style="list-style-type: none"> 1. Information for You 2. Supporting Professionals 3. Improvement & Innovation 4. A Planned Future 	<p>The Digital Strategy attached at Appendix 11 outlines how key challenges will be addressed within the period 2020-2025, which includes increased well-being, creating greater ownership of health care and information by empowering patients to actively manage their health and care, providing quality acute care across the University Health Board area through a digitally enabled workforce, and providing care closer to home.</p> <p>It shows how we will improve telecommunication through access to Pop-Up and Virtual Clinics at locations outside the University Health Board and provide fast and efficient specialist care to our patients into community locations through the use of high-speed network connectivity on an everyday basis.</p> <p>It supports professionals through the use of tablets and other mobile devices, making patient records easily obtainable and the distribution of information efficient and accessible through a Cloud Enabled network.</p>	<p>As well as providing opportunities to improve digital literacy skills in the community as outlined above, Cross Hands Health and Well-being Centre will aim to align with the Health Board's Digital Strategy and consider ways in which it can support patients to actively manage their health and care.</p> <p>This includes having greater access to information to help improve the health and well-being of local people in terms of the signposting and information which will be available at Cross Hands Health and Well-being Centre e.g for community and social services, GP information to social prescribers and Mental Health support, and early years centre activities.</p>

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		We want to create a Digital Ecosystem that will be run in partnership, bringing together partners from health and social care, industry, academia, local authority and third sector organisations. Our foundational concepts are to have Digital Homes, Digital Wards, Digital Hospital and Digital Communities which will allow us to progress, improve and innovate.	
Delivering Digital Inclusion - Welsh Government	To ensure that everyone who wants to can get online, protect themselves and their friends and families online and do more online to fully benefit from the opportunities the internet and other digital technologies offer.	Our vision is to become the most digitally integrated care organisation in NHS Wales which will enable the delivery of patient-centred high quality, safe and sustainable care to our community. Our mission is to empower patients and staff to securely access information anytime, anyplace, on any device.	Inclusion of community library services at Cross Hands Health and Well-being Centre will support improvements in areas such as digital literacy.
Digital First - Welsh Government	Digital Transformation forms a central part of Welsh Government's plans to make public services more meaningful to users by helping the public sector to provide excellent online digital services to the people and businesses of Wales.	We will deliver a Digital Health Board, providing exceptional care, quality and safety for our patients, a single view of information for our clinicians, with collaboration at our core. We will be establishing a Digital Inclusion programme which will be fair reaching in	Inclusion of community library services at Cross Hands Health and Well-being Centre will support improvements in areas such as digital literacy.

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		looking to bring patients and citizens into the design of new and emerging digital technologies through a “user centred design” approach.	
A Living Language 2012-17	<p>Welsh Government’s vision is to see 1 million Welsh speakers by 2050 through:</p> <ul style="list-style-type: none"> • an increase in the number of people who both speak and use the language • more opportunities for people to use Welsh • an increase in people’s confidence and fluency in the language • an increase in people’s awareness of the value of Welsh, both as part of our national heritage and as a useful skill in modern life • the strengthening of the position of the Welsh language in our communities 	<p>We have a Welsh Language duty to support the Government with this goal.</p> <p>As noted in our Equalities and Health Impact Assessment, we are committed to providing ongoing assurance that there will be no potential for discrimination against groups of people with protected characteristics, including language.</p> <p>We have a team which focuses on the promotion and translation of the Welsh Language.</p> <p>Our recently approved Bilingual Skills Policy shows our aims and how we are committed to achieving them.</p>	<p>The development of the operating model for the Cross Hands Health and Well-being Centre will aim to ensure that patients can receive care in their first language and have access to Welsh language services, including in any digital media incorporated into the design.</p>

