



Introduction from Neil Davies Director of Specialist Estates Services

Welcome to the latest edition of our Newsletter.

Just as we appear to be emerging from the pandemic and hoping for a period of relative stability, the world has been thrown into further turmoil with the Russian invasion of Ukraine and the ongoing conflict. The reports emerging from Ukraine are both devastating and heart-breaking in equal measure with destruction at a scale not witnessed in Europe since World War II.

The effects of the conflict together with the legacy of the pandemic have led to general inflation increasing rapidly and fuel costs rising at eye-watering rates; all of which has led to a cost-of-living crisis. This, in turn, has led to pay disputes with strikes on the railways and perhaps more disruption to public services to follow.

There is no doubt that the NHS has taken a battering over the last few years and there are still difficult times ahead. But the NHS as a critical public service, free at the point of delivery, remains a much loved and admired institution inextricably weaved into the fabric of the national culture.

Whilst one cannot overstate the importance of delivering high quality healthcare services to the citizens of Wales and beyond, the NHS also has its part to play in perhaps the greatest challenge facing humanity – global warming. And as members of the estates and facilities community many of the actions aimed at decarbonisation fall to us to lead and deliver.

The NHS Wales Decarbonisation Strategic Delivery Plan (2021-2030) issued in March 2021 was a key milestone in this journey, followed by Health Boards and Trusts Local Decarbonisation Action Plans completed in March 2022. The Welsh Government has also provided resources to support the ongoing programme including the monitoring of performance and sharing of good practice.

We are now approaching the end of the first phase of the NHS Wales Decarbonisation Strategic Delivery Plan - Moving up a gear – and are transitioning to phase 2 – Well on our way. It is this second phase where the heavy lifting commences and some of the greatest challenges need to be faced. Decarbonisation specialists at both Specialist Estates Services and Procurement Services are working hard to push through those initiatives led by us and are also there to support you with the implementation of your local plans.

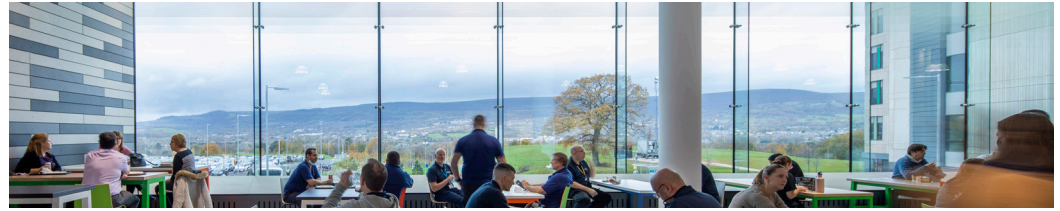
Good progress has been made against measures such as LED lighting, electrical vehicle cars, renewable energy and the purchase of green electricity but much more need to be done to achieve the cumulative savings of 1,982,500 tCO₂e targeted by 2030.

If you would like to share any of your work in this area, please contact me to showcase in our next Newsletter.

Regards, Neil
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NHS Building for Wales Frameworks

Since their inception in June 2006, the Designed for Life: Building for Wales frameworks have delivered over £1.2 billion of construction projects for NHS Wales – initially through the Designed for Life 1 framework and then, concurrently, through the second generation Designed for Life 2 regional and Designed for Life 3 national frameworks. These were followed in April 2018 by the third generation NHS Building for Wales construction frameworks. The estimated construction value of contracts awarded to date through these current frameworks is circa £550 million.

The arrangements for all of these frameworks have broadly maintained the operational model developed for the Designed for Life 1 framework with Project Managers, Cost Advisers and integrated Supply Chains delivering schemes for Health Boards and Trusts awarded through mini competition.

The third-generation frameworks have recently been extended by one year to April 2023 (with an option to extend by a further year to April 2024) and SES has now commenced the process to procure the replacement fourth generation frameworks.

Constructing Excellence in Wales was appointed in April 2021 to undertake a 360° review of the current framework's performance and sought to identify key stakeholder requirements for the future frameworks as well as recommended best practice. This engagement involved CEW interviewing Welsh Government, all Health Boards and Trusts, current framework partners and the SES Framework Management team. SES has also engaged with NHS framework procurement colleagues in England and Scotland as well as other frameworks operating within Wales in order to share best practice; and undertaken early engagement with the broader market, consulting Welsh SMEs, national contractors, and specialist modular contractors.



