

CYNGOR SIR POWYS COUNTY COUNCIL.

**CABINET EXECUTIVE
20th October 2020**

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REPORT TITLE: North Powys Wellbeing Programme – Programme Business Case

REPORT FOR: Decision

1. Purpose

- 1.1 To provide the Cabinet with an update on the North Powys Wellbeing Programme.
- 1.2 To gain Cabinet approval on the Programme Business Case (Appendix A) ready for submission to Welsh Government at the end of October 2020.

2. Background

2.1 The North Powys Programme was formally launched in May 2019 to test and deliver a new integrated model under the remit of the Health and Care Strategy. The programme has received £2.5m of Welsh Government Transformation Funding to support the delivery of:

- long-term change of a new integrated model which is being tested in north Powys initially; this includes a new development of a new multi-agency wellbeing campus

- short term areas of acceleration of change in relation to new ways of working that can be implemented now to deliver a new integrated model

The Transformation Funding was awarded over a 2-year period until April 2021. In August 2020 Welsh Government announced an extension to their Transformation Funding to April 2021/22. Powys Regional Partnership Board have been awarded £1.8, with a further £10m available to bid for across Wales.

2.2 Since the programme commenced, there has been significant engagement with local communities, staff and key stakeholders to co-design a new integrated model, based on a robust population needs assessment and case for change. The new integrated model was approved by Cabinet Member decision and PTHB Board during quarter 1 of 2020.

2.3 During Covid-19 the North Powys Wellbeing Programme was suspended and the team were redeployed to directly support the pandemic. During this time the technical elements of the Programme Business Case (PBC) were progressed on the basis of key pieces of work that had previously been undertaken (i.e. the approved integrated model, case for change etc). Since

recommencement of the programme in July 2020, there has been some engagement activities to test the approach predominately around the benefits of the campus, strategic case and how services could potentially fit on the preferred site. Various partners have been engaged in these discussions including the Regional Partnership Board and Joint Partnership Board members. The temporary suspension of the programme has had little impact on the financial resource, with some money re-diverted to support the Covid-19 response and new ways of working (e.g. rollout of digital applications).

2.4 Since July 2020, the programme team have been focused on finalising both the Programme Business Case for submission to Welsh Government and the Outcomes Framework to support the Regional Partnership Board. Both areas of work have been finalised and the Programme Business Case has been prepared ready for formal submission to Cabinet and PTHB Board. Following approval of the Programme Business Case it will be submitted to Welsh Government on the 23rd October 2020.

2.5 The Programme Business Case is an essential step in supporting the long-term change of the new integrated model. It seeks endorsement for the Regional Partnership Board (RPB) to further develop plans to create a collaborative, multi-agency wellbeing campus (the “Campus”) for the population of north Powys, delivered by the North Powys Wellbeing Programme (NPWP). The Programme is a once in a generation opportunity to bring together partner organisations to enhance and transform the way services are delivered to the local community.

2.6 The Programme Business Case demonstrates the ambition across partner organisations and the broader PSB to develop a new integrated model for the area, bringing partners together across education, health and social care, housing, community and third sector, with opportunities for further linkages to leisure, police and ambulance services. The integrated model seeks to tackle the determinants of ill health via the magnification of wellbeing services and bringing partners together to work collaboratively. There is also an opportunity through collaborative working to support, consolidate and coordinate the existing multi-agency homelessness provision; a pre-existing issue exacerbated particularly in the Newtown area due to Covid-19.

2.7 The location and proposed configuration of the site will also maximise mental and physical wellbeing and leisure prospects via essential links with vast outdoor green spaces through Open Newtown, providing play and outdoor activities to help support wellbeing and leisure opportunities for children, adults and families, which will in turn assist in tackling obesity across the life span. The location of the site also lends itself to further opportunities to enhance wellbeing, increasing collaborative working with partners such as Oriel Gallery, Third Sector and local businesses. Furthermore, there are opportunities for strengthening community resilience by utilising partners’ assets on the site to host community groups outside of school hours, further expanding the wellbeing offer that the campus brings as well as providing value for money.

