

Specialist Estates Services



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December 2021
eNewsletter 13



Introduction from Neil Davies, Director of Specialist Estates Services

I hope you enjoy our latest newsletter which is intended to include at least something of interest for everyone. The lead piece is a celebration of the success of the Welsh Government and NHS Wales in developing over 70 new and exciting primary care facilities across Wales. There's much that still needs to be done, of course, but **Primary Care Good Design Illustrated 2005–2020** unashamedly looks back over the last 15 years to celebrate our progress on this critical element of the healthcare estate.

I can distinctly remember commissioning the first All-Wales review of primary facilities and the slow but sure realisation of the amount of work that needed to be done. As with all the most successful delivery programmes across NHS Wales, its success was based on a common vision of the future driven by the commitment of a multi-disciplinary and multi-agency team supported by key stakeholders from across the country.

The private sector also had a key role to play with many of the facilities being sustained through third party developments, which requires early design and construction risk to rest with the developer. Some of those early adopters have now become industry leaders with architects and engineers specialising in this market.

In response to this initiative, we established our primary care team to help project manager these developments and ensure that NHS Wales was an informed client, learning the lessons from one scheme to another. The team continues to support such developments across Wales but now also undertakes a variety of complementary roles such as triennial leases revaluations on behalf of Health Boards.

Another cause of celebration is the tenth anniversary of NHS Wales Shared Services Partnership and some of our achievements over the period are highlighted.

It's the nature of such things that one tends to try to highlight the big-ticket issues, but I believe our greatest benefit is hidden in the day-to-day contact between the likes of our fire experts, or our Authorising Engineers, or our property professionals or diagnostic imaging expert advising on practical problems and their solutions with their counterparts at Health Boards and Trusts.

I know how grateful NHS Estate Directors are to know that they can contact any of the experts in Specialist Estates Services and get straightforward unfettered advice based on expert knowledge and years of experience.

It's interesting that much of the feedback I receive relates to History Corner, which clearly has a loyal following and, in this edition, we serve up a treat with a look back at Cardigan Hospital. Not too many healthcare sites can be traced back to 1110, with the original building on the historic site used as the Benedictine Priory of St Mary!

The building is also famous for being designed by one of Britain's leading architects, John Nash – who also designed Buckingham Palace. John Nash was the son of a Welsh millwright and after his first business venture left him bankrupt, abandoned London and lived for many years in Carmarthen. Here he initially built up his practice developing many grand homes across Wales. This success would eventually encourage him back to London where he would go on to design some of the most iconic structures in the capital. He also designed the Royal Pavilion in Brighton.

And finally, if none of the above whets your appetite what about our hospital quiz. How many can you identify?

Have a wonderful Christmas – see you in 2022!

Regards, Neil

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Primary Care Good Design Illustrated 2005–2020

SES's latest document celebrates work in Primary Care

The Primary Care estate in Wales has changed enormously over the years and to mark this evolution we have produced a document celebrating the developments.

Once many patients would be seen in terraced houses converted into surgeries now thousands of patients have access to GP practices fit for modern day services.

To highlight this transformation SES has produced the largely pictorial document Primary Care Good Design Illustrated 2005–2020 celebrating the achievements and changes to the Primary Care estate in Wales during this time.

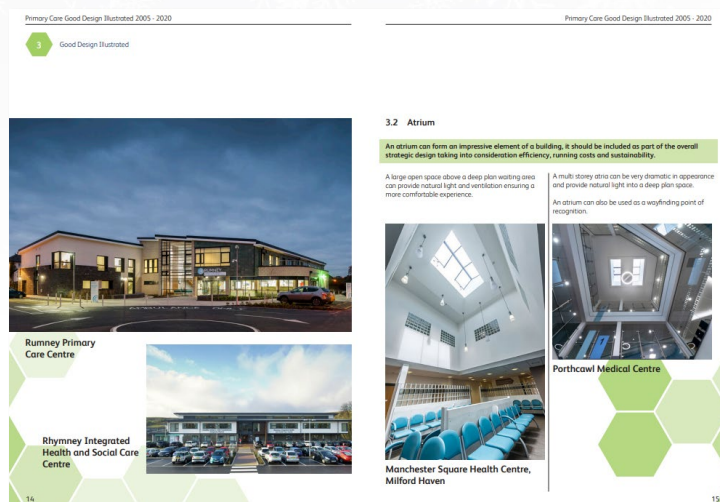
This modification has been able to happen due to the Welsh Government's commitment to developing the primary care estate which was prompted by an All-Wales survey of the physical condition and functional suitability of GP practices completed in 2003.

