

Adeiladu GIG i Gymru
NHS Building for Wales



**DESIGN & CONSTRUCTION POST PROJECT EVALUATION
OF THE
BEVAN HEALTH & WELLBEING CENTRE
AT
TREDEGAR**

January 2026



**GIG
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Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board



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BHWC 2



CONTENTS

Executive Summary

Page 4

Design & Construction Post Project Evaluation

Methodology

Page 11

Project Details

Page 13

Best Practice & Lessons Learnt

- General
- Governance
- Design Development
- Construction
- Commissioning and Handover

Page 27

Page 27

Page 28

Page 29

Page 30

Testimonials

Page 31

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EXECUTIVE SUMMARY

Following an investment of £19M from Welsh Government, the new Bevan Centre within Aneurin Bevan University Health Board (ABUHB) provides a comprehensive range of primary care, community social care and wellbeing in one place for the local residents of Tredegar.

Located in the town of Tredegar, the birthplace of Aneurin Bevan the new facility has been constructed around a restored part of Tredegar Hospital which retains a significant part of the town's history.

The centre opened in 2024 and brings a number of health services under one roof including: two GP practices, a community dentist, a prescribing pharmacy, outpatient clinics, and a broad range of third sector services, focussed on wellbeing and prevention.

The new centre is part of a wider step change in healthcare delivery in Wales and is one of 19 new integrated health and wellbeing centres being delivered in Wales.

The project consisted of the demolition of the redundant Tredegar Hospital whilst retaining a small part of the original structure known as the 'heart building' which forms part of a central foyer incorporating a social stair that not only connects the levels within the centre but encourages the integration and interaction of community teams and clinical services.

The retained structure is connected to a new steel framed structure supported off pad foundations.

The site is adjacent to a Grade 2 listed park which incorporates a number of metal figures relevant to Tredegar's heritage. As part of the arrival strategy to the new centre the designers have used this route and feed it into a plaza at the front of the building.

The Bevan Centre was subject to a standard business case approval process by Welsh Government namely Strategic Outline Case, Outline Business Case and Full Business Case.

The Bevan Centre is award winning after successfully being awarded Best Primary Care Design at the Healthcare Design Awards 2025.

The approved budget of the Bevan Centre was £19M with a construction value of £14.9M, both figures excluding Valued Added Tax.

The design and construction were undertaken utilising the NHS Building for Wales framework with the following parties appointed: -

Supply Chain Partner: Kier Construction

Supply Chain Consultants

Architects: Arcadis

Building Service Engineers: AECOM

Civil & Structural Engineers: Curtins

Main Supply Chain Subcontractor: Dodd Group

Project Manager: Gleeds

Cost Adviser: Lee Wakemans

NEC Supervisor: Hicktons and DRAC

The Bevan Centre was built at a time when the world was impacted by the effects of COVID which was further exacerbated by the War in Ukraine both of which led to labour and material shortages and construction price inflation.

The project was carried out through several works packages which were impacted by a number of challenges including: -

- Poor ground conditions encountered during demolitions
- Discovery of asbestos and old mine shafts below the retained 'Heart Building'
- Extensive grouting works undertaken to stabilise the ground prior to construction
- Protection of endangered wildlife throughout the construction process

All of which contributed to programme delays and increased costs

Further details about some of the challenges encountered and lessons learned from the project are included in the report.

Despite these challenges the project team worked collaboratively and successfully completed the centre to the required standard. The Bevan Centre project also achieved: -

- a BREEAM Excellent Certificate with a score of 72.1%
- an AEDET score of 5.7 (maximum score of 6, target of 4).
- 100% of supply chain were paid within 30 days.
- 87% of total expenditure was spent with businesses based in Wales.
- 100% spent on SMEs based in Wales.
- 459 represents the total number of training weeks on this contract.
- 27 apprenticeships created.
- The scheme generated 16,085 tonnes of waste diverted from landfill which resulted in a saving of £266,679

A summary of best practice and lessons learnt by all parties on this project are: -

<u>Best Practice</u>	<u>Lessons Learnt</u>
General	
The project had a strong connection with Aneurin Bevan the founder of the NHS and there was political pressure to retain part of the building known locally as the 'Heart Building'.	<p>Whilst the idea was accepted, in practice this proved difficult to achieve due to unforeseen coal seams and the discovery of asbestos in the ground.</p> <p>The project would have benefitted in terms of time and cost savings if a decision had been taken earlier to remove the 'Heart Building' brick by brick and set aside whilst the coal seams and asbestos were dealt with.</p>
The focus of the project was to provide an integrated health and wellbeing centre bringing multiple care providers together for the local residents of Tredegar.	

Best Practice	Lessons Learnt
The building achieved a strong energy performance supported by BREEAM Excellent standards	
Collaboration with key stakeholders is key to the successful delivery of any project.	<p>Some challenges were encountered particularly over standardised rooms, specifications and templates.</p> <p>Clear rules of stakeholder engagement need to be defined</p> <p>It's also important that the staff present at stakeholder engagement meetings have the authority to sign off on decisions made.</p>
Governance Process	
The processes for agreeing scope change and derogations must be clear and understood by all parties and well documented for Audit purposes.	Derogations and design clarifications must be documented and approved early.
During the project's lifecycle there were a number of changes in personnel although this did not have a detrimental impact on the project's delivery.	For future projects a 'succession planning' document would be helpful in ensuring any changes in personnel do not come as a shock to the team.
Close alignment of the NEC contract and internal governance during change is key to the success of any project in avoiding delays to programme and payment protocols.	The Health Board operated an effective sign off procedure which kept in tandem with the timescales of the NEC contract.
Value Engineering is about cost not value. Value for money has to be demonstrated.	The VE process has to be well defined at the outset with the aim to improve on cost and programme without affecting quality and ensuring standards are achieved.

