



Llywodraeth Cymru
Welsh Government

15 June 2016

Judith Paget
Chief Executive
Aneurin Bevan University Health Board
Headquarters
St Cadoc's Hospital
Lodge Road, Caerleon
Newport
NP18 3XQ

Dear Judith,

Gwent Clinical Futures and Specialist Critical Care Centre (SCCC)

Further to your attendance at the Infrastructure Investment Board and your letter to Andrew Goodall dated 22 March re-emphasising the importance of proceeding with the SCCC development, I wanted to formally update you on progress. This follows on from our discussion at the recent JET meeting on 13 May and discussions between our respective teams.

After considering the evidence presented, including the original business cases and detailed supporting supplementary information, the Investment Board concluded that they were not able to recommend approval at this point as the business cases did not currently satisfy the Welsh Government investment criteria.

Due to the significant importance associated with the investment decision, the Investment Board agreed it was appropriate for an independent review to be commissioned to confirm:

- the Welsh Government assessment of the business cases in terms of major project investment, and
- to also consider, if appropriate, the further actions that would best support the development of the Clinical Futures Service Strategy and the case for the SCCC.

This review has now been scoped and will be undertaken by the Infrastructure & Projects Authority. I have attached the Terms of Reference for information, which also includes details of the review team and methodology. You will note that the



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review will include consideration of interview evidence. To provide a context for planning and logistics, I have initially suggested that the review team interview the following:

- Judith Paget, Chief Executive
- Alan Brace, Director of Finance
- Paul Buss, Medical Director
- Nicola Prygodzicz, Director of Planning

However, I would be grateful if you could consider and confirm your required interviewees from the Health Board. The interviews will take place on Thursday 7 July and the review team is happy to work in Health Board accommodation on this date if that is convenient. My team will be in touch with you to finalise the logistics.

In terms of documentation, we would like to request minutes of the appropriate Health Board meetings where the business cases were considered and approved. In addition, the review team has requested any other documentation from yourselves that you consider relevant for them to consider. My team will also be in contact with you in this regard.

You will note that the review team is due to report to me by the middle of July. This is then intended to form part of the Infrastructure Investment Board's further consideration before advice is submitted to the Cabinet Secretary before summer recess.

I hope this clarifies next steps and timing. Val Whiting will be happy to deal with points of detail and further queries. As part of our continuing dialogue, we will need to understand any immediate service or workforce issues arising. I would be happy to meet to discuss.

Yours sincerely



Encl x1: Terms of Reference

Cc Andrew Goodall
Simon Dean
Val Whiting

Specialist and Critical Care Centre (SCCC) Full Business Case & Clinical Futures Programme Business Case

IPA Critical Friend Review – July 2016

Background

The Clinical Futures Service Strategy was originally developed in 2004 and the Clinical Futures Programme Business Case (CFPBC) seeks to give effect to that strategy. At the heart of the local healthcare delivery model proposed by the CFPBC is the Specialist and Critical Care Centre (SCCC). The SCCC is the subject of its own subordinate Full Business Case (FBC).

The SCCC FBC has been submitted for investment approval, supported by the CFPBC. Welsh Government officials are keen to ensure that any outcome of the approval process is robust and fully in line with both: the evidence presented; and the strategic environment for the delivery of the Health and Social Care system in Gwent and across South Wales.

The Review

The Chair of the Infrastructure Investment Board has requested an independent assurance review to support the decision-making process. The Infrastructure & Projects Authority (IPA) has agreed to arrange and manage a focused “critical friend” review with the following terms of reference:

- 1) Has the assurance and investment appraisal process, to date, been robust and can the scrutiny advice provided by the Health & Social Services Group be relied upon?
- 2) Does the SCCC case, as a function of the CFPBC, meet sufficiently the:
 - investment criteria of the Welsh Government;
 - issues identified during the two independent assurance exercises;
 - requirements set by Welsh Government at Outline Business Case (OBC) stage; and
 - strategic and policy objectives articulated by the Welsh Government.
- 3) In the light of findings, what further actions would best support the development of the Clinical Futures Service Strategy and the case for the SCCC - in particular to demonstrate continuing relevance to the delivery of safe and sustainable specialist and critical care services both in Gwent and across the South Wales region?

Methodology

The independent review will be led by Richard Murray, Director of Policy for the Kings Fund, supported by Martin John from the IPA and Elizabeth McCloughlin, an experienced Gateway Reviewer appointed from the IPA cadre of external reviewers.

The review will consider both written documentation and interview evidence provided by Welsh Government and Aneurin Bevan University Health Board officials. It will take place over two days in Cardiff at the Welsh Government Offices at Cathays Park, Cardiff and at the Aneurin Bevan Headquarters in Newport.

The review will have full access to all relevant records, papers and all relevant personnel it considers necessary in order to carry out the review in line with these ToRs.

The content of the review report to the Sponsor is subject to consideration under Section 35 Freedom of Information Act 2000.

Timescale

The review will take place on 6th and 7th July and the team will thereafter provide a written report within three working days. In the event of any disruption to the plan and schedule, the review is in any case to have reported no later than close of business on 15th July 2016.