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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	25th March 2021		Agenda Item	3.2
Report Title	Disposal of Trehafod at Cefn Coed Hospital.			
Report Author	Ian Jones, Land & Property Manager.			
Report Sponsor	Siân Harrop-Griffiths, Director of Strategy			
Presented by	Siân Harrop-Griffiths, Director of Strategy			
Freedom of Information	Open			
Purpose of the Report	To agree to the disposal of Trehafod at Cefn Coed Hospital.			
Key Issues	This report requests approval to declare Trehafod (refer to plan attached) surplus to requirements and available for disposal on the Open Market.			
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance	Approval
				✓
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • APPROVE that Trehafod be declared surplus to requirements and is available for disposal. • APPROVE that the property may be disposed on the Open Market utilising the same marketing strategy that was implemented on the sale of a previous Health Board property 'Fairfield' which was recently sold in line with the Wellbeing of Future Generations (Wales) Act 2015 <p>Members are also asked to:</p> <ul style="list-style-type: none"> • NOTE the WBFG Commissioner's Office wish to publish the case study that was prepared following the sale of Fairfield as an example of best practice and to share initiatives (Appendix 1) • NOTE the guidance on disposals at a concessionary price and • AGREE that the same criteria will now be applied to all future disposals on the open market. 			

DISPOSAL OF TREHAFOD AT CEFN COED HOSPITAL

1. INTRODUCTION

Land and property is managed within the Capital Planning Department of Swansea Bay University Health Board. The department manages a multi-million pound estates portfolio and have a key role in delivering efficiency in supporting the transformation of services as they enable the Health Board to deliver its long term vision as set out as set out within the Health Boards strategic Clinical Services Plan (CSP).

This report requests Health Board approval to declare Trehafod surplus to requirements and available for disposal on the Open Market. (Refer to plan attached, Appendix 2).

The Wellbeing of Future Generations (Wales) Act 2015 (WBFGA) places a statutory duty on all public bodies including health boards to consider the seven wellbeing goals when making decisions. In a recent Health Board property sale the Health Board utilised a whole organisational approach to apply the sustainable development principle to our work to ensure that estates are sold in line with the WBFGA.

The WBFGA has demonstrated that there is a 'bigger picture' and that disposing of the properties could deliver wider societal benefits aside from the immediate financial benefit to the Health Board. Cognisant of the wider benefits that could be realised the Health Board in its most recent sale demonstrated that it is moving away from its traditional approach to disposing of property (i.e. selling to the highest bidder'), to a new and a first for Wales, pioneering organisational approach to applying the WBFGA's sustainable development principles to the disposal of NHS property and achievement of its wider socio-economic wellbeing objectives.

Recognising, the Health Board must comply with Estatecode (the efficient management of healthcare estates and facilities (HBN 00-08), which protects public bodies from any potential challenges in not awarding to the highest bidder); legislation dictates we have a duty to ensure that when making our decisions we take into account the impact we could have on people living in Wales now and in the future.

2. BACKGROUND

A new process was implemented on the previous property sale, which adopted an innovative way of thinking. Following a sufficient marketing period, the Health Board received a number of offers on closing date for bids. No underbids were received on the asking price. Upon receipt of the bids, Savills (the estate agents acting on behalf of the Health Board) contacted the bidders to scrutinise the interests of all companies to understand the various assumptions and conditions made in respect of each bid. Each bid was then asked how their proposed business would align with the WBFGA. Savills then provided a detailed and comprehensive report to the Health Board, which informed the evaluation process and selection of the preferred bidder.

To ensure fairness, equality and impartiality during the process, the Evaluation Team consisted of representatives from the Capital Planning department, including the Assistant Director of Strategy, (Capital) and Independent Board members. The

governance process was robust to mitigate any risk of challenge to any decision that was made.

The evaluation of tenders received was based upon how they addressed the WFGA's 'five-ways of working' principles and how the tenders aligned themselves to the Health Board's wellbeing objectives. Statutory guidance advises that our Health Board wellbeing objectives should not be separate from our organisations corporate plan but instead are integral to the corporate planning process.

Each of the tenders was collectively reviewed and scored against the WFGA's principles and the Health Board's wellbeing objectives. A recommendation from the evaluation team was then put forward and for Health Board approval.