Best Practice	Lessons Learnt
<p>New ways of working were developed during COVID such as Microsoft teams, Skype and Zoom which fostered greater collaboration between the contractor, Health Board, designers and end users.</p>	<p>Regular stakeholder engagement helped ensure the facility was tailored to the clinical needs and operational workflows required by the end users.</p>
Design Development	
<p>Undertaking detailed site surveys and having accurate record information is vital at the outset of any project in avoiding unforeseen issues.</p>	<p>The Client and all team members have a responsibility to ensure accurate survey information is made available. Early and robust surveys are critical. A 'survey tracker' would be helpful in documenting all surveys required and provide a status report which could be reviewed during regular design review meetings.</p>
<p>Multiple design packages were let throughout the project. Key to the success of any project is that design packages align with both funding requirements and programme.</p>	<p>A clear strategy for issuing various design packages has to be agreed at the earliest opportunity so not to impact programme. A demolition contract ahead of the main works would have been beneficial in allowing further site investigations to take place.</p>
Construction	
<p>Programme delays were encountered during the course of the works as a result of poor ground conditions, unforeseen works, COVID and the Ukraine War.</p>	<p>Have mitigation measures in place to deal with issues such as contractor insolvencies.</p>

Best Practice	Lessons Learnt
<p>Cost pressures were driven by inflation, material shortages and client driven scope changes.</p>	<p>Avoid scope change once construction works are on site.</p> <p>NWSSP SES also has inflation procedures which can offer some assistance to Health Boards in managing their budgets.</p> <p>Also avoid fixing budgets too early without sufficient survey data.</p>
<p>The project was delivered through some unprecedented times including COVID and the Ukraine War which had a significant impact on construction inflation and material deliveries.</p>	
<p>The Risk register is an important contractual document in defining risk and attributing ownership and must be reviewed on a regular basis throughout the contract</p>	<p>Forms part of contract data and must be included in the Confirmation Notices 1 and 2.</p>
Commissioning and Handover	
<p>Provide a safe, practical and comfortable facility to WHBN and WHTM standards.</p>	<p>The design tools used to calculate water use need to change in line with the BREEAM requirement to save water.</p>
<p>The role of the NEC Supervisor is key in liaising with both the SCP and NWSSP SES.</p>	<p>Due to the NEC Supervisor not being in post at the start of the project witnessing and defect recording arrangements were not formalised.</p>
<p>Commissioning requirements to be fully aligned with the programme affording time for the NEC Supervisor to fully engage with the contractor over the processes required.</p>	<p>Earlier appointment of the NEC Supervisor.</p>

Best Practice	Lessons Learnt
The NEC Supervisor appointment is key to the successful delivery of any project.	Adequate funding prior to detailed design development needs to be set aside for the NEC Supervisor's appointment.
The project had 2 commissioning consultants employed by the Heath Board and contractor respectively.	<p>There was a lack of communication between the 2 companies which often led to abortive works.</p> <p>Better communications involving the NEC supervisor and SES would assist on future projects.</p>
Building Information Modelling is a key requirement in the handover and future running of any facility.	<p>Use of CoBie caused some issues.</p> <p>Any changes from drawings during construction must be captured in the model and drawings at handover.</p> <p>Establish a site wide validation process to confirm what has been built.</p>

The evidence shows the Bevan Centre is a successful project; a challenging scheme delivered to a high quality. The evaluation has confirmed the key objectives have been achieved; a primary care centre for the people of Tredegar, creating a state-of-the-art centre with access to high quality primary care and community services by creating an environment appropriate for integrated health and wellbeing care in the 21st century.

This Design & Construction Post Project Evaluation has been carried out with the involvement of the whole delivery team in a proactive and a blame free culture. Thanks are extended to all involved.

DESIGN & CONSTRUCTION POST PROJECT EVALUATION METHODOLOGY

Context

The requirement for undertaking a Design and Construction Post-Project Evaluation is a constituent part of delivering the NHS Capital Programme within Wales; this was highlighted within the Welsh Government circular WHC (2018) 043: NHS Wales Infrastructure Investment Guide published October 2018. Framework Members can view this guidance on the Welsh Government website.

Consequently Design and Construction Evaluations are to be facilitated by NWSSP Specialist Estate Services and are to be undertaken during Stage 5: Operational Commissioning and Project Closure; the outputs of an evaluation should focus upon the performance of the project delivery from start of Stage 2: Outline Business Case development to Stage 5: Operational Commissioning and Project Closure (N.B. Stages as defined in the *NHS Building for Wales* process maps and Schedules of Services).

Accordingly, NWSSP Specialist Estate Services issued guidance in the form of *Guidance Note: Procedure for Design and Construction Post-Project Evaluation – October 2023*. Framework Members can find this guidance on-line using this hyperlink: [DCPPE Guidance Note V8.docx](#)

Why carry out a Design & Construction PPE?

Post-Project Evaluation is a fundamental tool in achieving Best Value for Money and through lessons learnt can improve future project performance and decision making by key stakeholders.

Post Project Evaluation can be an aid to:

- Improved design, organisation, implementation and strategic management of projects.
- Promote organisational learning to improve current and future performance.
- Avoid repeating costly mistakes.
- Improve decision-making and resource allocation (e.g., by adopting more effective project management arrangements).
- Improve accountability by demonstrating to internal and external parties that resources have been used efficiently and effectively;
- and

Demonstrate acceptable outcomes and/or management action thus making it easier to obtain extra resources to develop healthcare services.

How has this PPE been carried out?

In accordance with the 'Guidance', this evaluation has been undertaken in an impartial, objective and blame free culture, which has involved the Health Board and all other key stakeholders of the Project Delivery Team. A specially structured suite of Pro-forma & questionnaire was issued to all (*refer to Appendix A*) to evoke memoirs of issues both good and not so good that occurred during the project journey. A workshop was then held with a select number of attendees representing Client, Supervisor, Project Manager, Cost Advisor and Supply Chain Partner, to further investigate the main themes and issues noted within the questionnaires to fully understand and highlight lessons learnt. The draft report was then circulated to all respondents for review to enable input into the final edited version, for sign off by the Health Board prior to publishing.

