



West Wales 10-year Capital Strategy

July 2023



FOREWORD



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Chair, West Wales Regional Partnership Board

The West Wales Regional Partnership Board brings together partners from local government, the NHS, third and independent sectors with service users and carers. Our aim is to transform care and support services in West Wales. Our region covers the area of Hywel Dda University Health Board and includes the local authority areas of Carmarthenshire, Ceredigion and Pembrokeshire

RPBs are required to produce a strategic capital plan which will present a 10-year view of our capital investment needs in our area. This will be our first Strategic Capital Plan.

In 2022 we published our second Population Assessment and our first Market Stability Report for West Wales. These important assessments help us to understand both the future needs of our population and the capability of our services to meet those needs. How we will respond together to these challenges is set out in our Area Plan which identifies our strategic priorities.

Our vision as an RPB is to support people to stay closer to home and receive the care and support they need within their communities. Key to that is the need to optimise our use of new technologies both in people's homes and within our health and social care facilities.

We have made great progress in recent years using Welsh Government in 2022-2023 of the Housing with Care Fund (HCF) and the Integration and Rebalancing Care Fund (IRCF) to develop housing with support and integrated community health and care hubs.

This strategy will help us to build upon this and meet our future demands by setting out a coherent and pro-active approach to developing capital investment plans. This includes better understanding of the wider determinants of health and wellbeing and how existing portfolios such as housing with health, place making and economic regeneration can contribute to individual wellbeing.

The strategy will ensure that we see the maximum impact from the resources available to us and be a vital pillar in delivering our vision of integrated health and care within our communities across the region.

Now is the time to bring the strategy to life, and I look forward to seeing the capital programme plan and key projects develop as we move forward.



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Executive Summary

The emergence of new funding streams including the Integrated and Rebalancing Care Fund (IRCF) and Housing with Care Fund (HCF) provide the focal point for directing planning, governance and resources into integrated regional planning processes. This will ensure the effective use of capital funds to progress key projects within a regional capital programme governed via the West Wales RPB.

These funding programmes bear particular significance in West Wales given the broad strategic context underpinned by the regional Health and Care Strategy, “A Healthier Mid and West Wales.” The delivery of this strategy is predicated on significant capital investment in community infrastructure such as health and social care hubs. This complements the existing priorities arising from the Population Needs Assessment, Market Stability Report and Area Plans that can benefit from capital investment.

The West Wales Regional Partnership Board (WWRPB) has co-produced a vision, principles and an “accord” which will play a key role in providing a common understanding between partners as to how regional governance will support the prioritisation of capital schemes over the lifetime of the strategy. The process outlined aims to add value and a different output to build on the strategic intent from each of the partner organisations. The business case development tool is a core component of this process and will support lead organisations to accelerate initiatives to a point where they can be included in a pipeline of activity short, medium and longer term. Crucially, this new process will be supported by the new Capital Programme Management Office (PMO) within the WWRPB team.

Whilst the production of a capital strategy is a requirement for all RPB’s, it is important that the governance of the delivery of the strategy is expanded upon to build relationships and effective engagement across the region. This is primarily due to there being a risk that a regional approach to capital investment may be seen as an unnecessary additional process, on top of perceived protracted timelines for submission, scrutiny and approval of capital projects.

To this end, a Programme Delivery Plan (PDP) will be produced to expand on the key governance themes and ensure that best practice is applied to the delivery of the capital programme. It will include details on the emerging priorities for the capital programme which include:

- Effective deployment of funding and resources in order to accelerate the development of capital schemes
- Building the capability of capital project knowledge, skills and experience across the region
- Establishing a pipeline of schemes for the duration of the strategy
- Establishing key roles and responsibilities within the capital programme, to ensure the governance optimises the delivery of this strategy

PART 1: Strategic Context and Vision

1.1 Strategic Capital Vision and Principles

The Strategic Capital Vision for West Wales Regional Partnership Board describes the future state for health and care services across the region, organised around the six national models of care and focused upon improved health and well-being for local citizens.

Modern, accessible and sustainable services and assets that support residents of West Wales.

To achieve our collective vision, a common set of key principles was identified by participants at the West Wales Strategic Capital Plan workshop held in November 2022, which capital programmes and schemes will adopt:

- *Improvements to population well-being*
- *Addressing increases in the region's ageing population*
- *Provide continuity for our vulnerable populations*
- *Increasing the choice and availability of specialist accommodation*
- *Supporting seamless delivery of services*
- *Improving building quality*
- *Supporting digital solutions*
- *Demonstrating value for money*
- *Reduction in revenue costs*
- *Reduction in carbon footprint*
- *Sustainability*
- *Accessibility*
- *Co-produced approaches*

Fundamentally, the principles identified are underpinned by the need to support new models of preventative care, which is the premise of the recent establishment of the Housing with Care Fund (HCF) and the Integration and Rebalancing Care Fund (IRCF)

This Strategy and associated PDP outline the strategic direction and management of a 10-year Capital Strategy for West Wales. It is enhanced by the development of a regional “accord” which aims to provide a common framework of understanding across the region for all partners in how the 10-year capital strategy is to be fulfilled. This is expanded upon further in [Appendix 1](#).

1.2 Alignment with national and regional ambitions

A Healthier Mid and West Wales – Our Future Generations Living Well

The Health and Care Strategy for the region “A Healthier Mid and West Wales [Our Future Generations Living Well](#)”, led by Hywel Dda University Health Board outlines a future vision and shared ambitions of partner organisations to focus on population health and wellbeing, recognising the contribution of strong and resilient communities.

The strategy outlines a future community model that is underpinned by a social model for health and wellbeing. This model will be enabled by investment in capital infrastructure and is aligned to the Programme for Government commitments to develop health and social care hubs, which in West

Wales will support the development of a new urgent and planned care hospital between Whitland and St Clears.

In 2022, the WWRPB published its Market Stability Report ([MSR 2022](#)) describing the sufficiency and stability of the care market to meeting the health and care needs of local people across the region. This is a key reference document- informed by the regional Population Needs Assessment ([PNA 2022](#)) and Housing LIN reports for [Older People](#) and for people with [Learning Disabilities and Mental Health](#)) to support the development of regional priorities for both the 10-Year Strategic Capital Plan (2023-33) and the Area Plan (2023-28).

The development of regional capital priorities is also aligned to key national and regional strategies. These are as follows.

- **Health and Social Care Integration and Rebalancing Care Fund- [IRCF guidance 2022](#)**
 - **Priority 1:** The delivery of Integrated Health and Social Care Hubs
 - **Priority 2:** Rebalancing the adult residential social care market
 - **Priority 3:** Eliminating profit from the provision of children’s residential care.

- **Housing with Care Fund - [HCF 2022](#)**
 - **Objective 1:** The ageing population. Supporting the ageing population to continue to live independently with care and support at home.
 - **Objective 2:** Care closer to home. To ensure the accommodation and care needs of particularly vulnerable groups who are not able to live fully independently are met as close to home as possible.
 - **Objective 3:** Intermediate health and social care services in the community. To ensure there are adequate facilities to provide step up/step down, reablement and rehabilitation in the community.

The housing contribution to the cross-government regional integration agenda is underpinned by A Healthier Wales and Programme for Government (PfG) commitments to support innovative housing development to meet care needs and to fund regional residential services for children with complex needs, ensuring their needs are met as close to home as possible and in Wales wherever practicable.

The emergence of the new IRCF & HCF will add significant value to the existing portfolio of capital developments ensuring that other themes of strategic importance are integrated within strategic planning. These include:

- Town centre first
- Decarbonisation
- Biophilic design
- Primary Care Model for Wales
- Sustainable Communities for Learning
- Flying Start
- Early Years Transformation Programmes

It is important to note that whilst the funding specifically calls out health, social hubs and accommodation-based solutions, this strategy will also support other policy commitments within the Programme for Government.