Through the survey it was identified that primary care estates were struggling to adapt to the challenges of modern healthcare with facilities falling below expected standards for healthcare buildings.

It also identified an urgent requirement for investment to deliver significant refurbishment or replacement of much of the primary care estate.

Strategic development plans were progressed, business cases approved and by 2005 the first of the new wave of primary care facilities became operational, during the next 15 years 70 projects have been successfully delivered.

This bilingual document highlights the achievements made and draws on the experience gained from the delivery of the programme using examples from these projects to illustrate good design in primary care.



The document can be read [here](#).



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Future Planning in Primary Care

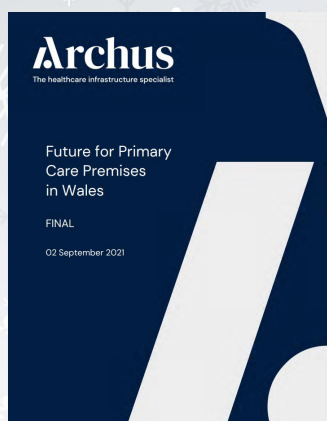
Improving the Primary Care estate in Wales is an ongoing programme and one that has been addressed in a new report.

In conjunction with Welsh Government, NWSSP SES worked alongside Archus to produce the report Future for Primary Care Premises in Wales as the next step in modernising the Primary Care estate in order to deliver high quality services for the people of Wales.

One of the principal areas for health boards to address was updating of records for each of their sites, in terms of occupancy, activity, condition and compliance.

Providing guidance on core design principles for a modern estate the report looks at what is needed to inform development of primary care estate strategies.

It also considers ways of achieving the best possible health outcomes for the local population by assessing local needs, deciding



priorities and compiling strategies that meet new and emerging ways of working. The report assesses the needs of the primary care estate and what is required to deliver the right health care service in the right place for patients in Wales, that is both inclusive of and accessible to all and meets the standards as set out to meet the 10 commitments agreed in 'A Healthier Wales'.

The project is aligned to the principles of the Primary Care Model for Wales, in seeking to provide a whole system approach that demonstrates integration of health, local authority and voluntary sector services, and has facilitated collaboration and consultation to reach a consensus on the type of primary care provision that patients and staff would like to see that gives the best support to people, gives easy access to local services for care when needed and technological solutions to improve access to support self-care.

The report can be read [here](#).



Stuart Douglas

SES Deputy Director

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SES Customer Survey 2021

Each year we ask you, our customers, to take part in a satisfaction survey in order to inform us whether you've been satisfied with the quality of our services during the past 12 months.

This year we have improved our questionnaire to make your experience of completing it easier – you have the option of clicking on the link below or using the QR code for completion on your Smartphone.

Survey link:

<https://forms.office.com/r/5EranFGjfs>

As always we would be extremely grateful if you could spare two minutes to complete it.



If you have any queries regarding the survey then please contact:



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Business Manager

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SES 10-Year Anniversary Achievements

It's been 10 years since NHS Wales Shared Services Partnership – Specialist Estates Services (NWSSP-SES) was established and what a decade it has been.