In the interest of continuous learning and to benefit future project design, planning, development and management; this Design and Construction Post-Project Evaluation will be shared with Welsh Government, all NHS bodies, Framework Members and the Service Post Project Evaluation Team Members.

The Service Post-Project Evaluation, completed in accordance with the Benefits Realisation timeframe, will be initiated by the Health Board (normally during Stage 6: Completion). The Welsh Government Integrated Assurance Hub will provide support in developing and undertaking the Service evaluation.



PROJECT DETAILS

The Bevan Care Unit located in the grounds of the former Tredegar Hospital has a construction value of £14.9M and has been delivered through the NHS Building for Wales Framework Agreement. Kier were appointed as main contractor with project management by Gleeds and cost advise by Lee Wakemans.

Aneurin Bevan University Health Board was established in October 2009 and covers the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport, Torfaen and South Powys. The Health Board as a whole serves a population of more than 600,000.



Located in Tredegar, the Bevan Centre is a modern integrated health centre that preserves the heritage of the former Tredegar Hospital. Built in 1904 Tredegar General Hospital funded by the Tredegar Iron and Coal Company, served many local miners who had suffered trauma as a result of industrial accidents who prior to the hospital had to journey outside of their own town.

Aneurin Bevan the father of the NHS was born in Tredegar and served as a committee member at the hospital in the 1920's. On the creation of the NHS in 1948 he declared:

"All I am doing is extending to the entire population of Britain the benefits we had in Tredegar for a generation or more. We are going to 'Tredegar-ise' you"

The hospital provided care for 106 years until its closure in 2010.

The Bevan Centre named after the father of the NHS hosts a number of services including 2 GP practices, community dental health, a pharmacy, outpatient clinics, and provides a base for a range of health and social care staff and services in one place for local residents.

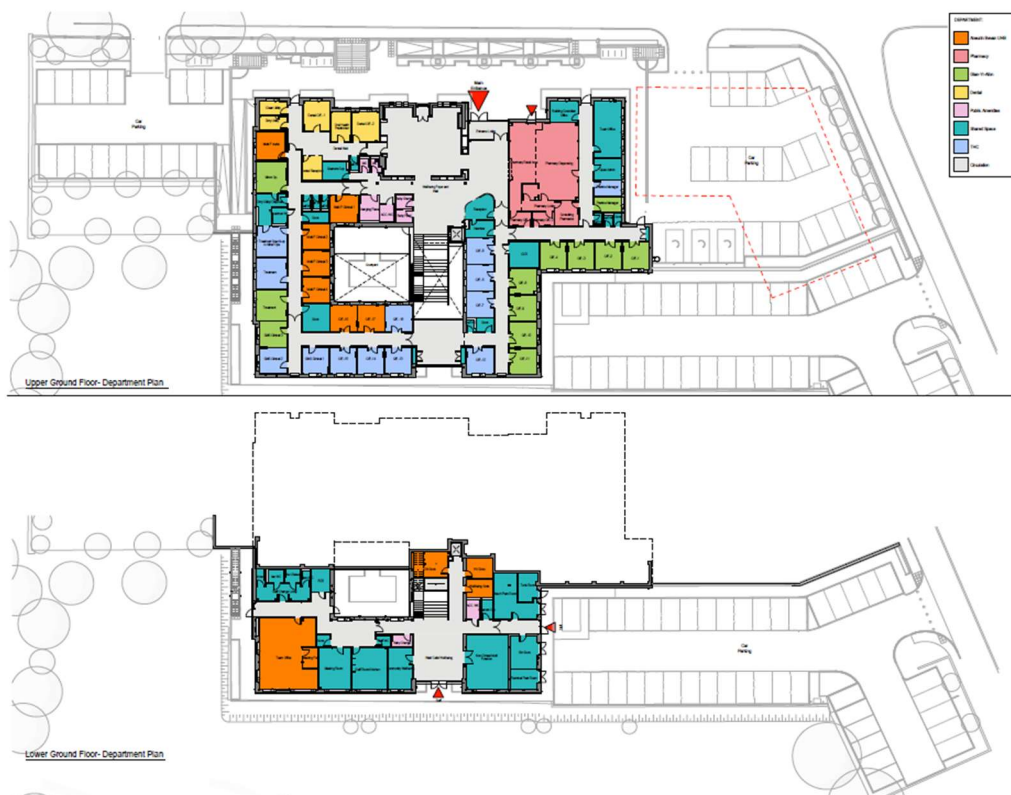
Design philosophy

The new Centre was designed to meet the challenges felt locally with outdated GP services that were no longer fit for purpose, no health and wellbeing services and a lack of community-facing care staff. Following a number of feasibility studies and the development of an Outline Business Case, a recommendation for a new 'super' surgery was granted.

This was a long overdue decision for a local community that was reported to have high levels of deprivation, linked to rising health problems.

The existing site topography led to split level proposal consisting of GP surgeries, GMS treatment rooms, pharmacy and a dental surgery located on the upper ground floor at entry level with Health Board and shared space located on the lower ground floor.

The design layout is based on the main GMS provision organised in a loop manner allowing two patient doors to be monitored simultaneously throughout the space. All floor-to-floor patient traffic is also monitored through the large opening on the social stair between the two floors connecting the whole building visually and physically.



Part of the brief involved retaining part of the existing historic building known locally as the 'Heart Building'. The rest of the existing derelict hospital was demolished to make way for the new Centre. The new Centre consists of a steel frame structure supported off pad foundations tied into the existing Heart Building.



The Bevan Centre was constructed using construction materials in keeping with the retained structure and the surrounding area including the Grade 2 listed park.