- **National models of care** (see pages 16-20 [RIF Guidance 2022](#) and [Appendix 2](#) for programme details)

- Community based care – prevention and community coordination.
- Community based care – complex care closer to home.
- Promoting good emotional health and well-being.
- Supporting families to stay together safely, and therapeutic support for care experienced children.
- Home from hospital services.
- Accommodation based solutions.
- **West Wales Area Plan 2023 priorities**

In addition to meeting Welsh Government policy requirements, the West Wales Regional Partnership Board Area Plan 2023-2028 focusses on areas of collaboration and integration across the region which add value and complements rather than duplicates other detailed regional plans such as Hywel Dda's Integrated Medium Term Plan, Public Service Board Well-being Plans and Local Authority Annual Business Plans.

The five high-level priorities align closely with the aspirations of the Strategic Capital Plan as follows:

- Supporting people to manage their own well-being.
- Supporting people to stay closer to home.
- Having the right services available to meet demand.
- Having the workforce we need.
- Planning and delivering our services with people who use them.

The approved 2023-2028 Area Plan will be published on our website.

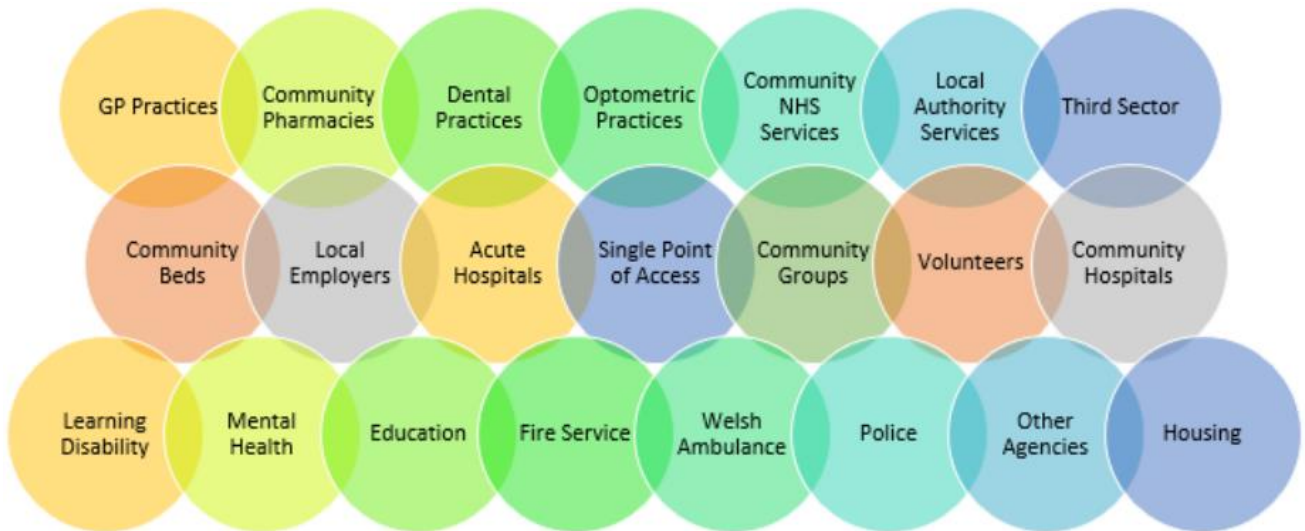
Other partners within the region have also produced annual plans / strategies, which support the alignment to the wider policy and strategic context as noted above. Estate rationalisation and the development of agile / hybrid working hubs are a common feature as well as other infrastructure related components.

1.3 Key Development Opportunities

The IRCF guidance has outlined the aspiration to develop a “blueprint” for integrated health and social care hubs and to work with the Community Based Care Community of Practice to achieve a consistent approach to integrating services and provide seamless care and support from these facilities.

This work chimes nicely to the “future community model” as outlined in the “[A Healthier Mid and West Wales Care strategy](#)” which describes the current community health and care landscape as complex, variable, over-medicalised and fragile.

The future community model places emphasis on the role of infrastructure to enable each locality to develop, which is underpinned around the premise of strong resilient communities. Each locality will be supported by the development of an integrated community network. These networks will provide information, advice and assistance and will cover the whole spectrum including physical health, mental health and learning disabilities.



Each integrated community network will be supported by **one or more health & wellbeing centre or community hub**. This will bring people and services together in one place and provide the virtual links between local populations and the community network.

The emerging blueprint for community hubs provides a perfect opportunity to define each community scheme within the strategy and to focus on local population needs as well as the added value of the applying the principles of this regional capital strategy.

Successful programme management will be key, as there are an array of linkages and dependencies to work across the whole system as part of wider transformation.

Market Stability Report

The MSR noted the following key development opportunities to address market stability and sufficiency across the region to meet current and projected need. These recommendations reference capital development and investment opportunities, in addition to the opportunities offered by the development of a new acute hospital on the Carmarthenshire-Pembrokeshire border, supported by a comprehensive pipeline of community hub development made possible by the availability of IRCF.

Re-provisioning services
<i>Local Authorities and private providers are encouraged to consider options to re-provision existing services into other models of care in response to market opportunities or when faced with potential loss of placements. The option to re-provision care homes into specialist housing has been specifically highlighted as a viable approach in responding to the projected demand for specialist housing across the region, within a business model that is more suited to retaining and recruiting staff.</i>

Reconfiguring services

Examples have been identified where existing service models can be reconfigured and expanded into different market segments or ways of delivering services and support. They include developing “hub and spoke” models that combine residential care with community services, supporting individuals to remain independent in their homes but with the options of residential support. Such approaches could offer staff increased flexibility, - which may boost staff recruitment and retention levels.

Rebalancing the market

In line with statutory requirements relating to business continuity, local authorities must work with existing providers to find solutions if they are in difficulties and act as the provider of last resort if there is a market exit. The need for robust business cases is key to any market intervention alongside clear regard to ensuring continuity of care. Having in-house capacity (and hence capability) will also mean the local authority is better placed to support providers experiencing difficulties and manage potential transfers from private to public provision.

Further the region needs to respond to the national policy direction of removing the profit element from children’s residential care services.

Enhance regional commissioning for specialist services.

It is recognised that under current arrangements several service areas (particularly specialist services for adults and children) would benefit from a more joined up regional approach to commissioning and resourcing.

Developing new services

Current market conditions are considered not conducive to new investment from the private sector. Feedback from providers is that concerns about workforce pressures and income levels, as well as higher specification for new builds are limiting opportunities for market expansion and investment - and it is noted that many of the providers operating in the region are SME organisations with limited access to investment capital and internal capacity for developmental project work.

However, the analysis has identified some small pockets of recent market growth, for example Carmarthenshire has experienced a growth in the number of regulated domiciliary care providers in the last 3 years (up from 23 in 2018 to 32 in 2020) and there have been several new extra care developments recently being built in both Pembrokeshire and Ceredigion for older people as well as working age adults.

County councils have a key part to play in supporting the conditions for new market entrants (and expansion of existing providers) to develop new care and support services. Feedback from system leaders and commissioners indicates a range of options to include;

- *Relevant Local Authorities considering how to use their Housing Revenue Account to support the development of Supported Living and Extra Care units (as identified in the Housing LIN report).*

- *Freeing up land-banks for development (for example Ceredigion has recently released land in the north of the county to work in partnership with an independent provider to develop a new Residential EMI Care Home).*
- *Land use planning and project management advice and support. County councils can offer access to internal project management expertise particularly to small sized providers, who dominate the care market across the region and who may lack internal capacity. Local Development Plans (LDPs) could be reviewed to seek out opportunities to support the development of new care and support services – including the provision of specialist housing units.*

PART 2: Developing the 10-year Strategic Capital Plan

2.1 Our key partners.

Currently the West Wales Regional Partnership Board membership includes two service users and one carer from across the region and we remain committed to ensuring that their voice is heard and valued in our discussions and as we take decisions. This priority extends to the work of the West Wales Strategic Capital Board (WWSCB) and the West Wales Operational Capital Group (WWOCG), whose membership currently includes senior representatives from;

- Hywel Dda University Health Board
- Carmarthenshire County Council
- Ceredigion County Council
- Pembrokeshire County Council

The intention is to expand the membership of both the WWSCB and the WWOCG to include representatives from the following sectors. The approach will be progressed as the identification and prioritisation of potential capital projects evolves.

