



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Pwyllgor Strategaeth a Chynllunio/ Strategy and Planning Committee

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 AUGUST 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Transport Accessibility Plan (2026 – 2040)
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Ceri Rees, Transport Development Manager Gareth Skye, Business Governance Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/ For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

A Transport and Accessibility Plan has been developed to support Hywel Dda University Health Board's (H DUHB) overarching strategy: A Healthier Mid and West Wales (AHMWW) – Healthier lives, well-lived. The Transport and Accessibility Plan sets out how we, with our partners, will develop transport services for our patients, visitors, staff over the next 15 years. Our aim is to ensure our hospitals, community facilities and Integrated Care Centres (ICCs) are easily accessible for all by ensuring the availability of a wide range of sustainable services transport modes.

The Strategy and Planning Committee (SPC) is asked to consider the Transport and Accessibility Plan and to determine if assurance can be taken from the approach outlined in the plan, setting out how we should work with key partners and stakeholders to improve transport services and accessibility to Health Board sites.

Cefndir / Background

The Transport and Accessibility Plan has been prepared to complement the A Healthier Mid and West Wales (AHMWW) Strategy, Healthier Lives, Well Lived. It provides a steer for planning, service development and partnership working, thereby helping to guide and support future transport developments in the region.

Significantly, many of the project's initiatives required to improve transport access to our Health Board sites are not within the gift of Hywel Dda University Health Board (HDdUHB). The successful delivery of the Plan will not only be dependent on support from internal directorates but will also be reliant on actions being taken by external partners, most notably Welsh Government (WG), Transport for Wales (TfW), Welsh Ambulance Service Trust (WAST), Local Authorities and the community transport sector.

The development of this Plan has been guided by the Transport and Sustainable Travel Group and the AHMWW Infrastructure and Estates Plan Sub-Group. In terms of scope, the plan is not an exhaustive document but sets out the challenges, opportunities and direction we are to take. It considers a wide range of transport modes, services, and initiatives and will guide HDdUHB's approach and engagement with key partners and stakeholders to ensure we achieve our vision and deliver our ambitions.

The long-term vision for transport and accessibility is as follows:

To ensure accessible, convenient and affordable transport solutions for our patients, visitors and staff, promoting and actively supporting sustainable travel to our hospitals and community health care facilities, helping to improve health and well-being; and mitigating against the impact of climate change.

Following on from our long-term vision, stakeholder engagement has guided the development of the following key objectives of the plan:

- Objective 1: To work with our partners and stakeholders to develop a network of transport services that effectively supports our patients in attending healthcare services irrespective of the challenges posed by rurality and transport poverty.
- Objective 2: To work with our partners, stakeholders, and communities to develop sustainable transport options, including community transport initiatives, which are convenient, reliable and cost-effective for our patients, visitors and staff.
- Objective 3: To provide supportive transport infrastructure within our sites to facilitate easy access for all in an efficient, sustainable and safe way.
- Objective 4: To improve the sustainability of transport by improving the range, quality and awareness of transport options including those which improve health and well-being.
- Objective 5: To improve access to healthcare services by embracing new digital technologies, reducing the need for face-to-face appointments where appropriate and allowing patients to schedule appointments convenient to them.
- Objective 6: Minimise HDdUHB's environmental impact, particularly in relation to carbon emissions and the climate emergency, by embracing new technologies and minimising the need to travel.
- Objective 7: To improve integration between transport policies, service provision and modes of transport in South-West and Mid Wales via partnership working, collaboration and the sharing of information.

In terms of national objectives, the plan is underpinned by several transport related policies which will ensure our approach not only meets the transport requirements of our patients, visitors and staff, but is also cognisant of current policy requirements. These policies include the Climate Emergency declared by Welsh Government (WG) in 2019 and WG's transport strategy '*Llwybr Newydd*' which followed in 2021. Crucially, WG is urging us to change the way we travel, with less reliance on the motor car and more use of public transport, walking and cycling.