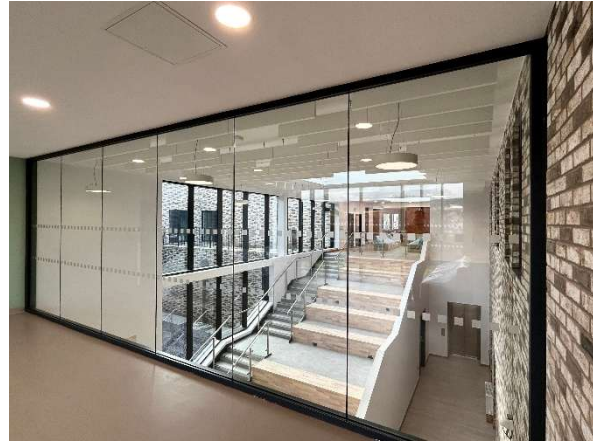


The Centre was designed and constructed to minimise the disruption to existing healthcare services on the site.

The Centre has the following facilities:

- 2 GP surgeries
- Patient treatments rooms
- Pharmacy
- Reception and waiting room
- Dentist
- Staff well-being spaces
- Meeting rooms

The location of the Centre adjacent to the historic park and gardens of Bedwellty House has provided the patients with an active biophilic wellbeing landscape, with the central courtyard and views to the exterior bringing elements of nature into the building contributing to a healing atmosphere. The retained heritage building also includes local art, which fosters a sense of connection and belonging for patient and visitors.



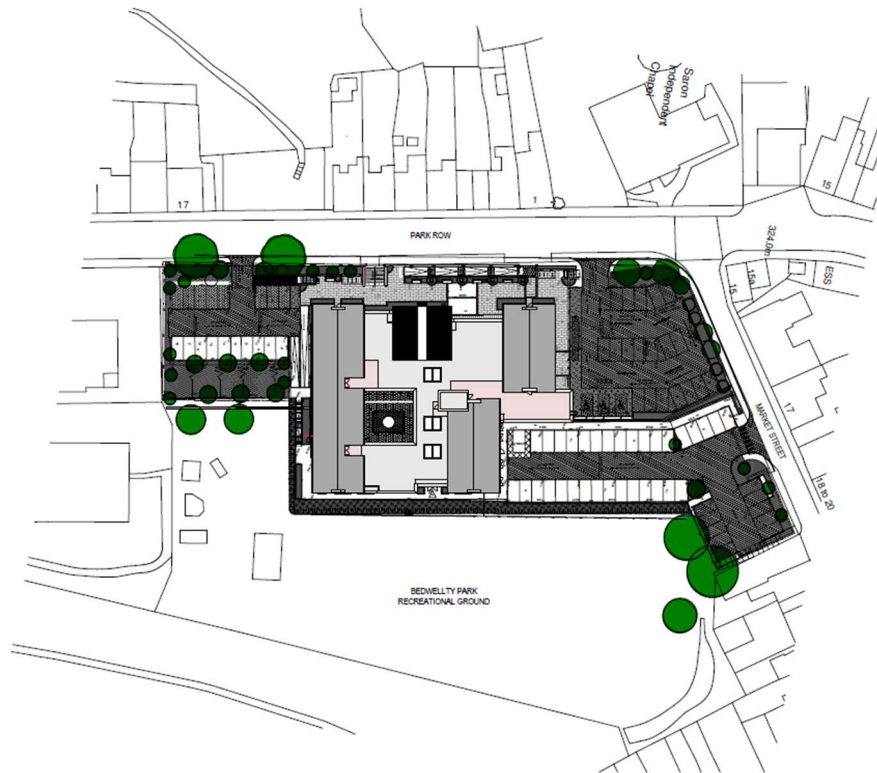
The inclusion of a 'social stair' into the design not only connects the levels with the Centre but encourages the integration and interaction of community teams and clinical services.

A community connector service is at the front door and key to signposting to all areas.

Internally, the building makes use of natural daylight where possible and projects an atmosphere of being 'light and airy'. The building is finished to a high quality and blends well with the surroundings.



The project embodies two key principles that can inspire future healthcare projects; Firstly, the successful integration of heritage preservation, community engagement, and patient-centric design creating spaces that are both functional and meaningful to the community. Secondly, a focus on holistic wellbeing extending beyond medical treatment to encompass mental, emotional and social health, establishing a new benchmark for healthcare facilities to prioritise patient-centred care and promote overall wellbeing.



Stakeholder engagement was key to the successful delivery of this project. From the outset the team ensured that Local Councilors and the local community were fully engaged with the project. This was achieved by holding regular presentations and holding workshops to shape the design with staff and 3rd party sector organisations. Public 'drop-in' sessions were undertaken to ensure the Centre met the community specific needs.

The Mechanical, Electrical and Public Health (MEP) services have been designed to provide a functional and comfortable environment for both patients and staff.

In order to achieve the goal of providing a BREEAM excellent building the MEP design has incorporated many energy efficient systems including enhanced AHU heat recovery (80%), solar photovoltaic panels and LED lighting with automatic controls and daylight dimming throughout.

A comprehensive Building Management System (BMS) controls and monitors the key building services within the building such as heating & cooling plant, ventilation plant, domestic water supplies, electricity, energy and water metering, alarm systems and plant fault monitoring.

Construction

The construction of the new Centre was carried out in a number of phases as follows:

Phase 1

In order to maintain clinical services on site during the construction period temporary boiler plant was installed. This afforded the team the opportunity to decommission and remove the existing boiler plant located in the derelict hospital.

Following the disconnection of boiler plant this allowed the existing hospital to be demolished, and the site prepared for the new Centre. This included the removal of asbestos in the ground. During demolition work the 'Heart Building' had to be propped, due to poor ground conditions encountered. Significant voids were identified during site investigations necessitating the use of grout fill to stabilise the ground.



Phase 2

The main works comprised the construction of the new Centre and associated external works. Upon completion building users were able to occupy the new facility, including decanting from the existing Health Centre.