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	<ul style="list-style-type: none"> strong representation of the Welsh language throughout digital media. 	<p>As per the Welsh Language Standards, all our public facing digital media is bilingual.</p> <p>For staff we have a comprehensive page on our intranet, we form part of the corporate induction and we hold Welsh language awareness sessions with teams and departments.</p>	
<p>The Environment (Wales) Act</p> <p>Prosperity for All - A Low Carbon Wales</p> <p>Prosperity for All - A climate conscious Wales</p> <p>NHS Wales Decarbonisation Strategic Delivery Plan</p>	<p>The Environment (Wales) Act 2016 puts in place the legislation needed to plan and manage Wales’ natural resources in a more proactive, sustainable and joined-up way. It seeks to position Wales as a low carbon, green economy, ready to adapt to the impact of climate change.</p> <p>Relevant sections of the Act are: § Part 1: Sustainable management of natural resources in a more proactive, sustainable and joined-up way § Part 2: Climate change – provides Welsh Ministers with powers to put in</p>	<p>The University Health Board is committed to meeting the aspirations of the Environment (Wales) Act and to supporting Welsh Government in achieving the commitments made in Prosperity for All - A Low Carbon Wales, Prosperity for All - A climate conscious Wales and the NHS Wales Decarbonisation Strategic Delivery Plan.</p> <p>The document attached at Appendix 12 - Hywel Dda University Health Board Scoping and modelling assessment for building & transport decarbonisation (October 2011) sets out how we will address the NHS Wales Decarbonisation Strategic Delivery Plan and</p>	<p>In line with national policy which sets out an ambition to “embed our response to the climate and nature emergency in everything we do”, the design of Cross Hands Health and Well-being Centre will aim to uphold biophilic design principles and achieve ‘Excellent’ BREEAM standard.</p>

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	<p>place statutory emission reduction targets, including at least an 80% reduction in emissions by 2050 and carbon budgeting to support their delivery.</p> <p>This sets a clear pathway for decarbonisation and provides certainty and clarity for business and investment.</p> <p>Prosperity for All - A Low Carbon Wales (2019) sets out Wales' commitment to tackling climate change.</p> <p>Prosperity for All - A climate conscious Wales (2019) details how Welsh Government will take action to:</p> <ul style="list-style-type: none"> • Protect people, communities, buildings and infrastructure from flooding. • Protect water supplies from drought and low river flows. • Tackle land management practices that exacerbate climate risks. 	<p>develop our Action Plans, to be committed to two-yearly and reflected in our Integrated Medium-Term Plans.</p> <p>It also describes the Next Steps we will take in terms of:</p> <ul style="list-style-type: none"> • Governance. • Resource. • Holistic approach to decarbonisation. • Taking action (in the near term). • Integrating low carbon into financial decisions. <p>Development of the Programme described in this PBC through OBC, procurement and FBC stages will be both informed by and integral to the actions we take to meet the NHS Wales Decarbonisation Strategic Delivery Plan.</p>	

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	<ul style="list-style-type: none"> Manage risks to ecosystems and agricultural businesses. <p>The Decarbonisation Strategic Delivery Plan (2021) sets out 46 initiatives for decarbonising NHS Wales.</p>		
Regional			
Regional Employment and Skills Plan	The Plan informs and supports Welsh Government's strategic approach to the delivery of employment and skills provision in conjunction with the other two Regional Skills Partnerships in Wales.	We will utilise the work undertaken by the Regional Learning and Skills Partnership (RLSP) team including data being generated on the impact of Covid 19 pandemic for future skills needs.	Cross Hands Health and Well-being Centre will support improvements in areas such as digital literacy through the community library service.
West Wales Population Assessment	The West Wales Carer Partnership (WWCP) has a statutory duty to publish a Population Assessment and Area Plan every five years. Robust population assessments are a statutory requirement of the Social Services and Well-being (Wales) Act 2014 and are an essential basis for planning the integration of health and care services with our partners.	The WWCP is our Regional Partnership Board within West Wales and the mechanism through which we identify opportunities to plan integrate our health and care services with Carmarthenshire County Council, Ceredigion County Council, and Pembrokeshire County Council. The WWCP also includes representatives of the third and independent sector and oversees the allocation of most joint funding provided by Welsh Government (including Integrated Care Fund and Transformation funding).	Analysis of the health needs of the local population has informed the development of the Cross Hands Health and Well-being Centre ensuring it addresses factors such as caring for an ageing population, focusing on early years development in an area with high levels of deprivation, supporting people to access services and work in a rural area with poor transport links.