Achieving the Climate Emergency net zero target will require a significant step-change in decarbonisation activity across all public sector organisations including HDdUHB. Furthermore, with decarbonisation a key objective of the NHS Decarbonisation agenda, this plan seeks to capitalise upon the opportunity to support the HDdUHB's Decarbonisation Delivery Plan by developing and enhancing transport services to support a significant reduction in Carbon Dioxide (CO₂) emissions.

Asesiad / Assessment

Concerns from the public and staff regarding transport and access to services, and to a new Urgent and Planned Care Hospital (UPCH) has been a common theme since the launch of the AHMWW Strategy in 2018 and its refresh in 2026. This has been a key driver for developing a transport plan. Many of these concerns were re-iterated in public and staff consultation events undertaken in 2023 regarding the siting of the new hospital; and more recently in 2026 in the Clinical Services Plan (CSP) engagement events. The areas of concern, including the barriers to travel and accessibility, are captured in HDdUHB's New Hospital Site Consultation Feedback Report (August 2023), the Health Board patient and staff travel surveys undertaken every two years, and in the CSP Equality and Impact Assessments (2026). The concerns relate, broadly, to four key areas:

- Travel times
- Public and community transport availability, responsiveness and cost
- WAST capacity
- Highway, public transport and active travel infrastructure

To ensure the approach for developing the plan was not only cognisant of the transport requirements of our patients, visitors and staff, but also of current policy requirements, the plan consists of the following components:

- Context and scope of the plan
- Policy and strategy considerations
- Ambition and long-term vision
- Objectives
- Transport challenges and opportunities
- Aspirations and goals
- Implementation programme development
- Monitoring and evaluation
- Governance

Importantly, the Transport and Accessibility Plan sets out the transport responsibilities of the Health Board, along with those of WAST, Local Authorities, the regional Corporate Joint Committees, TfW, and WG. What is clear is that Health Board responsibilities are limited to the administration of the Health Care Travel Cost Scheme and the production of sustainable travel plans for Health Board sites. The duty to provide transport services rests with other agencies, partners and sectors.

Furthermore, the report sets out the significant challenges our patients, visitors and staff face in terms of transport and access to our sites due to the rurality of the region and the issues linked to deprivation. For example, over 15% of households in the region do not have access to a motor vehicle. This increases to over 60 per cent in areas of high deprivation (e.g. in parts of Llanelli).

The Plan also takes into consideration the results of recent HDdUHB patient and staff travel surveys. The surveys indicated 88% of patients usually travel to their medical appointments by car (driver or passenger). Only five per cent use public transport. A similar staff travel survey indicated 85% of staff travel to work by car (driver or passenger). Only four per cent use public transport and two per cent cycle to work. Further detail on the specific issues and concerns raised by the public and staff has been included in the 'Transport Challenges' section of the plan.

Whilst the challenges are significant, the plan also highlights the numerous opportunities for improvement, with a focus on how partnership working can help deliver our objectives in

conjunction with the AHMWW strategic approach of providing more services closer to where people live. Other opportunities to reduce the need to travel also feature in the plan, such as advances in telehealth and technologies which support agile working together with advances in vehicle technology.

Building on the opportunities, and with a focus on our objectives, the plan sets out HDdUHB's aspirations and goals for transport and travel over a 15-year period, aligning with the AHMWW Strategy. These aspirations and goals will be reviewed on an annual basis and further developed as various initiatives and opportunities arise.

The successful implementation of this plan and how it will evolve is closely linked to the development of the business case for the overarching AHMWW Strategy. In terms of delivery, the Transport and Accessibility plan will be delivered through a 15-year implementation programme with an initial plan to be developed jointly with partners over the next 12 months. The implementation programme together with associated targets will be reviewed, updated and further developed on an annual basis, ensuring HDdUHB is on track to meet its future transport and access objectives.