Following the decant, an asbestos survey and removal were undertaken prior to the old Health Centre being demolished and formation of new car park areas and landscaping, leading to final handover.

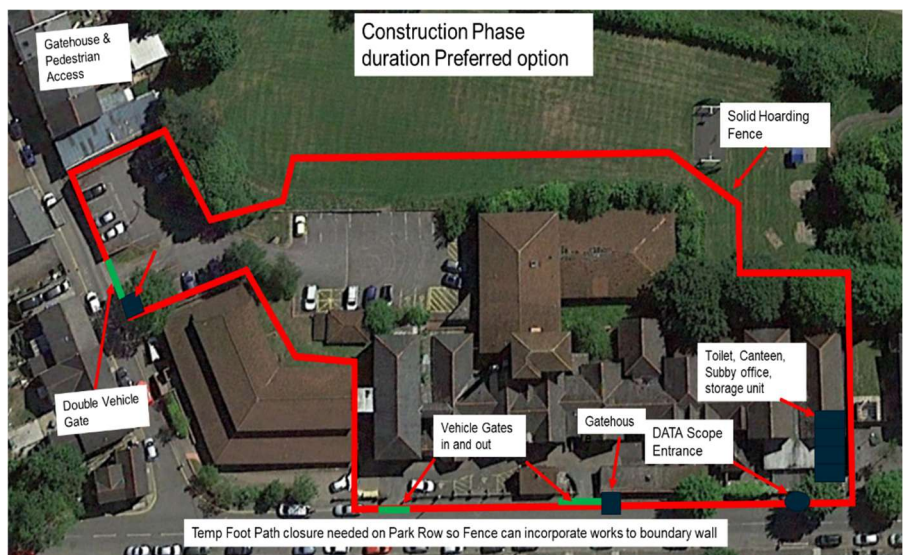
The site posed a number of challenges during the period of construction. Initially the team had to contend with the dilapidated buildings playing host to a number of bats of different species. The protected lesser horseshoe bat was found present in the building requiring consultation with the Local Authority, Natural Resources Wales and the appointed ecologist. Through detailed design several approaches were developed. The final solution involved building a bat roost within a portion of the roof structure. This internalised bat roost provides a close secure roost for

existing and future bats around the site, whilst being disconnected from the main building.

The poor ground conditions encountered including the discovery of asbestos and old mine shafts not recorded on official mining records led to lengthy asbestos removals and significant grouting works being undertaken together with temporary propping on the 'Heart Building' prior to main construction works commencing.

The project was carried out during a time when the world was still recovering from the effects of COVID. During the construction period the project also suffered as a direct result of the Ukraine War which affected a number of material deliveries in particular the brickwork chosen for the new building. An alternative supplier was eventually appointed but the project suffered as a result of the delays in finding an alternative brick manufacturer.

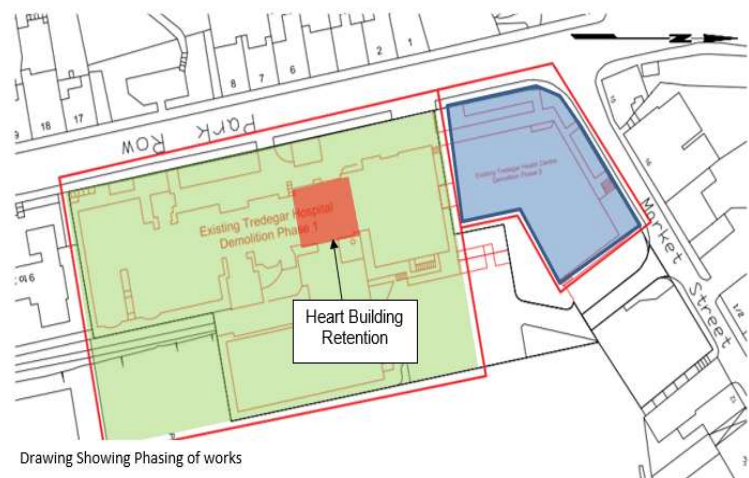
Prior to construction activities commencing on site careful planning was undertaken to ensure that the site works was segregated from the remainder of the site which included the line of the Heras fencing sighted to keep a clear route for access to the existing health centre.



Additional Heras fencing was also placed around trees.

Due to the phasing of demolitions, Kier developed a detailed plan for the demolition of buildings and the retention of the 'Heart Building' located within the centre of the site.

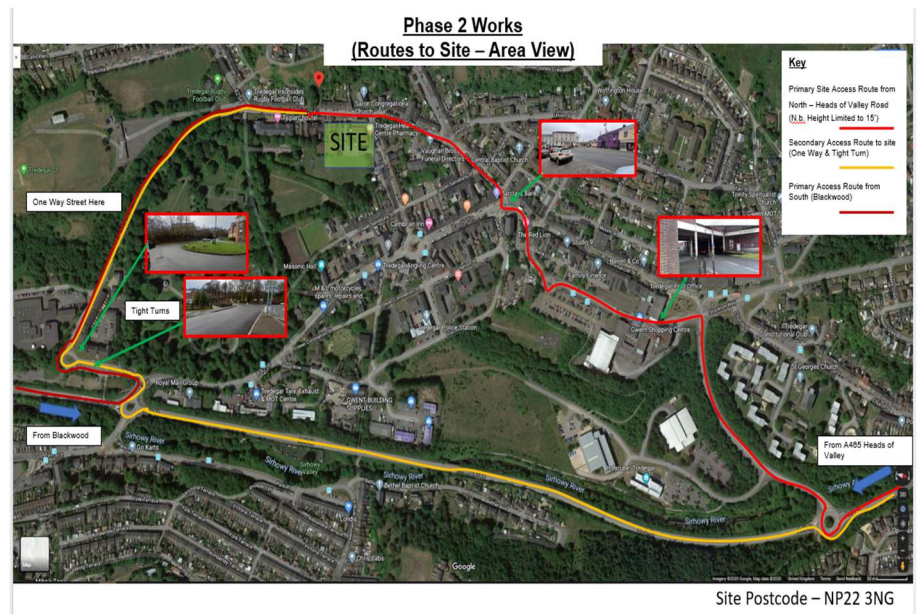
Manned security was utilised for the majority of the project with CCTV being employed in the latter stages of the project during the car park phase.