Here we look back at the achievements and progress SES has made during that time:

Property

- Responding to customer demand from Health Boards a General Practice (GP) Rental Reimbursement service was established to assess the level of payment due to GPs in respect of space used for approved NHS purposes. All Health Boards in Wales subsequently switched from their previous service provider to the more effective and efficient service offered at a lower cost by SES.
- Since 2015 business rates savings in excess of £49m have been realised by Health Boards in respect of their GP and primary care estate. This opportunity arose following a successful test case at the Lands Chamber of the Upper Tribunal that challenged the approach to valuation. Following the case and to support Health Boards in recovering these savings SES commissioned the services of a specialist rating consultant.
- In 2019 SES were recognised by HM Land Registry for being the first public body in England and Wales to register all NHS Wales freehold land assets. The Head of Public Sector Strategy at the Land Registry indicated that *"...this is a significant milestone and one which the team should feel justifiably proud of"*.

- SES has been instrumental in the development of innovative primary care facilities to support the delivery of more services closer to the patient based around new ways of working and a greater focus on multi-disciplinary teams that include specialist nurses and therapists. SES's ambitious programme of work has delivered approximately 70 new or refurbished facilities.
- The SES property team assisted with new permitted development legislation, as part of the response to COVID-19, allowing temporary building and changes of use for public health emergency purposes.

Construction

Generating c.£70m cost savings since 2013 and immeasurable time benefits when compared to traditional procurement methods the Building for Wales construction procurement frameworks are the go-to frameworks for all Welsh Government funded projects within NHS Wales in excess of £4m.

Engineering

- The engineering sector is an integral wealth creating part of the UK economy. Reacting to a national shortage of engineers a talent pipeline for NHS Wales was created by establishing an NHS Engineering Training Programme supported by the University of South Wales' Network75 scheme. To date five students are progressing through the process at SES with others at Health Boards and more planned for the future.

The scheme integrates work experience with academic study equipping the engineers with all the skills and knowledge needed to forge a career in NHS Wales in the years ahead.

HM Land
Registry





- SES engineers provided technical scrutiny on the 19 field hospitals in response to the COVID-19 pandemic. The Authorising Engineers attended the field hospitals to assess and check the competency of the estates staff who would be managing engineering systems. They also made sure each hospital site had sufficient oxygen provision and support to cope during the pandemic.

Estates Development

- SES has always been committed to driving through environment improvements across NHS Wales and since 2018 has worked closely with the Carbon Trust to generate and monitor changes in NHS Wales' Carbon Footprint. This data helped support further work with the Carbon Trust in 2020-21 to establish a radical and comprehensive NHS Decarbonisation Strategic Delivery Plan. The plan represents a route map in support of the Welsh Government's ambition to achieve Net Zero by 2050. Moving forward SES will work closely with our NHS Wales partners to develop and deliver actions plans designed to make the required positive impacts on the environment.



- Fire Safety was brought into sharp focus in 2017 with the Grenfell Tower tragedy. SES became the focal point for NHS Wales activity, identifying potential cladding risks in the existing and planned estate across NHS Wales and developing appropriate remedial work plans in collaboration with Welsh Government and NHS Wales organisations.

Business Development and Support

Collaborating with NHS estates professionals across the UK to generate technical guidance has continued to be a fundamental part of our remit. The guidance reflecting policy differences in Wales due to the devolved arrangements has resulted in the development of Welsh Health Technical Memorandums (WHTMs) and Welsh Health Building Notes (WHBNs). The recently improved SES internet and intranet sites operates as the All-Wales NHS information repository for this guidance.

Specialist Estates Services

Provides advice and support on all aspects of healthcare property management including acquisitions, disposals, landlord and tenant relations and the management of leases. The...

NWSSP - Specialist Estates Services provides advice and support to the Welsh Government and NHS Wales organisations on a wide range of issues related to the built environment in healthcare facilities.

What We Do

Our Services

Please see a list of the

Our People

Here you can find out more

Publications and Information

Specialist Estates Services

- About Specialist Estates Services
- Our Services
- Our People
- Publications and Information
- Contact Specialist Estates Services

FAQ's

- General enquiry
- How do we add value for money?
- Our mission statement



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ACES – Award for Excellence

Our Property team have picked up an award for the role they played in the NHS Wales Covid 19 pandemic.