The overriding message from the consultation was that frameworks continue to be seen as the preferred way for delivering future projects. However, it has also been recognised that the construction market is now having to adapt to some significant changes in the period since the Designed for Life frameworks first launched: key Welsh Government drivers for Social Value have been introduced through the Wellbeing of Future Generations Act and, more recently, through requirements for Net Zero Carbon Construction; forthcoming changes to procurement regulations brought about by the UK's departure from the EU to be introduced in early 2023; and the challenges of delivering schemes during the Coronavirus pandemic together with the recent spike in material costs are all affecting the way in which projects are now being delivered, with increasing reliance on off-site, modular 'Modern Methods of Construction.'

In recognition of these findings, SES is currently developing proposals for the fourth-generation frameworks on the twin principles of Simplicity and Flexibility: simplicity of procurement to ensure attractiveness for the market; and flexibility of delivery to offer client bodies choice in selection procedure and contracts for their capital projects, as well as accommodate the increasing requirement for joint agency working.

The new frameworks will continue to offer the major advantages of early contractor involvement and rapid response time and will provide services through Project Managers, Cost Advisers, NEC Supervisors and SCPs with integrated Supply Chains.

The frameworks will support the efficient and effective delivery of capital projects and enable Welsh Health Boards and Trusts, together with potential joint agency partners where required, to rapidly procure from a team of preselected parties in competition. They will also provide assurance and governance that preselected parties meet all prescribed standards to ensure that value for money is at the forefront of all projects.

It is the intention that the proposals will be presented to the construction industry by SES, in collaboration with CEW and NWSSP-Procurement Services, at two Meet the Buyer events to be held in North and South Wales in the Autumn of 2022 to invite further comment ensuring that the structure of the future frameworks attract the broadest interest from contractors and consultants capable of delivering capital construction schemes for the NHS within Wales.

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Estate Modernisation Programme 2021/22

In recent years, Welsh Government has reflected on the rising levels of backlog maintenance prevailing across the NHS Estate, coupled with the need to make the estate more service focussed and sustainable.

Against this background, during late 2020, Welsh Government invited Specialist Estates Services to assemble a proposal for managing a programme of investment aimed at achieving improvements in the NHS Wales estate. The investment was to be centred in the following key areas:

“

The challenge: Maintenance Backlog in Wales currently stands at £876m.

Health organisations have for many years been faced with trying to respond to drivers to modernise and expand services and invest in technology, whilst trying to maintain its estate. With limited resources available, it's been a losing battle.

”



It was agreed that the programme should be overseen and driven as far as possible by NHS Wales organisations and in January 2021, organisations were invited to nominate representatives to join the Estates Funding Advisory Board (EFAB). Once the group was established, bid documents and appraisal criteria were developed and health boards were given 1 month within which to develop and submit bids which could be delivered within FY 2021/22.

Over 200 bids with a combined value of £70m were appraised by the SES team within 2 weeks and draft results offered to the EFAB for comment in early March. The resultant profile offered to Welsh Government for approval involved investment in 113 projects within the available budget of £34m.

Welsh Government approval was rapidly secured for the programme and health organisations then had 12 months to deliver these projects. During the course of the year, health organisations declared emerging savings, and released monies were then re-allocated to deliverable projects held in reserve.



A Sample of the Projects are provided overleaf:

Hywel Dda University Health Board

Hafen Derwen Solar Farm providing 244,260 KWhrs to Hafen Derwen.

229,789 KWhrs exported to grid- £1.2m



Betsi Cadwaladr University Health Board

Modernisation of staff residence accommodation £166K



Powys Hospital Teaching Board

Roof replacement at Brecon Hospital £163K



Cardiff & Vale University Health Board

University Hospital of Wales vacuum plant replacement £390K



Looking back at the programme delivery, Stuart Douglas reflects:

“

health organisations already had an unprecedented challenge in dealing with the Covid-19 Pandemic and maintaining something like business as usual. They fully embraced this programme and have worked incredibly hard and professionally to deliver a remarkable series of investments.

”

Reviewing feedback from health organisations, we note they are united in asking for another EFAB programme, but ideally profiled over 2-3 years to aid better planning and delivery. We are hopeful this will re-emerge for FYs 2023/24-2024/25 and will keep you informed through our newsletters and SESNs.