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		<p>We are working closely with the WWCP to refresh the Population Assessment for publication in Spring 2022. This will inform the development of the West Wales Area Plan which is due for publication in Spring 2023. Detailed consideration of the health needs of our population has informed the work of our Transforming Clinical Services Programme, and we have referred to the findings of the West Wales Population Assessment in particular. Our assessment has included the needs of our current population, but also detailed consideration about our future needs, based on projections. To read more about the needs of our population please read our technical document (http://bit.ly/2I1LozMP).</p>	
<p>Public Service Boards Local Assessment of Well-being and PSB Well-being Plans and Objectives</p>	<p>The Public Service Boards are statutory partnerships bringing together named public bodies and wider partners to work collaboratively to improve the social environmental, cultural and economic well-being in Wales. Their work also supports longer term population health and well-being through a number of well-being</p>	<p>The University Health Board, as a statutory partner of each PSB in the Hywel Dda area, works closely on the development of the Well-being Assessments and Well-being Plans published by PSBs every five years. The Well-being Assessment is currently being revised and a new Assessment will be published in Spring 2022 which will inform the development of a new PSB Well-being</p>	<p>Carmarthenshire Well-being Plan: The Carmarthenshire We Want - 2018-2023 sets out four well-being objectives that Cross Hands Health and Well-being Centre will aim contribute to including:</p> <ul style="list-style-type: none"> • Healthy Habits: Improved signposting, community services and social prescribing support people to make

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	objectives and actions which are agreed as part of the PSB Well-being Plans produced every five years.	<p>Plan and Objectives which are due for publication in Spring 2023.</p> <p>Executive Directors and Officers of the University Health Board formally review the Well-being Assessments and Well-being Plans through ongoing consultation and latterly in University Health Board Committee and governance arrangements to ensure formal University Health Board endorsement of PSB plans. These arrangements are used to ensure synergy between wider public sector commitments and the specific plans of the University Health Board.</p>	<p>more informed choices to take care of their own health.</p> <ul style="list-style-type: none"> • Early Intervention: More integrated ways of working ensure people have access to the right care at the right time. • Strong Connections: Co-location enhances working relationships. Access to community services in the Centre bringing people together. • Prosperous People and Places: Investment in the local area and skills and training.

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West Wales Area Plan	<p>The West Wales Area Plan is published by the West Wales Care Partnership (the Regional Partnership Board within the Hywel Dda area) and sets out how the statutory partners will work together to deliver the care and support needs for:</p> <ul style="list-style-type: none"> • Older people. • People with physical disabilities. • People with sensory impairment. • Carers. • Children and young people. • People with learning disabilities and autism. • People with mental health and substance misuse problems. • People who are subjected to sexual violence, domestic abuse and violence against women. 	<p>The West Wales Area Plan 2018-2023 has been produced jointly by the University Health Board, the three Local Authorities and other partners in the region. This collaborative approach will continue as we work to refresh the Area Plan, based on the publication of the updated Population Assessment in Spring 2022. The Area Plan outlines how we will deliver against our shared objectives, ensuring that we achieve consistency across the region and develop integrated and sustainable care and support to people in West Wales.</p>	<p>The West Wales Area Plan: Delivering Change Together sets out how we will work together to address the findings and recommendations of the Population Assessment which focused on a number of areas that are relevant to the development of Cross Hands Health and Well-being Centre including:</p> <ul style="list-style-type: none"> • Co-production: Involving users, carers, service provider and wider communities in the planning and delivery of care and support. • Innovation: Being bold and radical in the way services are provided. • Integration: Having an integrated approach to commissioning and delivery of services. • Prevention: Helping communities to help themselves. • Dignity: Respecting people’s dignity and protecting them from neglect and abuse. • Welsh language: Providing services in Welsh for all who need them.

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Regional Carers' Strategy	<p>The Regional Carers' Strategy was developed by the West Wales Carers Development Group and published by the West Wales Care Partnership in November 2020. The WWCDG is a multi-agency group which has actively encouraged feedback from Carers and organisations supporting Carers in West Wales. The Strategy sets out four key priority areas:</p> <ol style="list-style-type: none"> 1. Improve the early identification and self-identification of Carers including Young Carers and Young Adult Carers. 2. Ensure a range of services is available to support the well-being of Carers of all ages, in their life alongside caring. 3. Support Carers to access and maintain education, training and employment opportunities. 4. Support Carers to become digitally included. 	<p>The University Health Board has been a key member of the West Wales Carers Development Group and a senior officer chairs this group. The University Health Board has established a specific planning objective to align the regional priorities to University Health Board action to improve outcomes for unpaid Carers.</p> <p>Working in collaboration with the Regional Partnership Board, we are committed to raising awareness of the needs of unpaid Carers and delivering support for Carers in our communities in new and innovative ways, and to ensuring that the needs of Carers are considered at every stage of their health and social care journey. This commitment has been, and will continue to be, demonstrated in the development of the Programme.</p>	<p>The Cross Hands Health and Wellbeing Centre will ensure the needs of Carers are considered at every stage of their health and social care journey.</p>