Drawing Showing Phasing of works

Due to the changing nature of site conditions encountered Kier had to develop several site logistics plans during demolition, propping works and site grouting works prior to main construction works commencing. Despite these challenges Kier were able to contain their site operations within the site hoarding line during the whole of the construction period.

In order to keep site traffic movement disruption to a minimum, Kier devised a site traffic route plan consisting of a primary access route from the North via the A465 Heads of the Valley Road and South via Blackwood. All site traffic plans were communicated to Kiers supply chain and material deliveries.



Due to the confines of the site, contractor parking was off site. Kier came to an agreement to rent car parking spaces off the local rugby club for the duration of the works, thereby keeping surrounding roads clear for neighbour parking.

BHWC 20

Due to the timing of the project, commencing during the COVID pandemic a turnstile was not installed, as sites had removed them due to social distancing and touch points such as finger printing being seen as potential pathways for spreading the virus. Kier followed a more traditional approach in employing a signing in procedure at the front gate to the site which was fully manned by a gateman/banksman who controlled all site deliveries.



A temporary builder's supply was installed into the site compound (old HC carpark) at the rear of the building which was sized so that it could be jointed later to carry the main supply to the new building. This was applied for and metered by ABUHB.



There were site delivery restrictions to avoid peak traffic times relating to the school start and end times at the local comprehensive school which was located a short distance from the site and also the local neighbourhood which was mainly residential.

Kier operated a schedule of timed deliveries to avoid peak points. If there was an issue with deliveries stacking up that exceeded site capacity the back end of the rugby club carpark was utilised as a staging area for lorries and vehicles which were then called to site in turn by the gateman.

In order to keep surrounding roads clean during the course of the works Kier ensured pressure washing of wheels at the gate was undertaken. Road sweeping was also employed particularly during numerous site deliveries such as concrete pours.

During commissioning Kier employed a project specific commissioning manager who co-ordinated soft landings and included site visits/training of applicable staff prior to completion and handover of the building.



Delivery Team and Headline Information

Client	Aneurin Bevan University Health Board	Supply Chain Partner	Kier Construction Ltd
Project Director	Hannah Capel	Architects	Arcadis
Health Board Project Manager	Lorraine Morgan	Structural Engineers	Curtins
Project Manager	Gleeds	Building Services Engineers	AECOM
Cost Advisor	Lee Wakemans	Cost Manager	N/A
NEC Supervisor	Hickton & DRAC	Health Planner	N/A
Gross Floor Area	2958 sqm	Contract Cost	£14.9M excluding VAT
		Final Account	£15.7M excluding VAT
Commencement on Site	May 2021	Planned Completion	December 2022
		Actual Completion	March 2025

The actual completion date included phase 2 works which allowed for the demolition of the former hospital and provision of new carpark and landscaping which followed the opening of the new centre to patients in January 2024.

Some noteworthy points considered as part of the evaluation are included below, wider issues are considered in detail and can be found under 'Best Practice & Lessons Learnt'

Design strategy

During COVID the design development process design workshops were arranged virtually and attended by all key stakeholders including a wide range of Health Board staff including administrative, clinical and support staff together with members of the Design Team and the Supply Chain Partner.

Environmental Design

In line with the NHS Decarbonisation Strategic Delivery Plan the building was designed to maximise low zero carbon technologies and methods of construction and achieved a BREEAM Excellent Certificate with a score of 72.1%.



Key features included:

- Fabric first thermal performance – high insulation performance for walls, windows and roof
- Detailing – Air tightness increases efficiency and environmental performance
- Enhanced AHU heat recovery (80%)
- Lighting – use of LED and energy efficient systems
- Roof mounted photovoltaic array – on site energy generation
- Rain gardens – managing discharge of rainfall

Respect for the Community



Kier's project team were thrilled to offer all five Primary Schools in Tredegar as well as Tredegar Comprehensive School the opportunity to host a series of art workshops, partnering with internationally acclaimed Welsh artist Nathan Wyburn as part of the Aneurin Bevan University Health Board Bevan Centre build. The primary objective of the art

workshops was to offer students a platform to explore their artistic abilities, gain insights from a professional artist, and boost their confidence.

The Health Board also commissioned local artist Nathan Wyburn to produce artwork to pay tribute to Aneurin Bevan at the new Bevan Centre. The centrepiece is a portrait of the NHS founder and is prominently displayed in the Centres main entrance.



Nathan Wyburn commented:

"There is so much involved in this piece, I visited a lot of local schools and spoke to local historians. There's everything from explaining the origin of the name of Tredegar, to the local industries, cholera outbreak,

to current relevant and local people. It encapsulates the entire history of Tredegar in one image."

Kier, in partnership with Landcraft, provided much needed equipment at Georgetown Primary School for the children to use during their breaks and PE lessons. Due to the restrictions COVID placed on the children's ability to mix and play, outdoor exercise equipment became more essential than ever to schools. Kier organised the installation of this equipment, ensuring the process caused minimal disruption to the school day.



Kier also helped out with some learning resources for Georgetown Primary School in Tredegar. The Heads of the Valley area was home to three major South Wales brickworks throughout the latter part of 19th and early 20th centuries, Tredegar, Ebbw Vale and Beaufort. The old hospital building that was cleared to make way for

the new Health Centre was built with bricks produced at all three. In order to assist with their local history resources some of the salvaged bricks have been donated to the school to help with the children's understanding of their local history and the heavy industries that used to dominate their hometown and immediate surrounding area.

Health and Safety

There were no recorded incidents for around 310,000-man hours of construction.