As previously stated, many of the initiatives and improvements required to help meet the objectives of this Plan will not be within the gift of HDdUHB. The successful delivery of the Plan will not only be dependent on support from internal directorates, but it will also be reliant upon actions being taken by external partners, most notably WG, TfW, WAST, Local Authorities and the community transport sector. The delivery of transport related projects and services by our partners across the region is critical to enable HDdUHB achieve the ambitions of this plan which in turn supports our overarching strategy of A Healthier Mid and West Wales – Healthier Lives, Well Lived.

Argymhelliad / Recommendation

The Committee is asked to:

- **CONSIDER** the Transport and Accessibility Plan
- **RECEIVE ASSURANCE** from the approach outlined in the plan, setting out how we should work with key partners and stakeholders to improve transport services and accessibility to Health Board sites
- **RECOMMEND** the Transport and Accessibility Plan for Board approval on 24 September 2026.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

Committee ToR Reference:

2.1.1 Provide evidence based (where possible) timely advice to the Board on the development of the following matters consistent with the Health Board's overall strategic direction:
 2.1.1.1 Strategy, strategic frameworks and plans for the delivery of high quality and safe services, consistent with the Board's overall strategic direction;
 2.1.2 Provide assurance in respect of the achievement of the Health Board's strategic aims, goals and priorities, on:
 2.1.2.1 The robustness of the Health Board's approach, systems and processes for developing strategies and plans, including those developed in partnership;

Cyfeirnod Cofrestr Risg Datix, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference Score:	Principal Risk Ref: 1196, Score 20 Modernising Estate and Equipment for Safe Care Operational Risk Ref: 1136, Score 9 Risk of avoidable falls and trips due to surface conditions of paths and roadways Ref: 1029, Score 6 Risk of harm to patients, staff and visitors difficulties in assessing DCU (Amman Valley Hospital) from the car park Ref: 947, Score 8 Risk of harm to patients, staff and visitors due to condition of external roads and walkways (Tenby Cottage Hospital Ref: 480, Score 6 Insufficient car park spaces at the GGH and PPH sites causing blockages and congestion Corporate Risk Ref: 2349, Score 12 Risk of disruption to services and increased financial pressure arising from fuel supply constraints and rising costs.
Parthau Ansawdd: Domains of Quality Quality Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Nodau Cynllunio 2026/27 Planning Goals 2026/27	All Planning Goals Apply
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	9. All HDdUHB Well-being Objectives apply

Model Cymdeithasol ar gyfer Iechyd a Llesiant: (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health Wellbeing: (complete for strategic change /or significant service changes)	7. All Apply
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Feedback from Board Seminar (April 2026) HDUHB Patient travel survey results (2025) HDUHB Staff travel survey results (2024) Feedback from transport workshops with partner organisations New Hospital Site Consultation Feedback Report (August 2023) CSP Equality and Impact Assessments (2026) Feedback from the Transport Sustainable Travel Group Feedback from the AHMWW Estates and Infrastructure Sub-group Census information 2021 Internal Datix reports
Rhestr Termau: Glossary of Terms:	Provided throughout the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y cyfarfod hwn: Parties / Committees consulted prior to this meeting:	Transport and Sustainable Travel Group AHMWW Estates and Infrastructure Sub-group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The Transport and Accessibility Plan seeks to identify improvements that will provide value for money be cognisant of the health board's financial targets. The financial implications of specific improvements will be assessed as when initiatives are developed.
Ansawdd / Gofal Claf: Quality / Patient Care:	Improving transport and access for patients to our health board sites is a key objective of the plan, ensuring any initiatives will be focussed on delivering high quality outcomes for patient care.
Gweithlu: Workforce:	Improving site accessibility for health board staff is also a key objective of the plan, aiming to make it easier for staff to attend their place of work. The implications on the workforce will need to be assessed as and when initiatives are developed.