Every year ACES (the Association of Chief Estates Surveyors) issues an Award for Excellence which recognises exemplary work by individuals, a team or teams across organisations especially work or projects that show partnership working. SES has been recognised with this award for their response securing accommodation for a variety of Covid-related activities including field hospitals, testing centres, mass vaccination centres, laboratories and storage facilities.

The Property Team worked closely with the Welsh Government, the Legal and Risk division of NWSSP, the seven Welsh Health Boards and all 22 Local Authorities throughout Wales in acquiring an astounding variety of properties for myriad purposes in an incredibly short space of time. The types of properties utilised include sports stadia, training facilities, leisure centres, an entertainment venue, community centres, a retail unit, a wedding venue, industrial buildings, a showground, a sailing club a mosque and a cathedral.

The role of the Property Team varied from case to case. It ranged from searching and identifying accommodation opportunities, tracing and contacting owners and landlords through to negotiating terms and legal agreements.

At all times, priority was given to speed of delivery in the face of the everchanging needs to be able to respond to the pandemic, from the initial desperate need to set up field hospitals and testing centres, to delivering venues for the unprecedented mass vaccination programme.

The Property Team's other crucial role was to ensure that the public purse was protected as much as possible. This was achieved by negotiating rents with both the public sector and the private sector, at concessionary levels or free wherever possible, but also ensuring that agreements mitigated against exposure to costs in terms of liability for the repair and maintenance of the properties and also establishing that consequential losses were

not capable of being claimed or were strictly limited wherever possible.

In addition, at the outset of the pandemic, the Property Team liaised closely with the Welsh Government's Planning Directorate to facilitate the rapid enactment of emergency planning legislation to enable the swift delivery of these facilities by ensuring that they were not delayed by the planning process.

At the time of writing, in addition to a great amount of abortive work due to the changing requirements of the pandemic response, the Property Team has been involved with the acquisition of 113 schemes comprising: 16 field hospitals, 14 testing centres, 56 mass and local vaccination centres, 2 mass testing laboratories and 25 other Covid related facilities.

In addition, throughout this time, the Property Team has continued to deliver the day job assisting NHS Wales organisations by providing its day-to-day expert property and estates advice.



Clive Ball

Head of Property

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Morrison Solar Farm Update

Swansea Bay University Health Board has become the first in Wales to develop its own solar farm to power one of its hospitals cutting electricity costs and reducing carbon emissions.

Further to the article about the Morrison solar farm in our Summer 2021 newsletter, commissioning work on the 10,000-panel solar farm at Brynwhillach Farm was completed in October 2021 and electricity began flowing along a 3km private wire connection to Morrison Hospital in early November.

The solar farm will supply about a quarter of the hospital's power, cutting the electricity bill by approximately £500,000 a year and significantly reducing carbon emissions by c.1,000 tonnes of CO2 a year.

Des Keighan, Assistant Director of Operations at Swansea Bay UHB, said:

"The solar farm will meet around 26% of Morrison's power but this is the average across the year."

"It will not be as active during the winter months or at night but at other times it will be far more productive."

"Even though it only went live a week ago, and despite it being autumn, we have already had one day when it fully powered the hospital."



"We anticipate there will be days when we will have surplus electricity to export to the National Grid as well."

SES on behalf of Swansea Bay University Health Board secured the land by way of a 26-year lease agreement which has enabled the 4-megawatt solar farm.

Sian Cornwell-Shaw, Property Surveyor at Specialist Estates Services said:

"It is pleasing to see the successful delivery of this five-year project which is contributing to the decarbonisation agenda and specifically the 2030 Welsh public sector net zero target."



Sian Cornwell-Shaw

Property Surveyor

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Staff Changes

The ability to recruit to key positions within SES is becoming increasingly difficult due to a general lack of supply of estates professionals and a buoyant private sector market.