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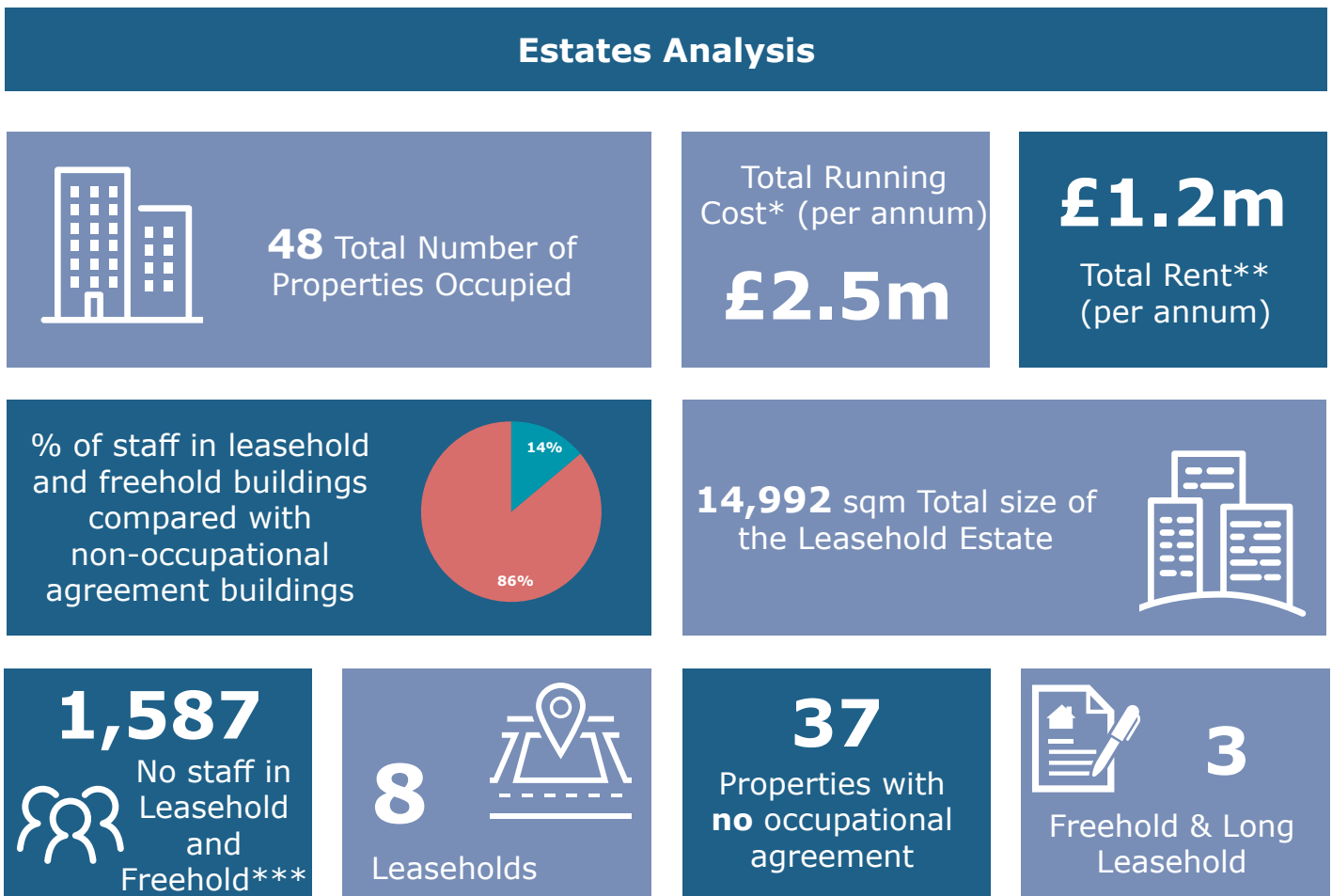
Agile Estates