Considerate Constructors Scheme awarded Kier an 'Excellent' performance level across respect for the community, care for the environment and value their workforce and commented during construction the close working relationship with the local community appears to be maintained and relevant site information is being promoted to the public. Environmental issues are planned and there are clear efforts to mitigate the impact of the construction works and reduce the associated carbon footprint although this could perhaps be more formally recorded and monitored against. Good practice observed included the use of acoustic pads employed on gates to reduce site noise to nearby residents and renting the local rugby club carpark for operatives use.



Community Benefits Framework KPI's on the use of local labour and suppliers were collected which identifies value for money investment of the *Welsh Pound*, and the Welsh Government Community Benefit Measurement Tool shows for every £1 spent on the project £1.59 was reinvested in Wales. A total of 459 apprenticeship weeks have been completed. The total number of apprenticeships created is 27. The figure of 16,085 Tonnes of waste was diverted from landfill with a saving of £266,679.



A number of other community benefit initiatives were also undertaken involving the wider community:

During the project Kier assisted Tredegar Town FC by providing some surplus site barriers to allow the club to provide a fence behind their goal to support their elevation in the league.



Kier's project team arranged a site visit for 15 Coleg Gwent bricklaying students giving them a great introduction to their future trade.

Kier's project team engaged with local fundraisers and donated a defibrillator to the local community in Ebbw Vale.



Kier's project team supported Women's Aid for Easter. Key subcontractors Rob Morris Groundworks and ETS contributed a supermarket voucher each which was then matched by Kier.

Kier provided work experience for 4 people with 1 person being on work trial during the course of the project.

Kier in partnership with Jellyfish Art arranged for art murals to be developed involving all 5 Tredegar Primary Schools celebrating art and historic town monuments. The artist Chris Walters worked with Kier to BHCW 25

create artwork on the site hoardings. This was done during COVID so the images related to rainbows to reflect the nature of the year.

All 5 primary schools were also involved in the NHS 75th birthday celebrations helping to create banners for media publication. BBC Wales were invited via ABUHB to document a piece about the Tredegar and its historical significance. Pupils from all 5 primary schools were filmed, we attended Tredegar Museum to receive a talk from historians. Pupils were then invited to create pieces to go into a time capsule.

BEST PRACTICE & LESSONS LEARNT

General

The new model of service provision provided by the new Bevan Centre is based on a 'Hub' approach which contains an integrated services team made up of therapists, nurses, social workers and care support staff. The Centre is part of a wider step change in healthcare delivery in Wales and is one of 19 new integrated health and wellbeing centres being delivered in Wales.

The new centre was designed to meet the challenges felt locally with outdated GP services that were no longer fit for purpose, no health and wellbeing services and a lack of community-facing care staff.

The local community was reported as having high levels of deprivation, linked to rising health problems. The new centre was designed and constructed to meet those challenges.

ABUHB have since handover carried out staff and patient carer feedback surveys which resulted in a score of 4.6/5.0 for rating the environment overall for staff, patients and careers.

The project had a strong connection with the founder of the NHS who was born in Tredegar. It was therefore vital that part of the historic part of the original hospital was retained. The centre piece of the new Bevan Centre is the area known locally as the 'Heart Building' and now part of the waiting area which gives patients a link to its historical past in terms of retained features and artwork.

Collaboration with key stakeholders was key to the successful delivery of the scheme. Some challenges were encountered during the course of the project which is why it's important that clear rules are defined within the Project Execution Plan and staff have the authority to sign off on decisions made.

Governance

As the project was delivered through a framework and utilised a NEC3 suite of contracts it has benefited from a collaborative approach between all parties.

The new unit was subject to a standard business case approval process by Welsh Government namely Strategic Outline Case, Outline Business Case and Full Business Case.

The project faced many challenges during design and construction including the COVID pandemic and Ukraine War the latter leading to delays in key material deliveries affecting programme.

Close alignment of the NEC contract and internal governance during change is key to the success of any project in avoiding delays and payment protocols. The Health Board operated an effective sign off procedure which kept in tandem with the timescales of the NEC contract.

During the project there were a number of changes in personnel, although this didn't affect the project delivery. For future projects a succession planning document would be helpful in ensuring any changes in personal do not come as a shock to the team.

Adequate funding prior to detailed design development needs to be set aside for the NEC Supervisor's appointment.

Design Development

One of the most successful aspects of the project was the strong collaboration between the contractor, Health Board, designers and end users. Regular engagement ensured that the unit was tailored to the clinical needs and operational workflows required by the clinicians.

Undertaking detailed site surveys at the earliest opportunity and having accurate site record information is vital at the outset of any project in avoiding unforeseen issues.

The CDM Regulations place responsibility on all parties to ensure accurate survey information is made available. The project would have benefitted from a 'survey tracker' in documenting all the surveys required and provide a status report which could be reviewed during regular design team meetings.

Multiple design packages were let throughout the project including demolitions, asbestos removals and ground stabilising works. Some packages could have been let earlier such as demolitions ahead of the main works, which would have been beneficial in allowing further site investigations to take place. Key to the success of any project is that the design packages align with both funding requirements and programme.

Despite the challenges imposed by the COVID pandemic during the early stages of design the team were able to come together and embrace new

technologies and, in their enthusiasm, and commitment to deliver a state-of-the-art health and wellbeing centre for the people of Tredegar.

Construction

The site was located within the grounds of the old Tredegar hospital which included a live health centre and boarded by residential property which meant access was particularly constrained.

Due to the site being well managed throughout at no time during the entire project duration was the day to day running of the adjacent health centre or the lives of the local residents adversely affected.

Kier engaged with the local rugby club and arranged to use of the club's carpark for all site parking and staging area for site deliveries during busy periods to ensure both the local streets and site didn't become overwhelmed.

All site deliveries were made at agreed times thereby minimising travel inconvenience to staff and patients visiting the health centre and local residents.

Logistics were well managed throughout the project. Kier's supply chain were fully briefed on site constraints and had safety inductions prior to being allowed on site.