Tegwch lechyd: Health Equity:	Have the potential impacts on health equity been considered? Yes Has an equity focussed health impact assessment been undertaken: No
Risg: Risk:	Future risk and mitigation measures will need to be assessed as when initiatives are developed.
Cyfreithiol: Legal:	As part of the plan development process, a review was undertaken of all Welsh Health Circulars and statutory responsibilities relating to transport travel ensuring the plan is cognisant of current policy requirements. Further assessments will be undertaken as and when the plan is updated initiatives developed.
Enw Da: Reputational:	Transport and sustainable travel are highly emotive topics attracts public and media attention. However, as this Plan seeks to improve transport and access to health board sites it is anticipated it will have a positive impact on the HDUHB's reputation.
Gyfrinachedd: Privacy:	Future privacy implications will be assessed as and when initiatives are developed.
Cydraddoldeb: Equality:	Has EqlA screening been undertaken? Yes Has a full EqlA been undertaken? No EqlA screening identified no negative impact on user groups.



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Transport & Accessibility Plan

2026 - 2040

Supporting A Healthier Mid & West Wales Strategy:
Healthier lives, well lived



Executive Sponsor & Function:	Lee Davies, Executive Director of Strategy & Planning
Document Author:	Ceri Rees Transport Development Manager
Approved by:	Gareth Skye Business & Governance Manager
Approval Date:	17/07/26
Date of Equality Impact Assessment Screening:	09/07/26
Equality Impact Assessment Screening Outcome:	Completed
Review Date:	
Version:	
Date of Change:	
Changes Made:	
By Whom:	

	Page
Contents	
Executive Summary	5
1. Context	8
1.1 A Healthier Mid & West Wales Strategy	8
1.2 The Climate Emergency & Wales Transport Strategy	10
1.3 Hywel Dda University Health Board Carbon Footprint	10
1.4 Transport Responsibilities of Health Boards & Other Sectors	11
1.5 Purpose of the Transport & Accessibility Plan	13
1.6 Scope of the Transport & Accessibility Plan	13
1.7 Who was involved in the development of the Plan	14
2. Policy & Strategy Considerations	15
3. Ambition & Long-term Vision	15
4. Objectives	16
5. Transport Challenges & Opportunities	17
6. Aspirations & Goals	31
6.1 A Healthier Mid & West Wales Strategy	31
6.2 Unscheduled Patient Transport	32
6.3 Patient Transport & Access to Health-care Services	33
6.4 Active Travel	34
6.5 Public and Community Transport	35
6.6 Hywel Dda University Health Board Fleet Vehicles	37
6.7 Staff Travel	39
6.8 Promotion of Sustainable Transport Options to support Behavioural Change	40
6.9 Car Parking	41
6.10 Taxi & Courier Provision	42
7. Transport & Accessibility Plan Goals and Alignment with Objectives	43

8.	Partnership Working to Deliver Our Aspirations & Goals	43
9.	Implementation Programme Development	44
9.1	Key Themes	44
9.2	Supporting Partner Initiatives	45
10.	Monitoring & Evaluation	46
11.	Governance	46
Appendix 1	Policy & Strategy Review	48

Executive Summary

The Hywel Dda University Health Board (HDUHB) Transport & Accessibility Plan sets out how we and our partners will develop transport services for our patients, visitors, and staff over the next 10 years. Our aim is to ensure our general hospitals, community facilities and integrated care centres are easily accessible for all by ensuring the availability of a wide range of sustainable services and transport modes.

Updated in 2026, 'A Healthier Mid and West Wales Strategy: Healthier lives, well lived' (AHMWW) has outlined a future vision for a hospital and community network in the HDUHB region, proposing a significant transformation of existing services and infrastructure. This refreshed strategy strengthens the focus on prevention, community support and the wider factors that influence health. In addition, the overarching strategy outlines plans for a new Urgent and Planned Care Hospital (UPCH) in the south of the region. A network of community health and care facilities forms a key part of the vision, supporting the provision of more community-based care closer to where people reside.

This Transport & Accessibility Plan has been prepared to complement the AHMWW Strategy, providing a steer for planning, service development and partnership working, thereby helping to guide and support future transport developments in the region.