Taking the lead on the new Shared Services Agile Estates Strategy the SES Frameworks team (Jonathan largely) have led a process of appointing and managing a specialist workplace consultant to prepare a Estates strategy to inform the future of our estate post Covid. This process was achieved though working with the Shared Services Procurement team (Paul Thomas lead on this). It was decided to utilise the Crown Commercial Framework Estate Management Services 6168 lot for procuring a consultant. Unfortunately, we had to tender twice as first time round we had zero tenders in. Probably as we issued the first tender in August 2021 and it was missed by some of the key suppliers, or they were short handed and could not manage it. After considering and rejecting alternative strategies we had a second go via the same framework and received two good tenders. After an interview process in early January 2022 a company by the

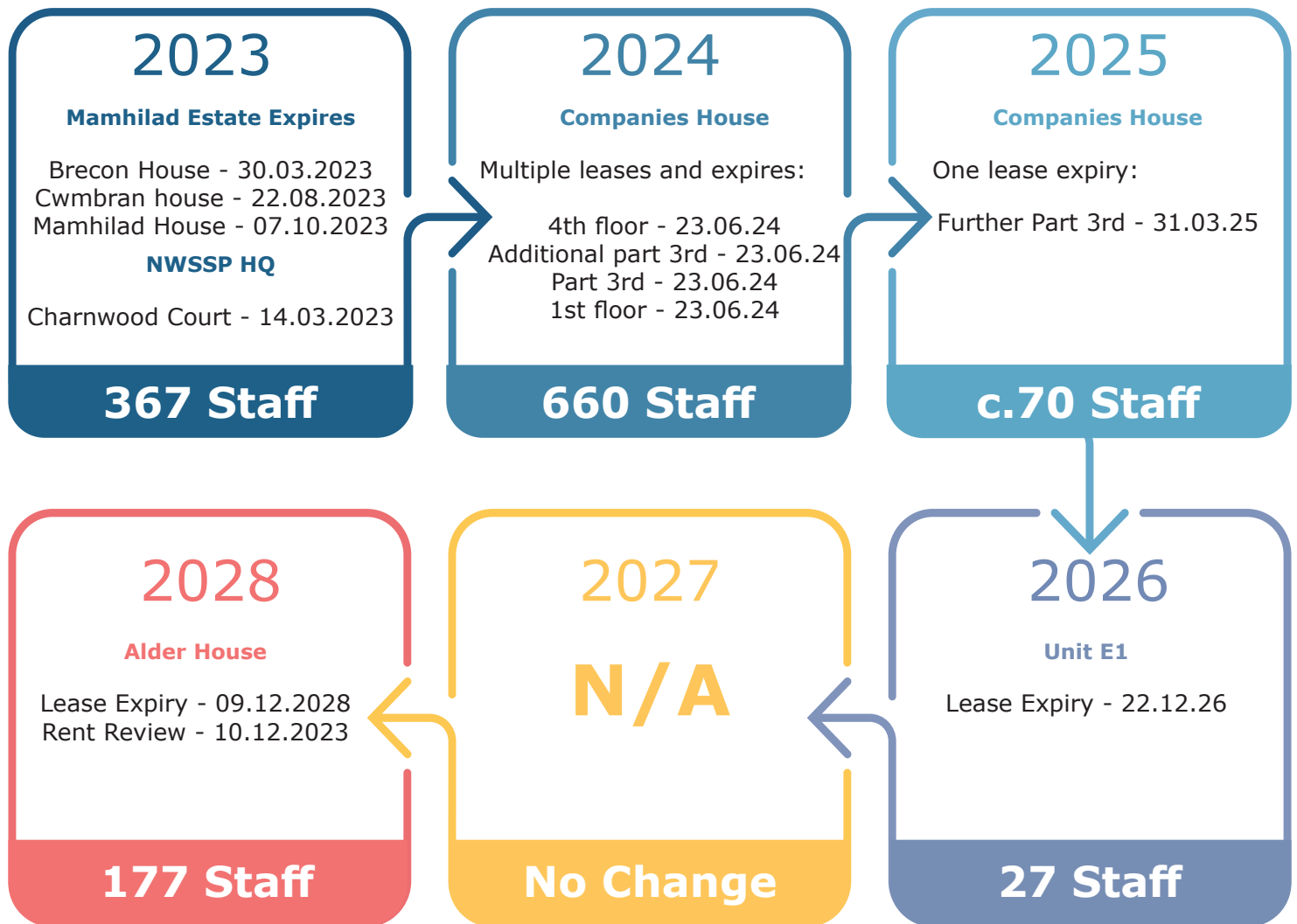
name of ETL Ltd was appointed in after competitive interviews were held.