Due to the period when works were being delivered programme delays were encountered due to poor ground conditions and unforeseen works such as asbestos and mine shafts being discovered which were not recorded. World events such as COVID and the Ukraine War were also major factors which affected labour resources and material deliveries resulting in delays to both programme and significant increases in costs.

Having mitigation measures in place to deal with issues such as subcontractor insolvencies would lessen their impact.

Cost pressures were driven by material shortages and project scope change either through unforeseen circumstances or client driven changes.

The success of any project in being delivered on time and budget is to avoid excessive scope change once works are on site. Avoiding fixing budgets too early without sufficient survey data must be avoided.

Predicting construction inflation on goods and materials proved particularly challenging for the team where pricing indices were changing on a frequent basis.

NWSSP SES have inflation procedures in place which can offer some assistance to project teams in managing their budgets.

Utilising a risk register throughout the detailed design and construction phase of a project is an important contractual document in defining and managing risk and must be reviewed on a regular basis. This would have been particularly useful to plan, manage and mitigate some of the issues encountered on this project.

Commissioning and Handover

There were a few issues encountered at handover stage with commissioning in particular the quality of water and also the ventilation systems. During the project there were updates in the WHTM's as a result of COVID which meant an increase in air changes.

If earlier engagement with NWSSP-SES specialist engineers, NEC Supervisor and the SCP had been carried out in relation to the planning of witness testing and acceptance and clearer lines of responsibility agreed at the outset, then these issues along with robust witness testing and reporting format could have been better understood.

The NEC Supervisors weren't in post at the start of the project but would be involved from the outset of detailed design for future schemes through the new BfW2 frameworks. Their input was invaluable.

Building Information Modelling is a key requirement in the handover and running of any completed project. It's therefore vital that design changes during construction are captured in the model at handover. The establishment of a site wide validation process to confirm information accuracy would be a step forward in addressing this issue.

TESTIMONIALS

*At the Official Opening the Health Secretary, **Jeremy Miles**, said:*

"I'm delighted to officially open the Bevan Health and Wellbeing Centre today. The centre represents the kind of transformative healthcare we are aiming to deliver across Wales – making care more accessible and closer to home and bring together primary care, mental health support and wellbeing services under one roof.



"Named after the founder of the NHS, Aneurin Bevan, this health and wellbeing centre shows how we can deliver care which isn't just about treating illness but also promotes wellness and helps people to live healthier lives.

"This is the future of healthcare in Wales – community-focused, integrated services and designed around the needs of local people."

Nicola Prygodzicz, *Chief Executive, Aneurin Bevan University Health Board*, said:

"The Bevan Health and Wellbeing Centre is a fundamental element of the clinical futures model within Blaenau Gwent, helping the Health Board deliver a wide range of services closer to home for the local community"

"As the existing hospital was a very important part of the local residents' heritage the heart of the building has been retained to ensure that Aneurin Bevan's legacy remains a significant part of the town"

"We are so proud of this new state-of-the-art facility which will allow patients to access a wide range of health and wellbeing services under one roof in the heart of their own community"

Stakeholder Feedback at *The Bevan Health and Wellbeing Centre*, said:

"This building is amazing. Just standing here makes me feel uplifted. So light and lovely"

"This is excellent! Absolutely fabulous and so deserved for our community"

"Nye Bevan made his first speech just down the road from here, on the balcony of the old NCB building. How fitting to have this beautiful building as a tribute to him-an amazing man, an amazing building"

"So lovely for the people of Tredegar and wider community of Blaenau Gwent"

"Lovely building and amazing that we will be having so many health services here"

"WoW – it's so light and airy"

"I love that the original hospital doors are still here- Beautiful"

"I love that the waiting room is the 'heart' from the old hospital"

Being diagnosed with Breast Cancer is quite a traumatic experience, and the environment that you're in when you're told this awful news can have a devastating effect on you. When I walked into this building today, I noticed what a calming effect it has on you, even just walking around. I know for the future women and men who are diagnosed with Breast Cancer, it will be a better experience prior to the building being built.

"I hope everyone who has to come here will really appreciate the effort that's gone on in all the years of planning, all the amount of money that's been spent and the fundraising that's been involved over the years to make this happen."

*As part of the official naming, **Ann Lloyd CBE**, Chair of Aneurin Bevan University Health Board said:*

"We received some excellent name suggestions for the new building, but The Bevan Health and Wellbeing Centre seemed the most fitting for a centre built in the hometown of the founder of the NHS."

Glyn Jones, *Interim Chief Executive of Aneurin Bevan University Health Board, said:*

"It was an honour to be able to choose the name of the centre, and we're thrilled to see the construction of this fantastic new facility, which will offer excellent health care services closer to residents' homes."

Jason Taylor *regional director at Kier Construction Western & Wales, said:*

"We are delighted to have handed over the first phase of this project which will provide an invaluable health and wellbeing facility for the residents of Tredegar".

"Working to breathe new life into this special building where the NHS was first conceived by Aneurin Bevan has been a real honour and we look forward to delivering the remaining phases of the project over the coming months".

"Phase two of the development will start in the next few weeks with the old Tredegar Health Centre being demolished to make way for the car parking for the new centre. During phase two additional services such as dental, health visiting, podiatry and lymphedema will also open to the public. Aneurin Bevan University Health Board anticipate that the centre will be fully operational later this year".

On receiving an award at the Healthcare Design Awards in the Best Primary Care Design Category
Ian Rees regional director at Kier Construction Western & Wales, said:

“We are thrilled to see the Bevan Health and Wellbeing Centre pick up this award. The centre has already made a significant positive impact to Tredegar, addressing the community’s healthcare needs and improved overall wellbeing. It was important to us that we retained some of the existing building, affectionately referred to as the ‘heart of the hospital’ and we are proud of what we have achieved in preserving Aneurin Bevan’s legacy here in Tredegar”



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