



Agenda Item

7.2

CTM Health Board

**Llantrisant Health Park – Outline Business Case, Phase
2 – Regional Arthroplasty Facility**

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| Dyddiad y Cyfarfod / Date of Meeting | 27/11/2025 |
| Statws Cyhoeddi / Publication Status | Open/ Public Not Applicable |
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| Cyflwynydd yr Adroddiad / Report Presenter <i>If you do not wish for your name to be included in the public domain, please only include your job title</i> | Gethin Hughes Chief Operating Officer |
| Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor | Gethin Hughes, Chief Operating Officer |

| | |
|---|--------------|
| Pwrpas yr Adroddiad / Report Purpose | For Approval |
|---|--------------|

| Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group) | | |
|---|-------------|----------------|
| Committee / Group /Forum Individuals | Date | Outcome |
| LHP Programme Board | 30/10/2025 | Endorsement |
| Executive Management Board | 24/11/2025 | Endorsement |



| Acronyms / Glossary of Terms | |
|-------------------------------------|---|
| ABUHB | Aneurin Bevan University Health Board |
| CDH | Community Diagnostic Hub |
| CAVUHB | Cardiff and Vale University Health Board |
| CT | Computed tomography |
| CTMUHB | Cwm Taf Morgannwg University Health Board |
| FBC | Full Business Case |
| HEIW | Health Education and Improvement Wales |
| IIB | Infrastructure Investment Board |
| ISP | Independent Sector Provider |
| LHP | Llantrisant Health Park |
| MRI | Magnetic resonance imaging |
| NOUS | Non obstetric ultrasound |
| OBC | Outline Business Case |
| WG | Welsh Government |

1. Situation /Background

1.1 In December 2022, CTMUHB submitted a successful business case to WG to purchase the former British Airways Avionics Engineering site at Llantrisant, with the purchase of the site completing in February 2023.

1.2 The vision for the LHP site is to establish a standalone site for high-volume, low-complexity surgical and diagnostic procedures to address capacity shortfalls, meet future demand challenges and support consolidation of services where this will add value to participating health boards.

LHP will also act as an enabler for further regional service reconfiguration. The development of a dedicated facility for planned care, separated from emergency care, was a key commitment in the Welsh Government's recovery document, "Our Programme for transforming and modernising Planned Care and reducing waiting lists in Wales" (April 2022).

1.3 The project is being led by the LHP Project Team at CTM in partnership with ABUHB and CAVUHB. Health Boards in South East Wales have committed to active collaboration where this delivers added value to clinical service delivery, access, and sustainability.

1.4 The development of LHP will be undertaken via a phased approach which has been supported by WG. Phase 1 is the development of a CDH, which includes Radiology and Endoscopy. Phase 2 will include a high volume, low complexity orthopaedic inpatient unit. The final Phase 3, will be subject to a regional scoping exercise but may include a multi-modality day surgery unit. This OBC specifically refers to Phase 2 of the scheme for an orthopaedic inpatient unit serving as a regional Arthroplasty facility.

2. Specific Matters for Consideration

2.1 The purpose of the Phase 2 LHP OBC is to outline key objectives, current plans for investment and to seek approval for funding from Welsh Government to proceed to full FBC for the orthopaedic inpatient unit element of the LHP.

2.2 The attached OBC sets out the strategic, economic, commercial and financial case for the development.

2.3 The Regional Orthopaedic Plan that informs this business case was noted at CAVUHB, ABUHB, and CTMUHB Boards in September this year. It identified a clear need for additional lower limb arthroplasty capacity in South East Wales. Based on the demand and capacity analysis, the Arthroplasty facility will contribute to closing the demand and capacity gap, however the additional capacity alone will not fully meet the current demand, backlog

and forecasted projections for lower limb arthroplasty. It is noted that further work is needed to address the shortfalls, including efficiency assumptions and utilisation of existing capacity, all of which will be set out in the SE Wales Regional Lower Limb Arthroplasty Plan, due for completion April 2026 which will inform the LHP Phase 2 FBC.