- Housing Associations
- RSLs
- Independent Care Providers
- User Representatives
- CVCs

2.2 The approach to developing the plan.

This plan has been coproduced and led by members of the West Wales Strategic Capital Board (WWSCB) and the West Wales Operational Capital Group (WWOCG). The approach has drawn upon partners expertise and experience in capital project / programme management, strategic commissioning, and system leadership alongside an evidence-based approach to detailed analysis of market intelligence, deployment of capital assets across the region, good practice examples and projections of need and supply.

The development of this plan has been undertaken in parallel with the development of the West Wales Care Partnership Area Plan 2023-28, aligning both capital and revenue planning activities as to complement each other. This is consistent with the Welsh Government Integration and Rebalancing Capital Fund guidance 2022.

To support the approach, WWSCB appointed the Institute of Public Care (IPC), Oxford Brookes University to run a series of workshops (November 2022, February 2023 and March 2023) and development activities to help determine capital priorities and ways of working. The workshops included all members of the WWSCB as well as regional capital leads.

2.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The WWSCB completed a SWOT analysis in November 2022 in reference to the challenges and opportunities in developing and delivering a 10- year strategic capital plan. This SWOT is detailed in [Appendix 3](#).

Key observation includes that whilst there is a shared and developing culture of collaboration across the various partners including a sense of trust and strong leadership approaches, this is restricted by a lack of dedicated capacity to undertake, evaluate and support strategic activity alongside (historic)

tensions in balancing the differing local priorities including how services are deployed in more rural areas compared to urban settings.

In terms of moving forwards, the WWSCB recognised that it is building upon a culture of collaboration and that the opportunity to reset the Strategic Plan allows for a more strategic approach concentrated on outcomes and innovation rather than taking a more reactionary and dispersed approach to capital funding opportunities. This includes taking a refreshed approach to the redeployment of existing capital assets, exploring the wider adoption of digital technology, and moving beyond traditional partners. A more proactive strategic approach will also need to respond to the potential impacts and consequences of the pandemic and the cost-of-living crisis, to include rising demand and pressures on external providers and contractors, as well as more stringent requirements relating to decarbonisation and phosphates regulations.

2.4 Further work on the plan

The early phases in the development of this 10-Year Strategic Capital Plan have focused upon collating and analysing data and intelligence reflecting current and future capacity to meet the health and wellbeing needs of local people over the next 10 years. This process to date has involved a comprehensive mapping of assets combined with a review of existing documents detailing demand and supply and a series of workshops with the WWSCB to determine key objectives, agree ways of working and initiate the prioritisation of regional capital projects / programmes to be submitted for Government Funding and matched funded by regional partners.

The next phase in developing the 10 Year Capital Strategy for West Wales is to complete the identification and prioritisation of regional capital projects and programmes, to include further mapping of capital assets and to develop business cases for submission to Welsh Government alongside agreeing match funding agreements.

2.5 Programme Delivery Plan

The strategy reflects the relative immaturity of this work within a 10-year timeframe. The strategy will be updated annually as well as the production of a PDP to provide the programme management and assurance that various aspects of the regional capital programme are being managed effectively. This will include governance of (and not limited to)

- Business Case development and prioritisation tool
- Projects dossier
- Capital projects programme – live document
- Communications and stakeholder engagement
- Benefits management framework aligned to the wider RIF outcome reporting
- Management of links and dependencies
- Risk and issue management
- Resource planning and management of the capital programme team

The West Wales Regional Partnership team has developed capability around the use of Power BI (PBI). It is proposed that this will be used wherever possible to support the above points.

The IEG as the sponsoring group will be kept up to date with progress of the development and implementation of the delivery plan. The roles and responsibilities of each forum within the programme governance structure will be expanded on in the programme delivery plan.

PART 3: Current Capital Infrastructure

3.1 Strategic Context

Much of the case for change for capital investment in West Wales is predicated around significant issues with current estate performance. Hywel Dda's Programme Business Case to enable A Healthier Mid and West Wales submitted in February 2022, outlines significant challenges associated with existing infrastructure, with 40% of estate over 50 years old, significant backlog maintenance issues and lack of compliance to modern healthcare environments.

Other accommodation within West Wales experiences similar challenges, with all partners in the region targeting opportunities to improve the physical condition of facilities, improve compliance with statutory health, safety and fire compliance, as well as better utilise space that is increasingly unsuitable for the demand from services and service users that frequent such buildings.

The strategic context for investment in capital infrastructure is linked by several agendas, all of which can be considered as influencing any design brief for a capital project:

- **Agile / hybrid working** – increasing trend to explore collaborative co-location of agile / hybrid working hubs as part of wider community facilities and to support services and individuals to work from anywhere. Estate should be modern and encourage creativity and innovation, empowering staff.
- **Digital ways of working** – Optimising the technology that can supported through capital investment, supporting the ability to access information and systems from anywhere. The recent publication of the [Digital and Data Strategy for Health and Social Care in Wales \(2023\)](#) reaffirms the role of digital capability as a key enabler of a Healthier Wales. Technology will enable and support our citizens across Wales, to receive care closer to home and to better manage their own health and care conditions. Modern health and social care facilities can support some of the key aims of the national strategy through several aspects such as:
 - The role of telemedicine and remote monitoring in assisted living and housing settings
 - Supporting digital inclusion where by community facilities, particularly in rural locations can provide greater access to services
 - Enabling a digital workforce to thrive by providing the infrastructure required to work in a more flexible way, such as agile / hybrid working capability. This will support greater collaboration to provide greater holistic care and support for citizens.

Lessons learnt from recent capital projects in the region show that the outcomes from projects overall can only be matched by the digital capability.

- **Decarbonisation** - Decarbonisation of the public sector by 2030 is a priority for Welsh Government and the NHS in particular has set ambitious targets to be carbon neutral by 2030. Estate performance within capital planning is of paramount importance. This strategy provides the opportunity to overcome the challenges associated with older, less efficient buildings.
- **Biodiversity** – The decarbonisation agenda is frequently referred to alongside opportunities to promote biodiversity. Biophilic design has featured prominently and is a well referenced example in Velindre Cancer Centre. An effective capital strategy can support several environmental agendas.

These opportunities will be considered as part of critical success factors for the capital programme as this work gains pace and maturity.

3.2 Our Infrastructure and assets

A comprehensive mapping exercise has taken place across the region to understand the existing infrastructure and assets that support the delivery of health and social care. Building on the PBI capability above, this has been developed in the form of an interactive map that can be accessed via the link below.

https://app.powerbi.com/groups/0d299367-a79b-469d-b103-3a1909bc43a4/reports/01dbbc19-9048-47a4-ab4d-33b88eb0730f?ctid=319baa9a-8e8b-4d1e-86ae-f76a403f1c84&pbi_source=linkShare

The purpose of the map will be to integrate the existing infrastructure across the region with the pipeline of projects within the 10-year capital programme.

The aspiration is that the map will become a visual representation of aspects of the “live capital projects portfolio”, in order to bring this to life. This could include details such as delivery partners, client groups, project timelines, costs etc. The map will be fully integrated and configurable building on a comprehensive data set that sits in the back end.

It is hoped that the PBI approach will be the core product used to manage the capital programme moving forward, building on the capability developed within the RPB team.

Screenshots of the interactive map are provided in [Appendix 4](#) in addition to the hyperlink provided above.

3.3 The outcomes of our assessment – Key Messages

Hywel Dda’s £1.3bn [Programme Business Case](#) to deliver the capital infrastructure associated with “A Healthier Mid and West Wales” clearly demonstrates opportunities to deliver on the ministerial commitments associated with health and social care hubs, and will be supported by the priorities of IRCF.

The existing IRCF applications received to date for health and social care hubs are a clear indication of the strengths of the capital programme delivered by the Health Board which also supports key initiatives led by the Local Authorities, namely Pentre Awel and Carmarthen Hwb.

As these projects progress, it is vital that a blueprint is established to support each type of hub as described, with the planning and transition of co-located services into community locations being key to their success. A threat to these developments, is the ongoing revenue affordability of lease arrangements and other non-pay aspects.