2.8 The indicated preference for a new build English-medium primary school on the campus forms part of a wider 21st Century Schools programme focusing on the educational requirements of the Newtown population. Welsh-medium primary school provision is already in Newtown at Ysgol Dafydd Llwyd, which opened in a new building in 2016. There is currently no identified need for additional Welsh-medium provision in Newtown.

2.9 The Third Sector has a strong presence in north Powys and there are many examples of wellbeing services that are in operation and could be enhanced and offered from the Campus. By providing spaces in a wellbeing hub, that are accessible and multi-purpose; groups and wider will offer services in a more joined up way. Sharing resources, together offering and meeting the needs of individuals and groups. Building and developing their skills and transferring knowledge. When groups and teams work from the same spaces it provides opportunities to try new ways of working, to test innovative approaches.

2.10 The location and proposed configuration of the site will help to support economic growth and regeneration of the area, in line with the National Development Framework, which identified Newtown as an important regional centre. The scheme will also have strong links with the town centre supporting Welsh Government's initiative "Town Centres First". Though the programme is largely health and care focused, the benefits of delivering the programme span much wider than health and care; regeneration and economic growth is recognised as one of the key benefits that the scheme will deliver. The social and economic benefits are, as yet, unquantified, however are thought to include job creation from both construction and general increased activity post build phase, increased footfall on the high street and retail activity, from both new facilities and the potential developments on the disposal sites, as well as opportunities for additional Local Authority revenues such as rates and council tax resulting from the above.

2.11 A core aim of the programme is to provide significantly improved and enhanced local services, delivered from a single location within sustainable and fit-for-purpose accommodation. The PBC demonstrates how the campus will maximise efficiency, integration and innovation across multiple sectors which will represent significant benefits for the local community, including a wider range of services being delivered in county.

2.12 The Programme Business Case is an overarching "live" document detailing the RPB's strategic direction. It will be supported with more detailed service design work around how the partners can work together on the site to deliver the integrated model and RPB outcomes. The output of this work will then be taken forward through a series of individual sector specific Business Cases and the Programme Business Case will be updated accordingly.

2.13 The Programme Business Case (PBC) has been prepared using the agreed standard and format for business cases using the Five Case Model, which comprises the following key components:

- **The Strategic Case:** this sets out the strategic context and the case for change, together with the supporting investment objectives for the programme.
- **The Economic Case:** this dimension of the five cases focuses on options appraisal and demonstrates that the proposals will maximise social value to society through the selection of the optimal combination of projects and related activities.
- **The Commercial Case:** this describes the development and procurement of the potential deal, ensuring it is commercially viable and attractive to the supply side.
- **The Financial Case:** this focuses on the whole life costs of the proposed deal, confirming the programme is affordable and is fundable over time.
- **The Management Case:** this demonstrates that the scheme is achievable and can be delivered successfully to cost, time and quality and focuses on the implementation arrangements for the proposal.

2.14 The main focus of the Programme Business Case is to:

- Demonstrate the scheme is aligned to national and local policy.
- Outline the benefits of a multi-agency wellbeing campus in Newtown.
- Confirm the preferred site for the development as ‘the Park site’.
- Demonstrate the desired service scope will fit on the preferred site.
- Outline the economic and financial elements of the scheme and commercial intentions.
- Outline the management arrangements and indicative timescales for delivery.

2.15 The Programme Business Case (Appendix A) builds on the initial feasibility work undertaken in 2018, this work appraised all the available sites in the Newtown area, identifying a preferred site of which further work was undertaken to test the level of ambition would fit on this site. The feasibility report was approved by Cabinet in February 2019 and there was a decision ‘in principle’ by Cabinet to utilise ‘the Park site’ for the Multi-agency Wellbeing Campus. Further work throughout the Programme Business Case has strengthened the initial feasibility work by further testing of the level of ambition and fit on the site alongside the development of the commercial case.

2.16 Following approval of the Programme Business Case, further work is due to commence collaboratively with partners during Quarter Three to undertake more detailed service design work on how the multi-agency campus responds to delivery of the integrated model and RPB Outcomes Framework. Following this, more detailed service requirements across the individual sector partners for each of the Strategic Outline Case will be undertaken before each aspect of the scheme move into the more detailed planning contained within the Outline Business Case and Full Business Case. For the health and care aspects of the scheme, this will also include more detailed service planning work looking at innovative practice and pathway changes, demand, capacity

and financial modelling and revenue business case development for major service developments.