ETL and the Agile Estates Team then embarked on a three-phase project to develop an estates strategy that began with a staff and divisional manager survey in January. You may recall the Survey Monkey survey, for which we had a good response with over 50% of surveys returned. In essence this showed that home working works, along with a lot of other good information which has informed the way forward. Alongside this survey, meetings were held with management leads from all the substantive divisions of Shared Service, and the ETL property team liaised with Andrew Nash to review the Shared Service estate across Wales. Following completion of this exercise a Phase One report was submitted in March/April.

This showed the following:



Lease Expiry Timeline



Interview Themes

A number of key themes emerged during discussions with the team leads, focused on how the office will be used in the future - and how they envisage their staff working together when they return to the office has become part of routine working:

Retain hybrid model to suit workforce & division.

Teams would benefit from being in a shared space.

Utilise the office for collaboration - both formal and informal.

Flexibility: Hot desks rather than fixed areas or 'names' desks.

Importance of staff mental health & wellbeing.

In regards to the Staff survey this showed some interesting facts including the number of those self-assessing as being efficient from home as over 90%, see below:

Over 90% of staff self-assess as productive from home

Home Working Potential	Strongly Agree Plus Agree	
	Companies House	NWSSP Other Sites
To what extent do you agree that:		
your role is suitable to be carried out largely working from home?	94.3%	86.2%
Your home circumstances enable you to carry out your role effectively from home?	93.3%	86.4%
How comfortable would you feel about becoming an agile worker?	82.0%	83.3%
You are able to work productively from home?	94.9%	92.6%

Office-Based Staff

Note that during the pandemic, the proportion of staff mainly based in the office was:

- Companies House: 3.3%
- Other Sites: 15.1%

Findings

<p>On average, 9 out of every 10 staff believe they can perform their role from home.</p>	<p>On average, 9 out of every 10 staff believe their home circumstances to be conducive to work.</p>	<p>Almost 19 of every 20 staff assess that they are productive from home.</p>
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We then went on to look at the best or better estates strategy for adapting our buildings to match the new ways of working. This involved a large on-line Workshop in late April. This phase 2 report has just been concluded but has yet to be fully circulated so I will hold off on the conclusions for the moment.

But this report will lead to a corporate level decision on what style of workplace we want and how best to organise this. ETL, who have meantime rebranded as Lexica, will then take forward a final Phase 3 report to conclude the strategy for our Wales-wide estate.

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Decarbonisation and NWSSP's role in ensuring a better future

In 2019, the Welsh Government declared a climate emergency, becoming the first Government in the world to declare such an emergency. As a result of this, The Welsh Government and NHS Wales, led by NWSSP-SES, has created the NHS Wales Decarbonisation Strategic Delivery Plan (published March 2021) in order to co-ordinate NHS Wales' contribution to tackling this crisis. During COP26 in Glasgow in November 2021, all four health services committed to net zero carbon emissions.

The Delivery Plan sets out 46 initiatives for decarbonisation NHS Wales, among them many challenging and ambitious targets.

A flavour of the key points and NWSSP Action Plan (led by the SES):

NWSSP's action plan is split into three sections: Moving up a Gear (2020-2022), Well on Our Way (2022-2026), and Achieving our Goal (2026-2030). The strategic plan has been structured into six main activity streams: Carbon Management, Buildings, Transport, Procurement, Estate Planning and Land Use and Approach to Healthcare. All organisations were required to develop Action Plans to set out how they plan to achieve the strategy aims etc. These had to be created and submitted to Welsh Government by 31 March 2022. The Specialist Estate Services led the production of the NWSSP Action Plan. Below is a flavour of the objectives listed in the plan but for more information see the full report on the intranet site.

Moving Up a Gear (2020 - 22)

By 2023: low carbon heat evolution plans will be completed for all acute hospitals, and renewable energy implementation plans will be developed.

WAST will aim for all rapid response vehicles procured AFTER 2022 to be at least plug-in hybrid-electric or fully battery-electric in appropriate areas. Best practice pharmaceutical waste practice will be in place.

Well on Our Way (2022-26)

By 2025: decommissioning of natural gas CHP plants will be prioritised over refurbishment, all lighting will be LED.