Wider accommodation based solutions have been explored as part of the Housing LIN reports, with assessment of need and demand included in both assessments for accommodation for older people, and those with mental health and learning disabilities.

There has been significant under development of housing with care for both rent and for sale in West Wales. There is a need for all tenures of housing with care, including mixed tenure developments. There will be a need for shared equity models as well as outright sale models particularly where older people have relatively low equity in existing properties.

Early priorities for investment referred to in Section 4, show a number of supported living developments to support population groups with Mental Health and/or Learning Disabilities. The implications for commissioners from the Housing LIN reports can be found here.

3.4 Additional activity

NB this mapping currently identifies.

- LA capital assets (in-house residential care homes, day centres, community centres)
- HB capital assets (community NHS services, intermediate care)

Further work is proposed to extend the range of assets being mapped to include the following as well as mapping levels of activity to help determine balance between supply and demand.

- Independent Sector (residential and nursing care homes, extra care, community outreach)
- RSLs and Housing Associations (extra care, supported living, specialist housing)

PART 4: Strategic Priorities for Investment

4.1 Strategic Priorities for Investment

A number of priorities for investment have been earmarked that are in pipeline or development. A table has been included in [Appendix 5](#) which includes high-level aspirations for schemes which are of significant scale as identified from the mapping exercise, that could be funded through IRCF or HCF.

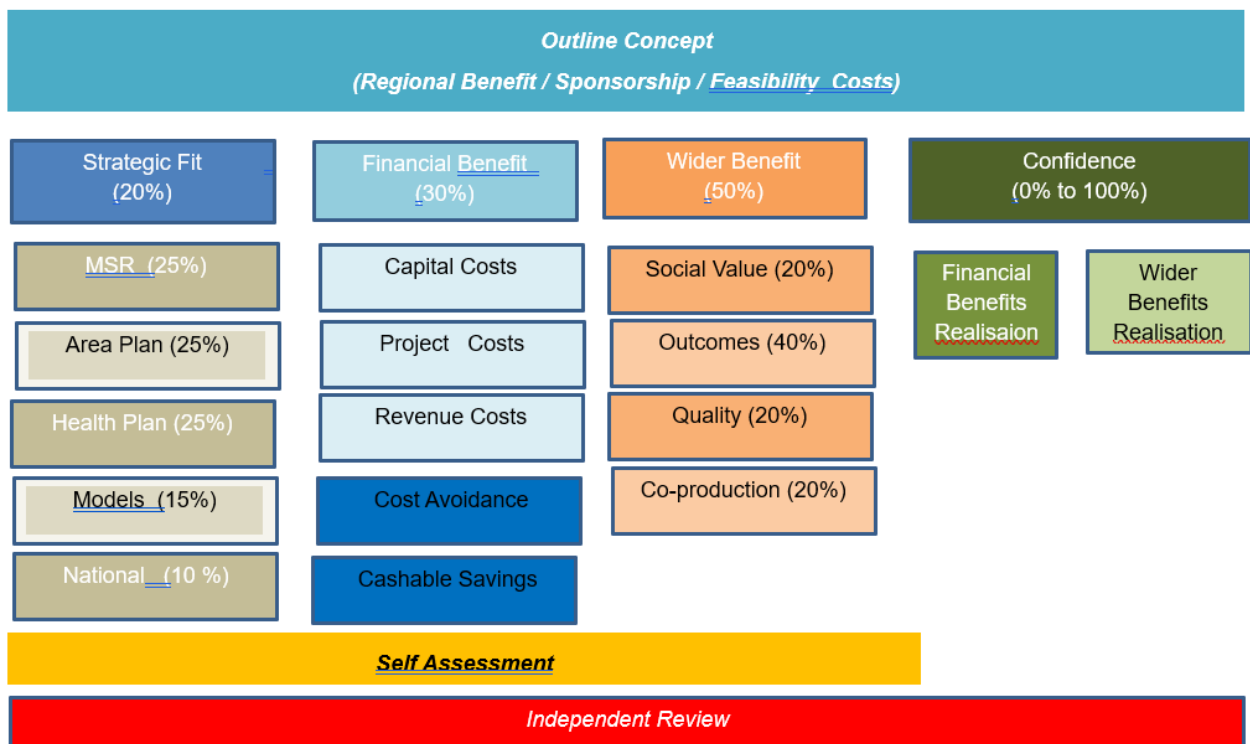
4.2 Identification and Prioritisation of Capital Projects.

As part of the development work on the West Wales Regional Partnership Area Plan 2023-28, the Institute of Public Care (IPC) designed and coproduced a prioritisation tool for regional projects. The tool details project objectives and measures the extent of strategic fit, projected financial and wider benefits. These are independently weighted to create an overall score allowing for transparent comparison in terms of priority across all proposed regional projects (higher score increases level of priority).

The tool will be adapted to identify and prioritise capital projects, in order to:

- Establish an outline concept of capital project ideas (adapted from the essential details sheet).
- Specifically prioritise potential capital projects and ensure alignment with relevant revenue projects.
- Support formal bids for external funding (Note the tool is consistent with the Five Business Case Model advocated by Welsh Government – see [Appendix 6](#)).
- Track and review projects on an annual basis.

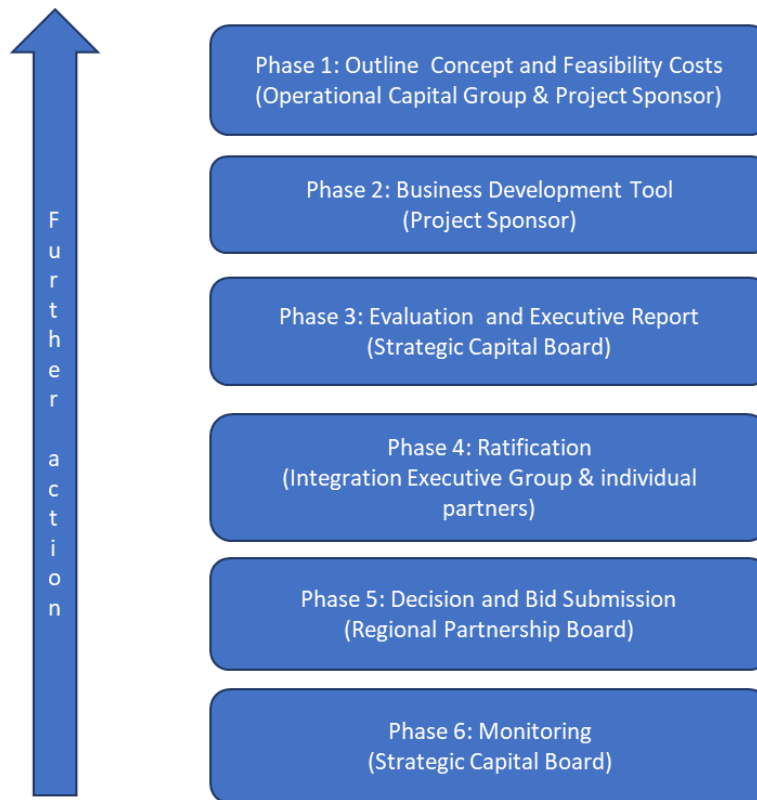
The existing tool referred to above, is included below for information.



PART 5: Programme Governance and Delivery

5.1 Governance Structure and Prioritisation Process

The following diagram details both the West Wales capital governance structure and the prioritisation process for Welsh Government bids and agreement on match-funding. Details of the process are set out in [Appendix 7](#).



The prioritisation process forms a key part of the West Wales Capital governance structure. The PDP sets out further the structure expanding on the terms of reference for the key groups, as well as the roles and responsibilities of individuals.

5.2 West Wales Strategic Capital Board Accord 2023.

To support enhanced collaborative working across the region in developing and delivering a 10-year Strategic Capital Plan, the WWSCB has put into place an Accord that describes agreed ways of working. The Accord is not a legally binding agreement in itself, but rather a subsection of the West Wales Regional Partnership Board Written Agreement to which all parties are signatories. The various sections of the Accord are as follows:

- Working Regionally
- Priorities and Alignment
- Prioritisation of Schemes
- Review of Schemes
- Design Principles

A full copy of the West Wales Strategic Capital Board Accord is detailed in [Appendix 1](#).