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Swansea Bay City Region Economic Regeneration Strategy 2013-30	<p>The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims:</p> <ul style="list-style-type: none"> • Business Growth, Retention and Specialisation. • Skilled and Ambition for long term success. • Maximum job creation for all. • Knowledge Economy and Innovation. • Distinctive Places and Competitive Infrastructure. 	<p>The Healthier Mid and West Wales Programme has strong links with, and is complementary to, the two Regional Growth Deals within Mid and West Wales.</p> <p>The Healthier Mid and West Wales Programme will contribute both directly and indirectly to the 5 Strategic Objectives of the Swansea Bay City Region Economic Regeneration Strategy as follows:</p> <ul style="list-style-type: none"> • Business Growth and Specialisation - Use of local businesses/partners, opportunities for start-ups and local communities in the design, build and operation of the new build and repurposed sites. • Skilled and ambitious for long term success – opportunities for skills development, increasing skills levels across the region, training and education are a key part of the design of our facilities. 	<p>The establishment of Pentre Awel and plans for training and skills development provides a further opportunity to address recruitment and retention challenges for the Health Board and Swansea University (Schools of Medicine and Human and Health Science) by meeting the needs of health and social care and developing a modernised workforce. The development of Cross Hands Health and Well-being Centre will complement the purpose and vision of Pentre Awel, particularly in terms of the proposed Primary Care Academy as part of the planned increase in student numbers for the Graduate Entry medicine and for General Practitioners, addressing the current shortfall in the profession across the region.</p>

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		<ul style="list-style-type: none"> • Maximising job creation for all – creating new job opportunities within the communities of the region. • Knowledge economy and innovation - Utilising the latest innovations at the forefront of digital technology developments to provide the best outcomes for people. • Distinctive places and competitive infrastructures – high quality in design and operation of new and repurposed buildings. <p>The A Healthier Mid and West Wales Programme will also support the headline investment objectives of the SBCD by contributing to the creation and retention of jobs, generation of additional GVA and attraction of significant investment to the region.</p> <p>There will also be direct synergies and linkages with the following SBCD programmes and projects:</p>	

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		<ul style="list-style-type: none"> • Digital Infrastructure Programme – the £55m programme will deliver the latest connectivity infrastructure throughout the region ensuring that hard to reach communities will be able to access high quality services. This will be a crucial element in enabling the delivery of a social model for health and ensuring accessibility for all to digital connectivity. • Skills and Talent Programme – the £30m programme will undertake a skills barometer for the region and create and fund skills and training pathways in support of the identified needs of the SBCD projects. The programme is being led by the Regional Learning and Skills Partnership and could also provide knowledge on the skills needs for the health sector. • Pentre Awel Well-being Village - this £200m project will include life sciences research and assisted living units on one 	

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		<p>site in Llanelli, alongside state-of-the-art leisure, well-being and business incubation facilities. The development will include a well-being skills centre and a clinical delivery centre (Community Health Hub). This project will have a significant positive impact on health and well-being in the region and could be an important base for training and skills development.</p> <ul style="list-style-type: none"> • Life Science, Well-being and Sports Campuses – a £160m project that will see the phased development of business, innovation and skills space based around Med Tech and Sports Tech specialism at sites at Morryston and Singleton • Homes as Power Stations – a co-ordinated project across the City Region to deliver energy-saving technologies to thousands of homes as part of a smart, low carbon new-build and retrofit programme. The project will help tackle 	

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		<p>fuel poverty and reduce the burden on regional health and social services and will facilitate the move towards the social model for health.</p>	