This was a new process that the Health Board has adopted and is a first within Health Boards in Wales. The WBFGA underpinned the evaluation of bids received and the recommendation subsequently put forward to Board for Approval.

Following the process all involved agreed that it was a positive experience and one that should be implemented going forward with Board Approval. A case study was prepared to share our initiative with the WBFG Commissioner's office and her Office was contacted. The Office have subsequently been in contact and wish to use the case study as an example of best practice, a meeting is scheduled to take place with the Commissioner's Office within the next couple of weeks along with various representatives from the evaluation team to discuss the process, their experience and what we would like to do going forward.

3. THE PROPERTY

The property, situated on Waunarlwydd Road at the entrance to the driveway to Cefn Coed Hospital, was initially used as a residential dwelling for senior hospital staff. A Statutory Declaration has been completed to recognise that Trehafod has since been used as administration and clinic accommodation, for the Children & Adolescent Mental Health Services (hosted by Cwm Taff Bro-Morgannwg HB), for a long period of time.

White Young Green's Disposal Strategy 2012, the Master Plan Report and design and access statement 2015 and the Report to the Design Commission for Wales 2019 for the Cefn Coed site, did not include Trehafod. The future of the CAMHS service was unknown at this time and the location of this property is physically on the boundary edge close to a main arterial highway.

Releasing 'surplus' land and property from our Health Board estate provides an opportunity for the Health Board as it supports our sustainability and transformation plans and promotes a more efficient health board estate. Income received, generates vital capital to rebuild our infrastructure in support of modern standards of service delivery that enables excellent patient care. Without vital reinvestment, our estate would remain unfit for purpose and would continue to deteriorate.

4. ASSESSMENT

The property, built in the 1920s, is no longer fit for purpose to deliver a CAMHS service, which is now delivering care in more appropriate ways.

Over the past 12 months, work has been progressed to relocate CAMHS staff to the Neath Port Talbot site from Trehafod although clinics are still held there.

Savills have been appointed to undertake the disposal with an indicative guide price of £275,000.

We have also now leased a property in Swansea 48 The Kingsway, which is conveniently next to the Information Hub (information, advice and support for 11-25 year olds), which will relocate the service operating out of Trehafod and establish a Swansea centre location. Refurbishment works are likely to be completed by March 2021

The eventual disposal of Trehafod will further progress the decommissioning of the overall Cefn Coed Hospital site.

5. GOVERNANCE AND RISK ISSUES

None

6. FINANCIAL IMPLICATIONS

The disposal of the property at £275k forms part of the 2021/22 draft capital plan for the Health Board.

7. RECOMMENDATIONS

Members are asked to:

- **APPROVE** that Trehafod be declared surplus to requirements and is available for disposal.
- **APPROVE** that the property may be disposed on the Open Market utilising the same marketing strategy that was implemented on the sale of a previous Health Board property 'Fairfield' which was recently sold in line with the Wellbeing of Future Generations (Wales) Act 2015

Members are also asked to:

- **NOTE** the WBFG Commissioner's Office wish to publish the case study that was prepared following the sale of Fairfield as an example of best practice and to share initiatives (Appendix 1)
- **NOTE** the guidance on disposals at a concessionary price and
- **AGREE** that the same criteria will now be applied to all future disposals on the open market.

Governance and Assurance										
Link to corporate objectives (please ✓)	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access		Demonstrating value and sustainability		Securing a fully engaged skilled workforce		Embedding effective governance and partnerships	
			✓		✓					
Link to Health and Care Standards (please ✓)	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources			
							✓			
Quality, Safety and Patient Experience										
Financial Implications										
<p>The disposal of the property at £275k forms part of the 21/22 draft capital plan for the Health Board.</p>										
Legal Implications (including equality and diversity assessment)										
<p>The disposal process will be run under the NHS Wales Estates Code in conjunction with NHS Wales Shared Services, which ensures the disposals are completed in line with the Well-being of Future Generations (Wales) Act 2015 and meets the three wellbeing objectives of the Health Board –</p> <ul style="list-style-type: none"> • Connecting communities with services and facilities • Giving every child the best start in life • Maintaining health, independence and resilience of individuals, communities and families. 										
Staffing Implications										
None										
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)										
<p>The clarification of criteria directly relate to the seven goals and five ways of working set out under the Act and the three wellbeing objectives of the Health Board mentioned above.</p>										
Report History		<p>On 19th December 2019 the Investment Benefits Group approved a paper for submission to declare the asset surplus to requirements.</p>								
Appendices		<p>Appendix 1 – WBFGA Case Study (as yet to be approved)</p> <p>Appendix 2 - Site Plan showing location of the building.</p>								

A case study to demonstrate how the Wellbeing Future Generations (Wales) Act 2015 has been applied in informing the sale of property from Swansea Bay University Health Board estate to 'Kids Cancer Charity'

What is this case study about?