5.3 Engagement with key stakeholders

Key to the success of the regional capital programme will be to successfully engage with key stakeholders frequently. The approach to taking forward capital developments on a regional basis should be seen as through the lens of managing change successfully. It is important therefore that the early phases of the programme engage a wide audience, create some momentum and demonstrate successes and lessons learnt. Particularly, around developments in new processes to accelerate schemes.

The WWRPB is taking forward several initiatives to improve its communications and engagement activities. These include:

- Re-design of the WWRPB website
- A social media plan and new communications platforms
- Changes to how citizen representatives are engaged in key programmes of work.

The latter point will be important to ensure citizen voice is prominent, both at a programme level and where partner organisations can successfully involve under represented groups in project planning and delivery.

Again, the PDP will include emphasis on communications and engagement and utilise the capability and capacity within the WWRPB.

5.4 Delivery arrangements

Recognising the increased capacity required to deliver the intended outcomes of a 10-year capital strategy, the Regional Partnership Board and its Integrated Executive Group supported the creation of a Regional Capital Programme Management Office (PMO) within the Regional Partnership Board Team. The team will access support from the wider RPB team where required, which ensures effective and efficient deployment of resources, along with an integrated approach to discharging RPB priorities and duties.

Currently, the Capital PMO Team consists of:

- Capital Programme Manager (1 WTE)
- Three Capital Project Leads. (2.6 WTE)

5.5 Benefits Management

To support the successful delivery of capital projects across the region, the following regional themes and associated regional objectives will be tracked and evaluated by the WWSCB on at least an annual basis to support project adjustment, initiation or closure decisions. This approach is consistent with the IRCF Guidance 2022 (measuring success)

This regional approach will be aligned to the 15 national indicators detailed in the RIF Outcomes Framework (latest version is described in the [RIF Guidance 2022](#)) and consideration of the Think Local Act Personal [Statements](#)

The regional objectives have been grouped by the WWSCB under the following regional themes-which are also aligned to the themes of the Well-being of Future Generations (Wales) Act 2015.

Ways of Working - Integration and Long-Term

- Agreed vision across region and integrated approach across wider programmes and system.
- Must have operational management throughput for capital projects and clear on operational costs.

- Clear what is a regional or local service, and clear decision-making arrangements.
- Align to population needs and MSR and backed by research.
- Take a long-term approach – balancing short term needs with ability to meet long-term needs.

Outcomes for individuals and local communities

- Prevent decline, promote independence.
- Emphasis upon having good and meaningful relationships.
- Independence for populations for longer.

Involvement and Collaboration

- Draw in 3rd sector and other organisations.
- Bring in private developers to support unmet need.
- Complete buy-in from all partners including housing, education, leisure services etc.

Buildings and Sustainability

- Better environments for local people and communities.
- People in communities have access to supportive assets.
- Buildings support quality of care.
- Technology built into schemes and homes.
- Good quality housing / buildings is key to deliver net zero targets and good health.
- Maximising use of current assets.

Service Delivery Models

- Reducing out of county placements for children and young people.
- Targeted to the vulnerable - offering flexible accommodation solutions.
- Contribution to moving people out of hospital or prevent admission.
- Care closer to home - palliative care, extra care schemes etc.
- Roll-out Integrated Hubs / care centres (linked to “no wrong door” principle).
- Regional approach to complex care.

Prevention

- Promote prevention agenda (from early years, families to adults and older people).
- Reduce reliance on workforce and revenue: Deliver revenue savings.
- Intergenerational and Through Age Wellbeing.
- Equitable, accessible and promote awareness.
- Right place, right time to meet growing population needs.
- Support market stability.

The PDP will include a section on benefits management to ensure that it is explicitly understood the approach to wider outcomes reporting within the RIF Outcomes Framework

5.6 Key risks and mitigations

Early analysis by the WWSCB identified the following key risks to the successful delivery and development of the 10-year Capital Strategy. These risks will be subject to further refinement and oversight during the prioritisation of capital projects phase of the plan.

- Lack of engagement with independent care / housing providers.
- Lack of commitment by independent investors / developers.
- Conflicts of interest between partners.
- Lack of internal capacity to deliver programme.
- Costs of carbon zero and phosphates agenda.
- Workforce shortages to run new services.

The programme will manage a RAID log (Risks, Actions, Issues and Decisions) in real time so that there is clear visibility across all levels of governance within the programme.

Appendix 1: West Wales Strategic Capital Board Accord 2023

West Wales Strategic Capital Board Accord, 2023.

Working Regionally

- The majority of all capital schemes will be delivered locally, but importantly, are constituent parts of a regional programme. Local conditions (demographics, geography, socio-economic features etc) and strategic intent as set out in relevant documents including the West Wales Population Assessment, Area Plan and Integrated Medium-Term Plan are key determinants for regional prioritisation and meaningful delivery of capital programmes and schemes.
- Over the 10-year lifespan of the Strategy, the geographical distribution of capital allocations and schemes should align broadly with county populations, but this will be over the whole lifetime of the strategy, rather than annual percentage allocations to partners.
- Governance arrangements will recognise the need for individual organisational sign off as well as regional approval.

Priorities and Alignment

- All capital schemes will be clearly identified and aligned to the agreed West Wales Regional Partnership Board's Area Plan 2023-28 priorities. This is to support joined-up complementary revenue and capital approaches.
- Alignment of capital schemes will also reflect wider but related regional and local priorities beyond the scope of health and care - for example economic regeneration, digital connectivity priorities.

Prioritisation of Schemes

- All capital schemes will have a Project Sponsor, who is a member of the Integration Executive Group (IEG).
- All capital schemes will be subject to a prioritisation process using the West Wales Prioritisation Tool.
- The West Wales Strategic Capital Board will oversee the prioritisation process.

Review of Schemes

- All capital schemes will be reviewed on an annual basis to report progress and make any necessary adjustments.
- The overarching 10-Year Strategic Capital Plan will be reviewed in parallel with scheduled reviews of the West Wales Regional Partnership Board's Area Plan.
- All reviews will use the West Wales Prioritisation Tool to ensure consistency and transparency in approach.

Design Principles

All capital schemes will be developed in line with the following agreed design principles.

- Early engagement with stakeholders to include independent and third sector care providers, and housing partners.
- Coproduced with people with lived experience of care and their carers.
- Supports market stability.
- Supports market sufficiency in meeting growing needs.
- Reduces reliance on workforce and revenue.
- Maximises the potential of housing to improve health and well-being.
- Intergenerational.
- Equitable and accessible.
- Right place, right time.
- Demonstrates sustainability and contribution to net carbon zero.
- Utilises digital innovation.
- Schemes are affordable and deliverable.

Appendix 2: Links with the six national models of care

Programme 1 Community based care – prevention and community coordination

This prevention programme and will help to build the resilience of people and communities, moderating demand for acute health and social care needs, and thereby ensuring when more complex needs arise, they can be met. Both IRCF and HCF Objective 2 funding support this through development of community hubs and investment in community assets.

Programme 2: Community based care – complex care closer to home.

This programme aims to maximise recovery following a period of ill health or other life events and reduce reliance on long term care, reducing admission and long-term care dependence. This will support our integrated coordinated care and support at home for individuals with more complex care and support needs. HCF Objective 1 funding is being deployed alongside SHG and HRA funding to develop a range of specialist accommodation developed in response to care and support needs.

Note Programme 2: Complex Care Closer to Home Programme and Programme 5: Home from Hospital will be closely aligned and developed together with the Urgent and Emergency Care Framework: 6 goals for urgent and emergency care: policy handbook for 2021 to 2026 This is to support the development of coherent systems, avoid duplication wherever possible and maximise use of the available resources.

Programme 3: Promoting good Emotional Health and Well-Being (EH&WB).