All new medium/large freight vehicles procured after April 2025 will be to the future modern standard of ultra-low emission vehicles.

NWSSP will have updated to market-based emissions accounting and continue to favour supply chains to support decarbonisation .

Digital technology will be developed to support a smart communication approach.

Achieving Our Goal 2026 - 30)

Renewable Energy Guarantees of Origin - backed electricity will be procured by 2025, and 100% offset gas by 2030.

For more information keep an eye out for a decarbonisation newsletter that will layout NWSSP's plan in more detail.

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Staff Changes

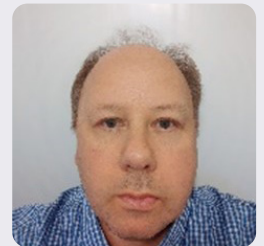
Our recruitment difficulties have eased over the most recent months, and we will enter financial year 2022/23 with almost a full complement of staff. This is not however without quite a few changes due to retirements and resignations.

Martin Cooper, Business Manager, and Jeff Willis, Performance Standards Engineer, retired on the 31st March 2022 after many years of service to this and predecessor organisations. Martin intends to improve his golf handicap and Jeff is aiming to finally catch that big fish that usually gets away.

Suzanne Pullen, Martin's more than able deputy over many years, has taken on the role of Business Support Manager with effect from the 1st April. **Mike King** has recently been appointed to take over Jeff's role on May 30th.



Steve Dinnick, Property Surveyor (Primary Care), joined in February taking up the role vacated by Paul Cottrell in June 2021. Nia Morgan, Property Surveyor, left at the end of March to take up a position at a local council closer to home. Property Surveyors **Jonathan Miles** and **Phil Williams** joined on the 1st April to take up Nia's role and to provide additional resource for a service that has been particularly stretched over the last couple of years. Lottie Egerton, Property Surveyor, left on May 20th to take up a position with Cardiff Council. Her replacement will be starting soon once checks have been completed.



With regards resignations Jessica Morgan who usually edits and produces this newsletter left in February for a well-deserved promotion to a senior communications position at Cardiff & Vale University Health Board. **Emma Mazey** has recently been appointed to the vacancy and will pick up where Jessica left off.



Later that month Hing Chung, Senior Estates Advisor, left the organisation to dip his toe back into private sector waters. Hing like Martin and Jeff have considerable experience of working within NHS Wales and the knowledge and expertise they take with them will be greatly missed.

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If you are on Twitter, then we would be extremely pleased to have you as a follower:



April was a busy time with experienced NHS estates professional **Ray Selby** also joining to take up the Head of Estates Development role recently vacated by our Deputy Director **Stuart Douglas**.



Staff Awards

Specialist Estates Services collected several accolades at the recent 6th annual NHS Wales Shared Services Partnership (NWSSP) staff awards, for the second time held virtually due to COVID-19. The sterling work of SES staff in supporting our Health Board, NHS Trust and Welsh Government customers during the COVID-19 pandemic was rightly recognised by our peers.



The Property Team

Our property team won a highly commended award at the event. The team have worked tirelessly with NHS Wales, the Welsh Government, public sector partners and private organisations to deliver more than 60 COVID-19 vaccination centres, which undoubtedly has helped us to return to a life away from the pandemic that plagued our lives for the last few years.

The SES property team took part in site searches, site selection, advice on occupation, site and property inspections, negotiation of heads of terms (including type of agreement, rent, timescales, running costs and consequential loss issues), provision of planning advice, undertaking photograph records and schedules of condition and advice on potential dilapidations liabilities. The team were able to deliver their undeniably high standards, whilst keeping down cost expenditure and limit both current and future liabilities for NHS Wales and Welsh Government. The team have gone above and beyond – often working on weekends, bank holidays and countless hours of overtime.



Dylan Evans

Dylan Evans, Authorising Engineer, won the Taking Responsibility award. This award is given to an individual or team who has contributed in such a way by going the extra mile over and above their job requirements.

Dylan works closely with ventilators and provides technical knowledge and guidance to the Estates Team. Naturally, with the COVID-19 pandemic, Dylan has been extremely busy and has worked incredibly hard to ensure that better information was available to provide suitable guidance for healthcare premises.