'Land and Property' is managed within the Capital Planning department of Swansea Bay University Health Board and supports the Health Board's strategic long term Clinical Services Plan and in accordance with The Wellbeing of Future Generations (Wales) Act 2015 (WFGA), which challenges the Health Board to support wider socio-economic and sustainable solutions.

Introduction

Disposal of NHS land and property must comply with statutory guidance and support our corporate planning processes:

Our Annual Plan 2020/21¹ identifies three wellbeing objectives, which are:

- "Connecting communities with services and facilities",
- Giving every child the best start in life".
- "Maintaining health, independence and resilience of individuals, communities and families".

In compliance with the NHS Estatecode² (The efficient management of healthcare estates and facilities³ the Health Board legislation dictates⁴ we have a duty to ensure that when making our decisions we take into account the impact we could have on people living their lives in Wales now and in the future.

These processes are in-line with a recent landmark report from the World Health Organisation, UNICEF and *The Lancet* (February 2020)⁵ which found that no single country is sufficiently protecting children's health, their environment and their futures.

¹ <https://microsites.harveynash.com/.../3.1-002-APPENDIX-A-Annual-PI...> · PDF file

² <https://www.gov.uk/government/publications/the-efficient-management>

³ HBN 00-08, which protects public bodies from any potential challenges in not awarding to the highest bidder

⁴ <https://www.futuregenerations.wales/about-us/future-generations-act>

⁵ <https://www.thelancet.com/commissions/future-child>

Within the Health Board we recognise that although we cannot solve this issue ourselves we acknowledge the ‘butterfly effect’ of our actions, the duty of care we have to the community in which we serve and how the WFGA acts a lever to make Wales a place that is fit for our future generations.

This case study details the sale of ‘Fairfield’ and describes the Health Board’s moving away from its traditional approach to disposing of property (i.e. selling to the highest bidder’) to a new (for Wales) pioneering organisational approach to applying the WFGA’s sustainable development principles to the disposal of NHS property and achievement of its wider socio-economic wellbeing objectives.

Background

Fairfield is a substantial two-storey detached freehold dwelling set within 0.45 acres. Built c.1920s it was initially a residential dwelling for senior hospital staff, then as a base for community nurses, and more recently, administration and clinic accommodation, for mental health services. Following relocation of the latter services in December 2019 Fairfield was closed (30th January 2020) and it was identified by the Health Board as ‘surplus to requirements’ and approval was received for it to be placed onto the open market for sale.

Releasing ‘surplus’ land and property from our Health Board estate provided an opportunity for the Health Board as it supports our sustainability and transformation plans and promotes a more efficient health board estate. Income received, generates vital capital to rebuild our infrastructure in support of modern standards of service delivery.

Disposal of the property was managed by Savills Estate Agents. The indicative guide price was £200,000.

How we applied the WFGA’s ‘five-ways of working’ principles:

The Health Board applied the key principles of the WFGA, an exemplar of innovation on governance for sustainable development, by applying Netherwood and Flynn’s (2000) ‘what next’ approach, which offers additional ways of thinking for the future wellbeing of our future generations⁶

Following a marketing period the Health Board received six offers on closing date for bids (11th September 2020). Upon receipt of the bids, Savills contacted the bidders to scrutinise the interests of all companies to understand the various assumptions and conditions made in respect of each bid. Savills detailed and comprehensive report to the Health Board informed the evaluation process and selection of the preferred bidder.

To ensure fairness, equality and impartiality during the process, the Evaluation Team consisted of representatives from the Capital Planning department, including the Assistant Director of Strategy, (Capital), Independent Board members, and

⁶ July 2020 Netherwood and Flynn https://www.researchgate.net/publication/343017065_A_shift_in...

representatives from Shared Services Land and Property. The governance process was robust to mitigate any risk of challenge to any decision that was made.