This aim of this programme is to complement, not replace, Welsh Government investment in acute mental health services including the child and adolescent mental health service This programme will support individuals to take more responsibility for their own EH&WB. It will allow organisations to support individuals across all priority population groups with EH&WB needs including children and young people, which aligns with HCF Objective 1 funding for specialist accommodation to address the care and support needs of people with mental health and learning disabilities care.

Programme 4 Supporting families to stay together safely, and therapeutic support for care experienced children.

In keeping with the principle of prevention and early intervention this programme will work with families to help them stay together safely and prevent the need for children to become looked after. This programme will complement the statutory functions of partner organisations. HCF Objective 2 funding is being deployed to develop a range of Safe Accommodation within which to deliver support for Children and young people and parents with additional needs.

Programme 5 Home from Hospital.

This programme will allow us to develop and build on models of care to support with Home from Hospital planning and delivery and implementation of the D2RA framework. This refers to care and support offered to patients to leave hospital for ongoing recovery then assessment with an aim of limiting unnecessary time in hospital setting and improving outcomes. HCF Objective 1 funding is being deployed alongside SHG and HRA funding to develop a range of specialist accommodation developed in response to care and support needs.

Note Programme 5: Home from Hospital Programme and Programme 2: Complex Care Closer to Home will be closely aligned and developed together with the Urgent and Emergency Care Framework: 6 goals for urgent and emergency care: policy handbook for 2021 to 2026. This is to support the development of coherent systems, avoid duplication wherever possible and maximise use of the available resources.

Programme 6 Accommodation Based Solutions.

Developing accommodation that can support people's independent living and meet their care and support needs is an important part of our health and care system. In West Wales our programme will align both revenue and capital solutions to:

- Develop accommodation that can support people's independent living.
- Ensure the accommodation needs of our priority groups, both in the community and in supported settings are met.
- Ensure people are actively involved in developing accommodation options and have opportunity to choose where they live.
- Link accommodation solutions to existing and new capital funding opportunities.

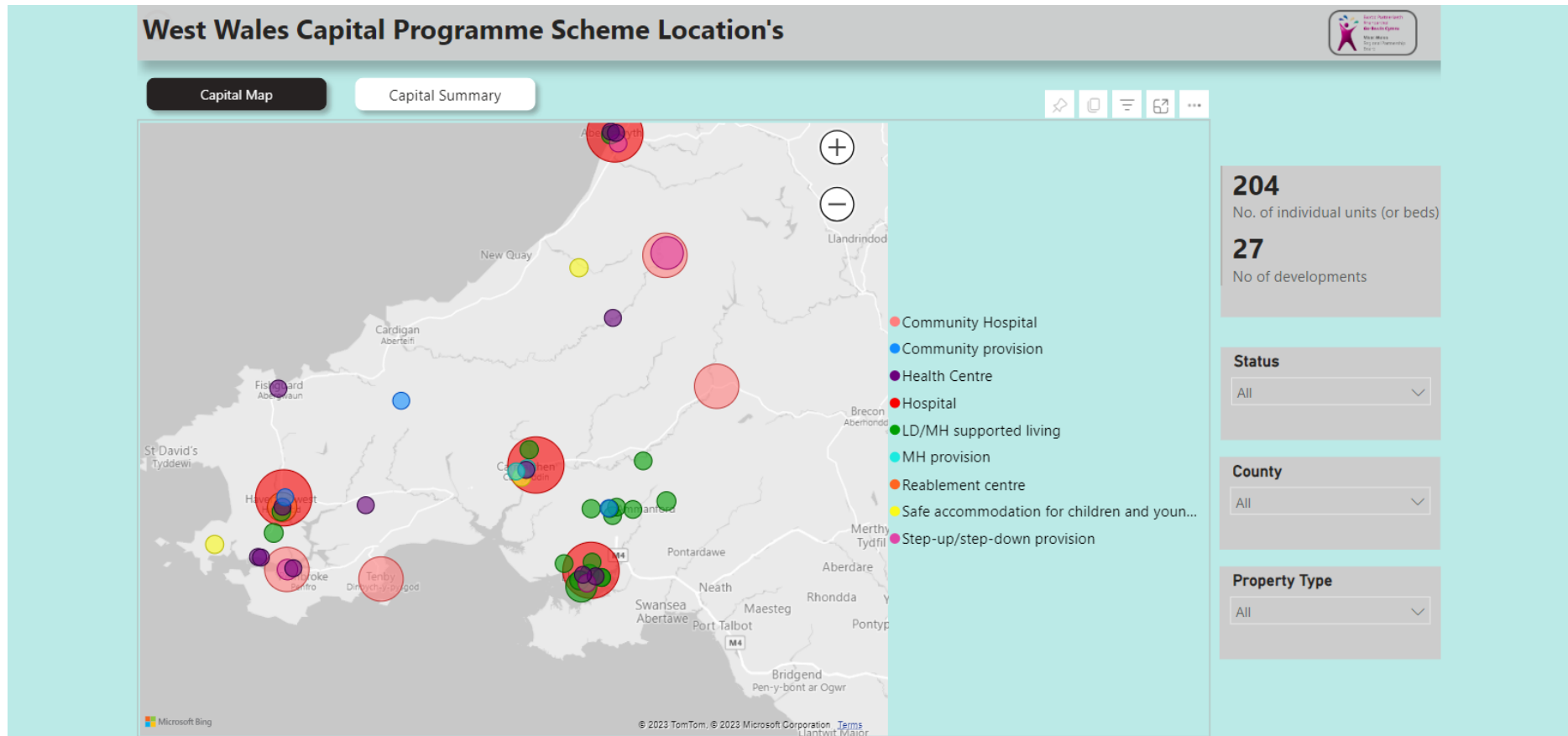
Appendix 3: SWOT Analysis

As a starting point, the West Wales Strategic Capital Board undertook a SWOT analysis at its first workshop in November 2022 in terms of identifying and agreeing factors determining or potentially influencing the successful development and delivery of a 10-Year Capital Plan for the region.

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Strong Leadership • Good and mature working relationships • Ambition to improve and deliver better services • Strong 3rd sector • Willingness to change / Trust and ability to challenge • Funding from multiple sources • Good connections between LA and wider partners (education, regeneration, housing, Port Authority, Mid-Wales Collaborative etc) • Examples of best practice / Links with university and research led approaches • Natural setting / beautiful location • Large number of land and property assets • Good knowledge of local need and assets. 	<ul style="list-style-type: none"> • Capacity is challenging across region and locally • Approach needs to be more proactive than reactive • Regional vs County - competing priorities & agendas • Lack of clarity for prioritisation • Protracted timescales for decisions making – (LA/HB internal governance in addition to RPB and WG) • Different models across region • Economies of scale and rurality. • Need reporting transparency, agreed evaluation / outcome measurement & what good looks like • Need to build and improve relationships and engagement with communities • Lack of capital stock e.g., housing appropriate for those with care and support needs.

Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> • Improving integrated working & planning; pooled budgets, upskilling workforce and creating new roles Accessing multiple sources of funding • No wrong door / signposting; choice for people • Developing well-planned, flexible, multi-use and agile assets to meet future needs; reviewing current assets. • Exploiting opportunities such as Town centre regeneration; accommodation for staff (recruitment and retention); active travel opportunities. • Sweating assets to their full extent • Achieving strategic alignment; projects that deliver impact rather than “scatter-gun” • Focussing on individual needs and outcomes rather than organisational requirements. • Relieving pressure by delivering care closer to home • Innovating and diversifying approach – digital, agile working, alternative locations including mobile • Extending relationships beyond traditional partners- i.e., economic regeneration. 	<ul style="list-style-type: none"> • Complex Government agenda - grant conditions, criteria, and timescales – <i>“can’t fund everything everywhere”</i> • Challenging budget position (local and nationally / revenue & capital). • Challenging external delivery capacity; lack of contractor capacity and availability and increased cost of materials • Commitment from external partners e.g. social housing providers. • Planning and phosphates targets; decarbonisation is expensive • Impact of transportation & rurality on access to specialist services • Economies of scale; neighbouring County Councils and Health Board alignment • Pandemic and cost of living crisis driving up demand and placing additional pressures on services and support.