2.17 Alongside the PBC, work continues to accelerate short term changes to support delivery of the integrated model. During the pandemic there has been significant pace around digital opportunities and third sector voluntary support, however there are some areas of change which have not been able to progress as planned due to resources being re-directed to COVID-19. Recently Welsh Government have announced the extension of the funding period by 12 months (until April 22) with additional funding for each of the Regional Partnership Boards. This will enable the Programme to continue to deliver both on the long term and short-term change associated with delivery of the new integrated model.

2.18 There are a number of ongoing risks attached to delivery of the programme:

- Ability to upscale acceleration for change projects.
- Not having sufficient operational resource available to support the delivery of the programme.
- Failure to achieve the level of Stakeholder support necessary to deliver the new integrated model.
- Partnership agreements may not be in place in a timely manner.
- Funding may not be secured to support scheme.

2.19 These risks will continue to be mitigated as part of the next stage of the programme. Stage 2 of the Programme will focus on three areas:

1. Detailed service planning; looking at innovative practice and pathway changes, demand, capacity and financial modelling and revenue business case development for major service developments.
2. Development of the business cases (SOC, OBC, FBC) for each of the respective parts of the campus.
3. Delivery of the integrated model via the areas of acceleration for change and existing Regional Partnership arrangements, business as usual arrangements.

2.20 Following approval of the Programme Business Case, further work is due to commence collaboratively with partners during Quarter Three to undertake more detailed service design work on how the multi-agency campus responds to delivery of the integrated model and RPB Outcomes Framework.

2.21 Following this, more detailed service requirements across the individual sector partners for each of the Strategic Outline Cases will be undertaken before each aspect of the scheme move into the more detailed planning contained within the Outline Business Case and Full Business Case. The Health and Care Academy will also be further explored, and the opportunities that will bring in terms of training, education and employment for the local population will be brought to the surface and further defined. For the health and care aspects of the scheme, this will also include more detailed service planning work looking at innovative practice and pathway changes, demand, capacity and financial modelling and revenue business case development for

major service developments. As part of the detailed design work, we will also be looking to strengthen how the scheme supports other national policy drivers. such as:

- Welsh Government's Tackling Poverty Plan
- Welsh Language Measure (Wales) 2011
- The Housing (Wales) Act 2014
- Wellbeing of Future Generations (Wales) Act 2015

2.22 Whilst the Programme Business Case provides high-level options at this stage to outline the initial economic and financial benefits, a more defined and detailed options appraisal will be undertaken as part of the Strategic Outline Case, this will consider in more detail the appraisal of the options in relation to the economic benefits and intended outcomes.

3. Advice

3.1 PCC Property Manager advises there are minimal financial implications of committing to using this site. The design and construction of the new primary school can be accommodated within existing PCC land ownership. The financial implications for PCC will become known as the scheme moves to the next phase of development and design.

4. Resource Implications

4.1 The second phase of the programme will focus on the detailed design of the integrated model of care, this will include demand and capacity financial modelling in order to cost the model in respect of service delivery and workforce requirements. This detail will feed into the Strategic Outline Case and will be presented to Cabinet for approval.

4.2 At this stage there is a requirement for the Cabinet to commit to the use of the central Newtown site to facilitate the multi-agency campus. PCC Property Manager advises there are minimal financial implications of committing to using this site. The design and construction of the new primary school can be accommodated within existing PCC land ownership. The financial implications for PCC will become known as the scheme moves to the next phase of development and design.

5. Legal implications

5.1 The recommendation can be supported from a legal point of view.

5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

6. Data Protection

6.1 No processing of personal data.

7. Comment from local member(s)

7.1 No comments to add.

8. Integrated Impact Assessment

8.1 No Impact Assessment, to be completed during FBC.

9. Recommendation

1. To note the current position and progress made in relation to the programme.
2. To approve the preferred site known as 'the Park site' for inclusion in the Programme Business Case.
3. To approve the draft Programme Business Case in Appendix A for submission to Welsh Government at the end of October 2020.

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