The evaluation of tenders received was based upon how they addressed the WFGA's 'five-ways of working' principles and how the tenders aligned themselves to the Health Board's wellbeing objectives.

Each of the tenders was collectively reviewed and scored against the WFGA's principles and the Health Board's wellbeing objectives. The recommendation that was put forward and approved by the Health Board was for the sale of Fairfield to be given to Kids Cancer, a National Children's Cancer charity.

The charity currently provide a range of services to improve the quality of life for UK children and teenagers diagnosed with cancer. The diagnosis of a child with cancer brings deep distress to the family as a whole, and the charity therefore provides practical and emotional support to the affected child, siblings, and their parents. The charity has qualified, in-house professional expertise to provide play therapy, pre and post bereavement counselling, befriending and parent support groups. As paediatric patients must often endure many months or even years of distressing hospital treatment, the charity also offers crisis break programmes to enable families to spend quality time together away from hospitals, work and other pressures. These holidays give families something positive to look forward to and the opportunity to reaffirm bonds and operate as a family unit once again. The charity works closely with hospitals in Wales accepting referrals from paediatric oncologists who feel that a child or family may benefit from their service.

Increasing demands on their service meant the charity had outgrown their current premises and that if successful, Fairfield would provide a 'fit for purpose facility, with added benefits of ramps, wheelchair access, indoor and outdoor options'. These are provisions that was not currently available to them within their existing premises.

The Evaluation Panel considered, use of the property by Kids Cancer Charity achieved the goals of the WFGA and met all the Health Board's wellbeing objectives.

The Health Board now recognises the need to consider ways in which we can foster a positive relationship between our two organisations in order to support the children within the health board's area.

Conclusion

The WFGA has demonstrated to the Health Board that there is a 'bigger picture' in terms of wider societal benefits to be considered when disposing of its properties. Cognisant of those wider benefits, the Health Board revised its 'traditional' approach to evaluating bids and adopted an approach, which allows for evaluation of bids based on quantitative/qualitative criterion rather than the highest bid we received.

To cite the author Peter Drucker '*Management is doing things right, leadership is doing the right thing*'. The Health Board believes that in selling Fairfield to Kids Cancer Charity, we have done the 'right thing'.

What have you found to be most challenging?

When reflecting on the experience, and talking about any lessons learnt for future, a key lesson was Savills undertaking additional scrutiny so we could understand what the bidders' future intentions were for Fairfield. Interested parties were asked to provide supporting information as to how their proposed business would align with the WFGA and that the evaluation panel would use that information on which to base their decision.

It was evident from email trails provided to the Health Board, one bidder in particular was unclear as to what the WFGA is. This demonstrated to us that as a Public Body, the Health Board are very familiar with the WFGA and its significance however, the public are not. A further lesson learnt is that we need to provide some practical advice on what the WFGA promotes. We intend linking with the Commissioner's Office to develop this. Within the Capital Planning team, early discussions are that for future sales, we will include information that can go out alongside with the technical packs. This will include a statement about what is the WFGA, why it is important to us as a Health Board and how we will use it to inform our decision. We would then include links to the WFG website to that information we direct them too is always the most current and up to date.

What lessons/learnings would you share?

The principles of the Act and working in this way have helped to frame the new process, to ensure that the sale of Health Board estate will now sold in-line with the WFGA. This works aligns well with many of the steps in the 'Journey on Involvement'.

This process has been very positive experience for all of those involved evaluating the bids and all agree that this process will be implemented on any future sales. To encourage other Health Boards to do the same SBUHB wants to share this initiative and our experience with other public sector bodies.

This process has demonstrated that the sale of our estate is not all about the financials – it is about 'doing the right thing' for a greater purpose and greater societal benefit.

Having an evaluation team that includes representatives such as Independent Members, Capital and Shared Services not only ensures fairness, equality and impartiality but also creates the opportunity to see different perspectives, generates a wider discussion and initiates new ways of thinking.

How applying the Sustainability Principle and the 5 Ways of Working is has been implemented in informing the sale of property from Swansea Bay University Health Board estate to Kids Cancer Charity

Long Term



By doing the 'right thing' and not allowing the sale of our estate go to the highest bidder, we are able to create opportunities for services that will improve the outcome for future generations.

Prevention



Recognising the significance of the Charities work, focuses on good health and enabling them to deliver high quality safe care in a fit for purpose building will enable more children and their families to have access to the care that they need.