Appendix 4: West Wales Asset Mapping Tool (screenshots)



Appendix 5: Strategic Priorities for Investment

The totality of the capital portfolio longer term is significant. Those outside of immediate priorities will be developed through the capital prioritisation matrix as necessary.

N.B The table below, does not show schemes where there is cashflow profiled in 2023/2024, such as the recent £2m award of IRCF for the Cross Hands Wellbeing Centre development.

This table will be expanded on, in the PDP as further priorities emerge as the programme gains momentum and maturity.

Regional Project <i>Title</i> <i>Short description</i>	Funding Source <i>IRCF</i> <i>HcF</i> <i>Other</i>	Timescales <i>Short 1-3 years</i> <i>Intermediate 3-5 years</i> <i>Long Term 5-10 years</i>	(Potential) Delivery Partners <i>Lead organisation(s)</i> <i>Partner organisation(s)</i>	Model of Care
<p><i>Integrated Health and Social Care Hubs – “Tranche 1”</i></p> <p>Carmarthen Hwb (Category D – large scale integrated health & wellbeing hub) The vision for the Carmarthen Hwb is for a modern and accessible centre in the heart of Carmarthen that will improve quality of life for people in Carmarthen and its surrounding area and drive economic resilience and growth in the town centre. It will promote preventative healthcare through better integrated, better connected services in a high quality setting, creatively linking these with culture, learning and leisure opportunities. By bringing these services together in a community-focused environment, the Hwb recognises the role that the arts, education and active lifestyles all have in supporting wellbeing throughout people’s lives, contributing to better outcomes for the public and the community, reducing ‘system-wide’ costs and increasing resilience. The Hwb will also have an important civic presence in Carmarthen, anchoring the town’s main retail core. This is central to the Hwb’s visibility and accessibility,</p>	<p>IRCF Priority 1</p>	<p>Short 1-3 years</p> <p>Construction – July 2023</p> <p>Go-live – October 2024</p>	<p>Carmarthenshire County Council (lead)</p> <ul style="list-style-type: none"> - Leisure Services - Museum Service - Centre of Excellence <p>Hywel Dda UHB</p> <ul style="list-style-type: none"> - Community Health Services - Community Dental - Eye Care Services - Sexual & Reproductive Health 	<p>MoC 1 MoC 3</p>

<p>and will also give a vital role in supporting an active mix of uses in the town centre, supporting its commercial vitality. Specifically, the project proposes dedicated spaces for Hywel Dda University Health Board and University of Wales Trinity St David; a Collections Centre, leisure activities and public services hub operated by Carmarthenshire County Council and shared space for collaborative and community use. "</p>	<p>IRCF Priority 1</p>	<p>Short 1-3 years</p> <p>Construction – April 2023</p>	<ul style="list-style-type: none"> - Integrated Early Years services <p>University of Wales Trinity Saint David</p> <ul style="list-style-type: none"> - Centre of Excellence 	
<p>Pentre Awel (Zone 1) - Category D large scale integrated health & wellbeing hub</p> <p>Pentre Awel is a landmark development forming the largest single site development proposed for Carmarthenshire. Pentre Awel is a c. £200 million development located across 86 acres of brownfield land and will co-locate public (local government, HB) academia, private and voluntary sectors and create an environment for leisure, education, research and development, business incubation and health promotion</p>		<p>Go-live Zone 1 – October 2024</p>	<p>Carmarthenshire County Council (lead)</p> <ul style="list-style-type: none"> - Leisure Services <p>Hywel Dda UHB</p> <ul style="list-style-type: none"> - Research & Innovation - Therapies - Community Services <p>Swansea University</p> <ul style="list-style-type: none"> - Health & Wellbeing academy <p>Cardiff University</p> <ul style="list-style-type: none"> - Teach and treat 	<p>MoC 1 MoC 6</p>
<p>Fishguard Health & Wellbeing Centre</p> <p>Fishguard Health and Wellbeing Centre has been identified as an early implementer in delivering care closer to home as part the Hywel Dda Health and Care strategy “A Healthier Mid and West Wales” The Integrated Plan for Pembrokeshire has identified the ‘do most option’ for Fishguard Integrated Health & Wellbeing Centre as follows’ (further scoping needed):</p>	<p>IRCF Priority 1</p>	<p>Short 1-3 years</p>	<p>Hywel Dda UHB</p> <p>Pembrokeshire County Council</p>	<p>MoC 1 MoC 3</p>

<ul style="list-style-type: none"> - GMS Services - Joint community archive and equipment store - Community clinics - Integrated community team - Virtual community clinic hub - Community diagnostics and POCT - Community pharmacy - Further space for wider public / third sector / community use 				
<p><i>Supported Living</i></p> <p>Cylch Caron (Category C – Health, Care & Wellbeing Hub) The project will deliver a new health and housing facility in Tregaron and is led by Ceredigion County Council (CCC) in collaboration with Hywel Dda University Health Board (HWDUHB), Tregaron Surgery, Tregaron Pharmacy, and Welsh Government. The vision is to replace the currently scattered unfit for purpose building with a purpose-built centre for the integrated delivery of health and social care services; together with specialist housing for individuals with care needs right at the heart of the deeply rural community of Tregaron.</p>	<p>IRCF Priority 1 IRCF Priority 2</p>	<p>Short 1-3 years</p>	<p>Ceredigion County Council Hywel Dda UHB</p>	<p>MoC 1 MoC 3 MoC 6</p>
<p><i>Integrated Health and Social Care Hubs - “Tranche 2”</i></p> <p>Llandovery Community Hub (Category C – Health, Care and Wellbeing Hub) The Llandovery Community Hub project offers excellent opportunities to integrate health and social care services alongside third sector services and community organisations. It focuses on the needs of specific client groups but also cross generational opportunities to promote the hub as a beacon for community development needs within Llandovery and the surrounding area. This</p>	<p>IRCF Priority 1</p>	<p>Short 1-3 years</p>	<p>Hywel Dda UHB (lead)</p> <ul style="list-style-type: none"> - GMS Services - Llandovery Cottage Hospital (inc. beds) - Therapies (rehab) - Ambulatory care - Diagnostics 	<p>MoC 1 MoC 3</p>

<p>coupled with a bespoke proposal for rural educational opportunities, partnering with universities. There is a strong vision and desire for the project to succeed with significant buy in from key anchor organisations. The proximity of the existing hospital and GP practice to the Hub offers a unique opportunity to build on existing infrastructure to optimise the availability of services and initiatives in the area.</p> <p>Aberystwyth Integrated Care Centre (Category C – Health, Care and Wellbeing Hub) The project will deliver an Integrated Care Centre (ICC) in Aberystwyth which brings together a range of public services under one roof in an environment that is compliant with regulatory standards and is suitable for the delivery of twenty first century care, delivering on Ceredigion’s 3-year plan 2022-25</p>	<p>IRCF Priority 1</p>	<p>Short 1-3 years</p>	<p>Carmarthenshire County Council</p> <ul style="list-style-type: none"> - Community Preventative Services - Economic regeneration (ten towns) <p>Third sector partners</p> <ul style="list-style-type: none"> - TBC <p>Hywel Dda UHB (lead)</p> <ul style="list-style-type: none"> - Community Mental Health - Outpatient clinics - Community SDEC - GMS services - Therapies <p>Ceredigion County Council</p> <ul style="list-style-type: none"> - Integrated Community Resource Teams 	
<p>Reablement / Step-up and Step-down</p> <p>Haverfordia House, Reablement Centre and Accommodation Demolish existing building and build a purpose-built 12 bed reablement centre plus 20 self-contained older persons units.</p>	<p>HCF Priority 2</p>	<p>Short 1-3 years</p>	<p>TBC</p>	<p>MoC 5</p>