A key member of our primary care surveying team Paul Cottrell retired in June 2021 and the vacancy at the time of writing has yet to be appointed to despite numerous attempts to recruit advertising

across many medias. Paul was a valued member of our team and a character around the office and will be greatly missed. We wish him well for the future.

Having said that, in the same month, we were able to successfully appoint Phil Griffiths to bolster our mechanical engineering team. Phil has significant experience of working as an engineering consultant and has already brought his

professionalism to bear across a number of areas of our work.

In August Stuart Douglas was successful in his application for the vacant Deputy Director role taking up his duties on the first of the month. Stuart was previously the Head of Estates Development within SES. Later in August we were finally able to appoint to another longstanding vacancy, Principal Mechanical Engineer, with Bob Baker joining us to manage the mechanical engineering team.

To counter the recruitment difficulties we are experiencing we have over the past few years engaged with the [University of South Wales' Network75 scheme](#) and currently have four students with us on work placement, all of which are in the latter stages of their engineering related degrees.

Aidan Parkes, our first Network75 student, completed his degree in 2020 and then embarked on a decontamination training contract with us for a year. He successfully completed that and from the 1 September 2021 took up a permanent Decontamination Engineer role with us.

Our primary intention is to encourage and support our students to become Chartered

professionals working for Health Boards or Trusts across NHS Wales.



Martin Cooper

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Stuart Douglas



Aidan Parkes



Phil Griffiths



Robert Baker



Paul Cottrell

Twitter – follow us!

We are active on Twitter and regularly tweet about SES vacancies and items of estates related interest. We would be pleased to have you as a follower! [@SES_Information](#)



History Corner: Cardigan Hospital

Through its various guises, SES has had a long association with the health estate in Wales. It's difficult to predict the future of hospital construction in Wales, but the past can be found in our archives. We hope you find the following article of interest.

Originally built as a private house Cardigan and District Community Hospital has a long and interesting history from a medieval priory to becoming a memorial hospital.

Details of the site date back to 1110 with the original building on the historic site used as the Benedictine Priory of St Mary.

The building that now stands on the site was designed by one of Britain's leading Architect, John Nash – who also designed Buckingham Palace – the house, which was known as The Priory was built by John Bowes in 1805.

Dentist Dr John Walter Pritchard bought the property at the end of the 19th century where he lived until he died in 1911.

It would later be converted into a hospital after locals formed a syndicate and acquired the building converting it into a hospital to treat soldiers returning from WWI. The six-bed hospital was opened in 1922 by Dame Margaret Lloyd-George.

The following year a new outpatients department was opened, and the hospital later joined the NHS in 1948.

A new maternity ward was opened a few months later thanks to a new extension and by the early 1960s there were 35 beds in the building.

It was during the 60s that the interior was completely rebuilt, and the hospital served the community for decades but was first muted with closure in the late 1990s.

The inpatients department was eventually closed in 2013 and after outpatient services were transferred to Cardigan Integrated Health Centre the hospital closed in December 2019.

Planning consent has just been given to the new site owners Wales and West Housing who have pledged to bring low-carbon, eco-friendly housing along with offices and community facilities with Priory House the centrepiece of the re-development.

We hold an extensive picture library of Welsh hospital estates and we would welcome any photos which could expand our records. To submit photos or if you would like us to feature your hospital in a future edition of this newsletter, please contact:



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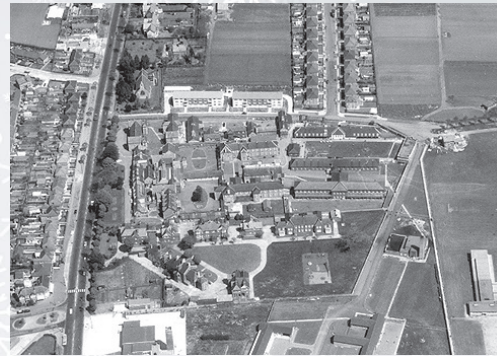
Picture credit: Chris Whitehouse

SES Quiz: Hospitals From Above

These fabulous pictures give us a bird's eye view of Welsh Hospitals past and present – can you guess which ones they are? The answers are on the back cover!