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Future Trends Report Wales 2021	<p>The purpose of the report is to draw together a range of information to assist Welsh citizens and policy makers in understanding the big trends and drivers that are likely to shape Wales' future. It has a specific role under the legislation to inform the work of Public Services Boards in their assessment of local well-being.</p> <p>The report features four megatrends which are most likely to pose risks or opportunities for Wales. These are:</p> <ul style="list-style-type: none"> • People and population. • Planetary health and limits. • Inequalities. • Technology. 	<p>The Future Trends Report is used to inform the development of the PSB Well-being Assessments which are currently being refreshed and are due for publication in Spring 2022. The assessments will inform the development of future PSB well-being objectives and priorities for collaborative actions which can address the significant future trends and risk/opportunities for the residents of Hywel Dda.</p>	<p>The Cross Hands Health and Wellbeing Centre will work collaboratively to support the health and wellbeing needs of the community as identified in the Carmarthenshire Wellbeing Plans and Assessments to ensure opportunities to support the community are maximised.</p>
UK			
Equality Act 2010	<p>The Equality Act 2010 sets out three aims as part of the general equality duty. In addition, there are 14 specific duties in Wales which are set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, which include the requirement to set Strategic Equality Objectives, publish a</p>	<p>Equality of opportunity will be promoted across all areas of the Programme, including employment, education and training and service access. The Programme has developed an Equality and Health Impact Assessment to ensure due consideration is given to the impact on those with protected characteristics (attached at Appendix 5).</p>	<p>The development of a Cross Hands Health & Wellbeing Centre supports the delivery of HDUHB's business strategy by providing a solution not only for delivering integrated primary care and community services but also supporting improved wellbeing by adopting a 'whole systems' population health focus. The latter form a critical</p>

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	<p>Strategic Equality Plan (and annual updates on progress) and undertake equality impact assessments. Closely aligned to this is other legislation such as the Human Rights Act and the Well-being of Future Generations (Wales) Act 2015, together with Welsh Government priorities for specific vulnerable groups and national commitments such as the Armed Forces Covenant and Vulnerable Persons Resettlement Programmes. The Socio-economic Duty under the Equality Act 2010 commenced in April 2020 and puts tackling inequality at the heart of strategic decision making, seeking to strengthen social partnership arrangements.</p>	<p>This Assessment will be a living document, updated continuously as the Programme moves through the business case stages and will be used to inform strategic decision making. Equality of opportunity will be promoted across all areas of the Programme, including employment, education and training and service access.</p>	<p>element of delivering the integrated model of care that underpins the Transforming Clinical Services (TCS) Programme and subsequent strategy A Healthier Mid and West Wales' – Our Future Generations Living Well</p> <p>An Equality Impact Assessment as been undertaken for the proposed provision of a Health and Wellbeing Centre at Cross Hands, Carmarthenshire and is attached as an appendix to this Outline Business Case.</p>
UK Digital Strategy 2017	<p>This strategy sets out how the UK will develop a world-leading digital economy that works for everyone. It has seven strands:</p> <ul style="list-style-type: none"> Connectivity - building world-class digital infrastructure for the UK. 	<p>Our vision is to become the most digitally integrated care organisation in NHS Wales which will enable the delivery of patient-centred high quality, safe and sustainable care to our community. Our mission is to empower patients and staff to securely access information anytime, anyplace, on any device.</p>	<p>Inclusion of community library services at Cross Hands Health and Well-being Centre will support improvements in areas such as digital literacy.</p>

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	<ul style="list-style-type: none"> Skills and inclusion - giving everyone access to the digital skills they need. The digital sectors - making the UK the best place to start and grow a digital business. The wider economy - helping every British business become a digital business. Cyberspace - making the UK the safest place in the world to live and work online. Digital government - maintaining the UK government as a world leader in serving its citizens online. The data economy - unlocking the power of data in the UK economy and improving public confidence in its use. 	<p>We will deliver a Digital Health Board, providing exceptional care, quality and safety for our patients, a single view of information for our clinicians, with collaboration at our core.</p> <p>Our ambition is described in the Strategic Case – Digital Case for Change, and set out in detail in our Digital Strategy, attached at Appendix 11.</p>	
Climate Change Act	The UK’s emissions targets were revised in 2019 to be net zero greenhouse gases by 2050. The Committee on Climate Change’s 2018 progress report to Parliament, Reducing UK Emissions, outlined four messages to Government to put	The Climate Change Act is the basis for the UK’s approach to committing the Government to reduce emissions by at least 80% of 1990 levels by 2050, with 5 yearly interim targets.	The design of Cross Hands Health and Well-being Centre will aim to uphold biophilic design principles and achieve ‘Excellent’ BREEM standard.

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	<p>emissions reductions on track. It identified the need to 'Act now to keep long-term actions open' and specifically referenced floating wind technology, an emerging technology which could offer cost reduced low carbon energy generation. This will be a critical step in ensuring the need is met for a diverse portfolio of low carbon technology that will meet increasing electricity demands.</p>	<p>The Programme will support a low carbon economy. Our ambition is described in the Strategic Case – Environmental Case for Change and set out in detail in the document titled “Scoping and Modelling Assessment for Building & Transport Decarbonisation”, attached at Appendix 12.</p>	