- 2.4 Significant revenue will be required to fund the additional lower limb arthroplasty capacity. The revenue principles at this stage are;
- Where activity is shifting from existing services the money will follow the patient.
 - Activity over and above core funded positions will require additional revenue funding,
 - Planning will seek to secure financial benefits (i.e. procurement benefits) for reinvestment in the service.
- 2.5 Engagement leads are working together to jointly produce engagement plan for the Orthopaedic OBC and CDH FBC. Producing core content to widen profile and understanding of LHP amongst public audiences and enable localised delivery of engagement actions. Including key messages, content for web and socials, graphics, talking heads videos. This work will also include workforce engagement across the region.
- 2.6 The Phase 2 LHP OBC is being presented to CTMUHB Board for approval. As this is a regional partnership development, the FBC will also be presented to the Boards of ABUHB and CAVUHB on the 26th and 27th of November for approval.

3. Key Risks / Matters for Escalation

- 3.1 The information on key risks is set out in section 5.4 in the attached OBC.
- 3.2 Revenue Funding: There are significant risks associated with revenue funding availability for services. The potential revenue commitments are not within existing financial plans and would require national support as per section 2.4 above.
- 3.3 Workforce Planning: workforce shortages across a number of areas are highlighted. Further planning work is required including the detailed workforce model for the LHP. CTMUHB is committed to maximising internal efficiencies and detailed workforce planning as regional plans develop.
- 3.4 Operational Impact: Local Health Board plans and LHP regional facility will support reduced waiting times and improved patient outcomes for CTMUHB residents.
- 3.5 Ongoing engagement is required with regional partners and stakeholders including the public on the service redesign.



4. Assessment

| Objectives / Strategy | |
|---|---|
| Dolen i Nod (au) Strategol BIP CTM / Link to CTMUHB Strategic Goal(s) | Improving Care |
| | If more than one applies please list below: |
| Dolen i Feysydd Strategol BIP CTM / Link to CTMUHB Strategic Areas | Living Well |
| | If more than one applies please list below: |
| Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals 150623-guide-to-the-fg-act-en.pdf (futuregenerations.wales) | A Healthier Wales |
| | If more than one applies please list below: |
| Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i> (Duty of Quality Statutory Guidance (gov.wales)) | Whole-systems Perspective |
| | If more than one applies please list below: |
| Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality</i> (Duty of Quality Statutory Guidance (gov.wales)) | Effective |
| | If more than one applies please list below: |
| Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs) | Yes - Refine |
| | If more than one applies please list below: |

| Impact Assessment | | |
|---|---|---|
| Ansawdd <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? / Quality</i> <i>Have you undertaken a Quality Impact Assessment Screening?</i> | Yes: <input type="checkbox"/> | No: <input checked="" type="checkbox"/> |
| | Outcome: | If no, please include rationale below: |
| Cydraddoldeb a'r Gymraeg <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb a'r Gymraeg? / Equality and Welsh Language</i> | Yes: <input type="checkbox"/> | No: <input checked="" type="checkbox"/> |
| | Outcome for Equality (delete as appropriate): | If no, please include rationale below: |



| | | |
|---|---|--|
| <i>Have you undertaken an Equality and Welsh Language Impact Assessment Screening?</i> | POSITIVE/NEUTRAL NEGATIVE Outcome for Welsh Language (delete as appropriate): POSITIVE/NEUTRAL NEGATIVE | |
| Cyfreithiol / Legal | Yes (Include further detail below) Should a decision not to proceed following the outcome of the OBC there is a risk that the contractor could claim against the UHB | |
| Enw da / Reputational | Yes (Include further detail below) There will be a negative reputational impact if a decision not to proceed following the outcome of the OBC. | |
| Effaith Adnoddau (Pobl /Ariannol) / Resource Impact (People / Financial) | Yes (Include further detail below) There are major resourcing implications set out within the OBC. | |

5. Recommendation

- 5.1 Board are asked to approve the submission of the OBC to Welsh Government.
- 5.2 Board are asked to note the associated risks and potential revenue consequences and approach to seeking national support.

6. Next Steps

- 6.1 Subject to Board approval, the Phase 2 LHP OBC will be submitted for approval to Welsh Government.