<p>Fort Road Intermediate Care facility, Pembroke Dock Acquisition and repurposing of 2 residential units adjacent to South Pembs Community Hospital</p>	<p>HCF Priority 2</p>	<p>Short 1-3 years</p>	<p>Pembrokeshire County Council</p>	<p>MoC 5</p>
<p><i>Learning Disabilities / Mental Health supported living</i></p>				
<p>Heol y Brandy, Pontyberem Adaptation of a 3 bed property already in Housing Stock to provide custom-designed accommodation solutions and low-level support for clients with a range of LD and related conditions.</p>	<p>HCF Priority 1</p>	<p>Short 1-3 years</p>	<p>Carmarthenshire CC</p>	<p>MoC 2</p>
<p>Supported Community Living - Coleshill Terrace, Carmarthenshire Re-modelling of existing premises to provide custom-designed accommodation solutions and low-level support for clients with a range of LD and related conditions.</p>	<p>HCF Priority 1</p>	<p>Short 1-3 years</p>	<p>Carmarthenshire CC</p>	<p>MoC 6</p>
<p>CAMU 'MLAEN - Hafan Y Waun Supported community living accommodation LD/MH; Aberystwyth. A regional approach to delivering supported accommodation for those with an LD or mental health diagnosis. Purpose built Regional LD Facility providing 10 plus 2 support units.</p>	<p>HCF Priority 1</p>	<p>Short 1-3 years</p>	<p>Ceredigion CC</p>	<p>MoC 6</p>
<p>Hafan Deg Dementia Wing + Sensory Garden Innovative 4 bed dementia extension to existing care home to allow transition within the same premises, in response to the client's dementia journey.</p>	<p>HCF Priority 2</p>	<p>Short 1-3 years</p>	<p>Ceredigion CC</p>	<p>MoC 2</p>
<p>Tawel Fan, Llanelli, Supported Living Re-modelling of existing premises to provide custom-designed accommodation solutions and low-level support for clients with a range of LD and related conditions.</p>	<p>HCF Priority 1</p>	<p>Short 1-3 years</p>	<p>Carmarthenshire CC</p>	<p>MoC 6</p>

<p>Safer Accommodation for Children and Young People West Lodge, St Ishmaels Refurbishment of Safe Accommodation property acquired with ICF funding.</p>	<p>HCF Priority 2</p>	<p>Short term 1-3 years</p>	<p>Pembrokeshire Council County</p>	<p>MoC 4</p>
<p>Llwynon Farm – Now Known as Rock Farm Property is HRA Stock. Design and planning fees 16 + facility, residential unit with 2/3 semi-independent units</p>	<p>HCF Priority 2</p>	<p>Short term 1-3 years</p>	<p>Pembrokeshire Council County</p>	<p>MoC 6</p>
<p>Transition Project, Carmarthenshire (Glanamman) - Heol Amman Redevelop existing property for a 6 person supported living setting for 18 - 24 year old young people as an alternative to leaving Carmarthenshire to attend residential college, out of county. Links are being established with local colleges to replicate the educational element, which will have a bearing on location.</p>	<p>HCF Priority 1</p>	<p>Short term 1-3 years</p>	<p>Carmarthenshire Council County</p>	<p>MoC 6</p>
<p>Safe Accommodation for Children - Carmarthenshire - Rhyd y Gors Remodelling and refurbishing two 1970's houses and adjoining garages. 8 bed (including 2 sleep in units and office). Internal remodelling of the existing houses, demolition of the garages and construction of a two-storey extension to link the two houses together to create 1 large residential unit and associated external landscaping.</p>	<p>HCF Priority 2</p>	<p>Short term 1-3 years</p>	<p>Carmarthenshire Council County</p>	<p>MoC 4</p>
<p>Safe Accommodation for Children - Ceredigion - Felinfach Supporting children with complex needs, to improve independence, learning, employment and well-being outcomes by offering support and accommodation closer to family & friends and avoiding the need for out of region placements. Adapt a 5 bed property to provide a small ground home for up to 2 children refurbishing a 3 bed property Adapt garage to residential to provide 1 unit plus sleep in (16+ semi independent living) 7-18 years "</p>	<p>HCF Priority 2</p>	<p>Short term 1-3 years</p>	<p>Ceredigion County Council</p>	<p>MoC 4</p>

Appendix 6: Business Case Development Tool

The Prioritisation Tool is consistent with IRCF Guidance 2022 in terms of alignment with the Five Case Model promoted in the HM Treasury Green Book 2018

Table: A starting point for identifying and agreeing the critical success factors based on the Five Case Model.

Key Critical Success Factors	Broad Description
Strategic fit and business needs	How well the option: <ul style="list-style-type: none"> <input type="checkbox"/> meets the agreed spending objectives, related business needs and service requirements, and <input type="checkbox"/> provides holistic fit and synergy with other strategies, programmes and projects.
Potential Value for Money	How well the option: <ul style="list-style-type: none"> <input type="checkbox"/> optimises public value (social, economic and environmental), in terms of the potential costs, benefits and risks.
Supplier capacity and capability	How well the option: <ul style="list-style-type: none"> <input type="checkbox"/> matches the ability of potential suppliers to deliver the required services, and <input type="checkbox"/> is likely to be attractive to the supply side.
Potential affordability	How well the option: <ul style="list-style-type: none"> <input type="checkbox"/> can be funded from available sources of finance, and <input type="checkbox"/> aligns with sourcing constraints.
Potential achievability	How well the option: <ul style="list-style-type: none"> <input type="checkbox"/> is likely to be delivered given the organisation’s ability to respond to the changes required, and <input type="checkbox"/> matches the level of available skills required for successful delivery.

Appendix 7: Prioritising Capital Projects and Programmes Approach.

Phase 1: Outline Concept and Feasibility Costs

- *All potential capital projects will be subject to the completion of an Outline Concept pro-forma including assessment of Feasibility Costs*
- *This will take the form of a short series of text boxes that addresses the principles that underpin the West Wales Care Strategic Capital Vision (see section 1.1).*
- *All questions on the Outline Concept form must be completed to include sign-off from a senior sponsor.*
- *Completed forms will be reviewed and logged each month the West Wales Operational Capital Group (WWOCG)*
- *Recommendation to progress idea, request further information or cease the idea.*

Phase 2: Business Development Tool

- *All potential capital projects to be prioritised supported through the application of the West Wales Business Development Tool.*
- *All potential capital projects to be prioritised to have a senior sponsor.*
- *The Tool is designed to be and be compliant Welsh Government bid templates and Five Business Case Model.*
- *All potential projects to be prioritised to have a full cost-based analysis, including revenue implications and agreed match funding commitments documented in the Tool*
- *Independent reviewer from the WWOCG or the West Wales Strategic Capital Board (WWSCB) to complete sections of the Tool.*
- *Once evaluated by the Independent Reviewer, the Tool's completed summary sheet is to be submitted quarterly to the WWSCB*

Phase 3: Evaluation and Executive Report

- *Each completed Tool Summary Sheet will be reviewed having due regard the objectives set out in the West Wales 10-year Capital Plan.*
- *The WWSCB will review fully completed Tool Summary Sheets on a quarterly basis.*
- *Recommendation to progress or cease the business case submission or request further information.*
- *WWSCB to produce an executive report detailing recommendations including details of match funding arrangements and identified risks and mitigations.*
- *Executive report to be issued to West Wales Integrated Executive Group (IEG) on a quarterly basis.*

Phase 4: Ratification

- *IEG to review proposed capital projects on a quarterly basis.*
- *Recommendation to progress or cease the business case submission or request further information- subject to any recommendations or points of clarity arising from individual partners internal governance sign-off arrangements (See Accord).*
- *IEG to summarise recommendations in a report to the West Wales Regional Partnership Board (RPB)*

Phase 5: Decision and Bid Submission

- *RPB to review the evaluation of proposed capital projects and make the final decision to submit bids to Welsh Government and agree match funding arrangements.*
- *Project Sponsor to complete and coordinate formal bid submissions*

Phase 6: Monitoring

- *WWSCB to meet 6 monthly to review progress and monitor budget / delivery of stated outcomes of submitted bids and prioritised capital projects.*
- *Exception reports to be submitted to IEG for review and action.*
- *Annual Review published.*

Appendix 8: Capital Project Portfolio

Section to be completed once 23-24 regional investment plans are agreed.