Despite a personnel change, Dylan took it upon himself to continue to provide excellent support to the management team and all the other associated stakeholders during this time of unrest. Dylan has also represented Health Boards on the All Wales Nosocomial Group to provide guidance on all aspects of ventilation and contributed to formal guidance being issued on behalf of Welsh Government.



Chris Lewis

Chris Lewis won the Environmental Contribution to Sustainability award. This category represents and individual or a collaborative team approach to the well-being of future generations, through promotion of environmental sustainability contributions across the organisation or wider influence in NHS Wales, to contribute to achieving the well-being goals of a resilient and globally responsible Wales we want for 2050.

Chris has led the SES to appoint specialist advisors (The Carbon Trust) and oversee them working with stakeholders including Welsh Government and NHS providers to develop an ambitious plan so that by 2030 the NHS can be carbon net zero. The plan is ambitious but with Chris at the helm, NWSSP is confident that the plan is understandable, comprehensive, and achievable.

If you have any good news stories on how we have supported you during this pandemic then we would like to hear from you. Similarly, if we could have supported you in a more effective or efficient way then again, please let us know.

History Corner

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.

With its Art Deco design and stunning views of the Welsh coastline Sully Hospital played a pivotal role in treating patients with tuberculosis in the 20th Century. Designed by W.A Pite and Son and Fairweather in 1931 the hospital, just seven miles outside of Cardiff, was opened in 1936 by Prince George, Duke of Kent. They designed the building with south facing ward blocks making the most of the sunlight and views. It was built as a single building with internal corridors.

It was also the last institute built to treat and eradicate the condition by the King Edward VII National Memorial Association. The building's concrete structural frame enabled the use of large windows making the most of the sunlight, fresh air, and sea views of the Bristol Channel. The ward block stretched east to west on all three floors allowing each ward to face out to sea they consisted of six 50 bedded wards three for men and three for women.

Patients, many of them young children, spent years being treated for TB and spent their time convalescing at the 300-bed hospital on the V-shaped wards facing the sea.

In 1948 the hospital was taken over by the Welsh Hospital Board and was later used as a general hospital which was used to treat wartime casualties including evacuees from Dunkirk. Afterwards, it served as a general chest and heart hospital but once the University Hospital of Wales opened heart surgery moved to the newer hospital.

Art and architectural historian Nikolaus Pevsner described the building as "An outstanding example of inter-war architecture, which has survived almost unaltered". It is considered to be the best representation of Modernist sanatoriums in Britain and one of the last great Modernist landmarks in Wales.

In the hospital's final years, it became a facility for geriatric patients and later specialising in residential psychiatric care until its final closure in 2001. The building, now Grade II listed, was redeveloped into more than 230 apartments in 2006 now known as Hayes Point.

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 to feature your hospital in a future edition of this newsletter, please contact:

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Quiz

Can you guess which primary care buildings these are? Answers on the back cover!



1

This building opened in 2013. The EPC rating of 26 made this one of the most energy efficient health care schemes in Wales



2

This building resides in Bangor



3

This building opened in December 2013. The centre hosts two GP surgeries, a dental practice, an optician and 12 in-patient beds.



4

This building in North Wales uses modern art-stained glass windows to reflect colour throughout the space



5

Opened in 2013, this building uses photovoltaic panel installation to provide electricity, residing in Cardiff.



6

This building was refurbished from an office block.



7

Located within the Snowdonia National Park. Made from Welsh materials of stone, slate and white render allowing the building to complement the surrounding environment.



8

Built in 2011. 2,450 sq m gross internal area to provide accommodation for the two practices currently based.



9

Originally practised in Caernarfon for many years as two practices: Bron Seiont and Market Street Surgery, but merged as one on the 1st April 2016



10

Its nautical theme is intended to reflect the maritime history of the town it is based in

Answers to the SES Quiz:

1. The Beacon Centre for Health, Swansea
2. Yr Hen Orsaf Medical Centre, Bethesda
3. Rhymney Integrated Health and Social Care Centre
4. Gwrch Medical Centre, Abergele
5. Cloughmore Medical Centre
6. Aberaeron Integrated Care Centre
7. Betws Y Coed Primary Care Centre
8. Cowbridge Health Centre
9. Hafan Iechyd Caernarfon
10. Port Talbot Resource Centre



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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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