Integration



The Health Board's 3 Wellbeing objectives are not separate from our organisation's corporate plan, but instead are integral to the corporate planning process.

Collaboration



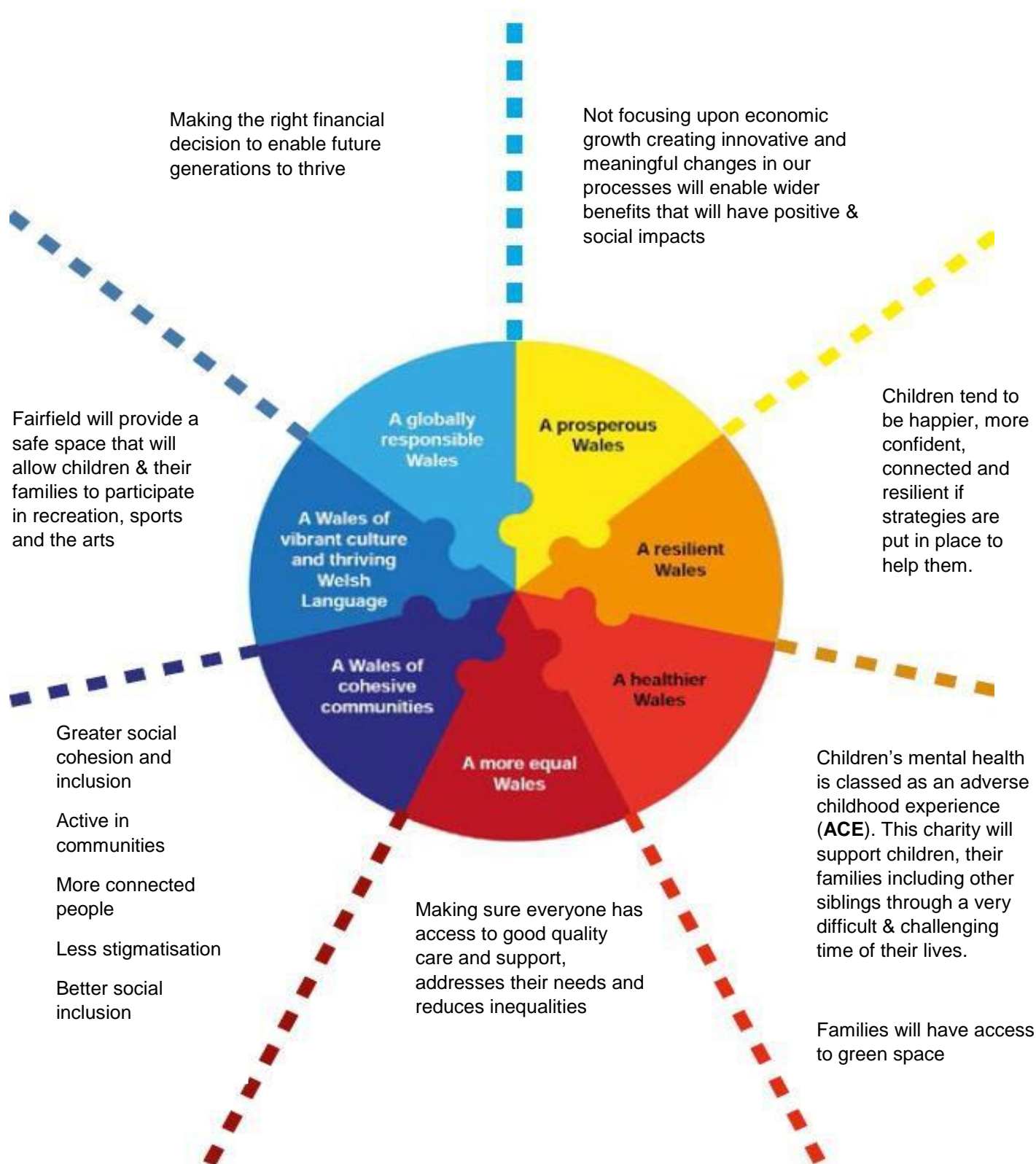
Following the sale of Fairfield to Kids Cancer - it is hoped that a relationship will now develop so that the Health Board can offer any additional support where needed.