1 Do you recognise this hospital situated in a North Wales Cathedral City?



2 This hospital started as a workhouse for children in Cardiff.



3 This North West hospital was rebuilt using a nucleus layout.



4 This North Wales hospital had origins as a fever hospital.



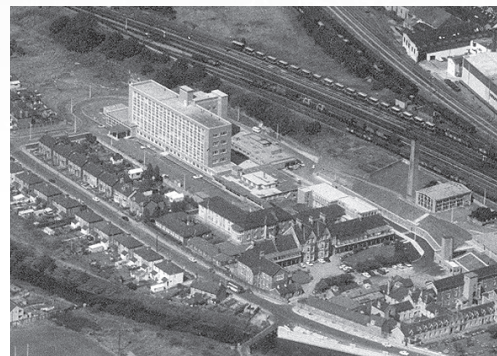
5 Designed by Holder Mathias this Hywel Dda hospital opened in 1990.



6 This hospital was built at a cost of £103m and was opened in 1999.



7 On this hospital site once stood a mid-19th Century Italian Gothic style mansion.



8 The Princess of Wales Hospital replaced this hospital in the town of the same name.



9 Architects of the Welsh Health Common Services Authority won the Gold Medal for Architecture at the National Eisteddfod of Wales in 1986 for their work on this hospital.



10 A hospital with a sea view.

Technical Publications Since April 2021

The following have been published by SES since April 2021:

- [Primary Care Good Practice Illustrated 2005 - 2020](#)
- [NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030](#)
- [Future for Primary Care Premises in Wales](#)

Welsh Health Building Notes (WHBNs)

Guidance documents for the planning and design of a range of healthcare buildings that provide specialist services in Wales.

Documents in progress:

- WHBN 00-10 – Guidance on anti-ligature curtain rails
- WHBN 06-01 – Designing facilities for diagnostic imaging
- WHBN 10-01 – Surgical procedures
- WHBN 10-02 – Day Surgery
- WHBN 14-02 – Medicines management

Health Building Notes (HBNs) issued since April 2021

- [HBN 14-02 - Medicines Storage in Clinical Areas](#)
- [HBN 15-02 - Facilities for Same Day Emergency/ Ambulatory Care](#)

Welsh Health Technical Memoranda (WHTMs)

Documents which provide technical guidance on a wide range of specialist systems within the healthcare estate in Wales.

Documents in progress:

- WHTM 03-01 – Specialist ventilation for healthcare premises.

Health Technical Memoranda (HTMs) issued since April 2021

- [HTM 03-01 - 03-01 Specialised ventilation for healthcare premises Part A: The concept, design, specification, installation and acceptance testing of healthcare ventilation systems](#)
- [HTM 03-01 - Specialised ventilation for healthcare premises Part B: The management, operation, maintenance and routine testing of existing healthcare ventilation systems](#)

Other documents including COVID-19 related papers

- [COVID-19 waste management standard operating procedure Version 2](#)



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Contact Specialist Estates Services



Those working within NHS Wales can either use our [services directory](#) or [staff list](#) to find the right person for the job, and those outside NHS Wales can look at the staff list on our [website](#).



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Answers to the SES Quiz:

- 1. Bangor Y Gwynedd*
- 2. Ely Hospital, Cardiff*
- 3. Wrexham Maleor Hospital*
- 4. Llandudno General Hospital*
- 5. Llanelli Prince Philip*
- 6. Royal Glamorgan Hospital*
- 7. Bryn y Neuadd*
- 8. Bridgend General Hospital*
- 9. Mold Community Hospital*
- 10. Singleton Hospital, Swansea*