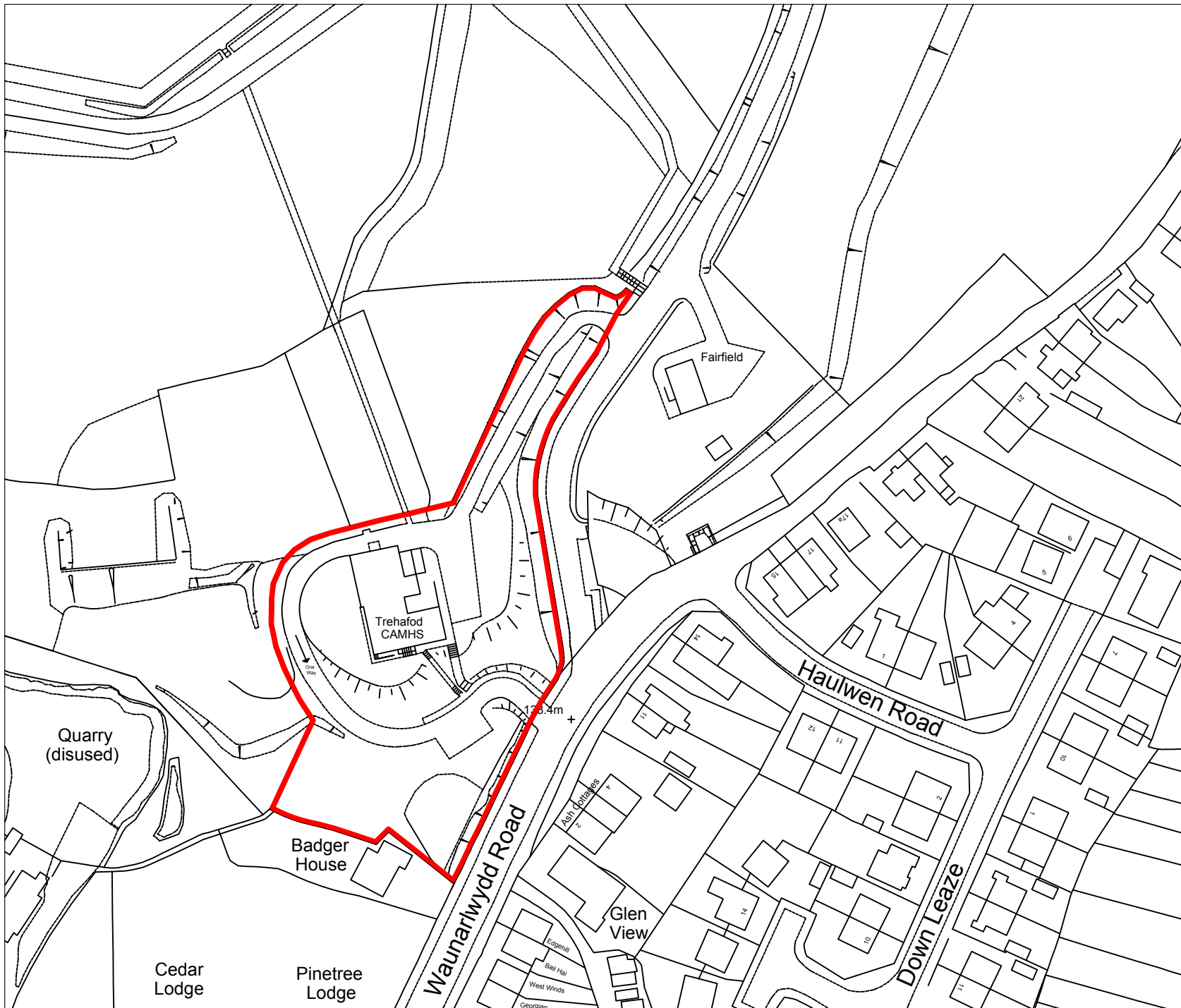
Involvement



Involving a broad range of representatives on the evaluation panel with a range of knowledge, skills and experience was a positive experience and one that the Health Board would want to replicate.

How the disposal of Fairfield will positively impact all seven Well-being Goals





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ORDNANCE SURVEY TILE OS Tile Ref. No.
NATIONAL GRID REFERENCE OS Tile Ref. No.

Clive Ball BSc (Hons) MRICS
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Title
Trehafod

Area = 1.321 acres

Scale
1:1250 @ A4

Produced by LE	Drawing Number _01S
Date Issued	
Date Created June 2019	