Concerns from the public and staff regarding access to services and to the new UPCH has been a common theme since the launch of the AHMWW Strategy in 2018 and its refresh in 2026. This has been a key driver for developing a transport plan. Many of these concerns were re-iterated in public and staff consultation events undertaken in 2023 regarding the siting of the new hospital and more recently in the Clinical Services Plan engagement events. The concerns relate, broadly, to four key areas:

- Travel times
- Public and community transport availability, responsiveness, and cost
- Welsh Ambulance Services Trust (WAST) capacity
- Highway, public transport, and active travel infrastructure

In addition to these concerns, Welsh Government declared a Climate Emergency in 2019. Welsh Government's new transport strategy Llwybr Newydd followed in 2021, urging us to change the way we travel, with less reliance on the motor car and more use of public transport, walking and cycling.

To lead the way on climate action, Welsh Government has set the ambition for the public sector in Wales to be net zero by 2030. Achieving this target will require a significant step-change in decarbonisation activity across all public sector organisations including HDUHB. This transport plan seeks to support the response to the climate emergency and HDUHB's decarbonisation targets by developing and enhancing transport services to support a significant reduction in CO₂ emissions.

The development of this plan has been guided by the Transport & Sustainable Travel Group and the AHMWW Infrastructure & Estates Plan Sub-Group. In terms of scope, the plan is not an

exhaustive document but sets out the direction we are to take. It considers a wide range of transport modes, services, and initiatives and will guide HDUHB's approach and engagement with key partners and stakeholders to ensure we achieve our vision and deliver our ambitions.

Our long-term vision for transport and accessibility is as follows:

To ensure accessible, convenient, and affordable transport solutions for our patients, visitors, and staff, promoting and actively supporting sustainable travel to our hospitals and community health care facilities, helping to improve health and well-being, and mitigating against the impact of climate change.

Following on from our long-term vision, stakeholder engagement has guided the development of the following key objectives of the plan:

Objective 1	To work with our partners and stakeholders to develop a network of transport services that effectively support our patients in attending healthcare services irrespective of the challenges posed by rurality and transport poverty.
Objective 2	To work with our partners, stakeholders, and communities to develop sustainable transport options, including community transport initiatives, which are convenient, reliable, and cost-effective for our patients, visitors, and staff.
Objective 3	To provide supportive transport infrastructure within our sites to facilitate easy access for all in an efficient, sustainable, and safe way.
Objective 4	To improve the sustainability of transport by improving the range, quality and awareness of transport options including those which improve health and well-being.
Objective 5	To improve access to healthcare services by embracing new digital technologies, reducing the need for face-to-face appointments where appropriate and allowing patients to schedule appointments convenient to them.
Objective 6	Minimise HDUHB's environmental impact, particularly in relation to carbon emissions and the climate emergency, by embracing new technologies and minimising the need to travel.
Objective 7	To improve integration between transport policies, service provision and modes of transport in South-West and Mid Wales via partnership working, collaboration and the sharing of information.

As part of the plan development process a series of transport challenges and opportunities across different transport modes have been identified. This follows a review of current policies and consultation with internal and external stakeholders.

The challenges and opportunities identified have helped steer the formulation of the goals and aspirations outlined in the plan along with proposals for how we aim to improve transport and travel over the next 10-year period. These aspirations and goals will be reviewed on a biennial basis and further developed as opportunities arise and initiatives progress.

How we intend to deliver the improvements required will be set out in an implementation plan, to be jointly developed with partners and key stakeholders over the next 12 months. The implementation plan, also subject to biennial review, is to include specific targets to help track progress on achieving our objectives.

Crucially, the successful delivery of HDUHB's Transport & Accessibility Plan will not only be dependent on support from internal partners, but it will also be reliant upon actions being taken by others, most notably key partners in Welsh Government, Transport for Wales, the Welsh Ambulance Services NHS Trust, local authorities and the community transport sector. The delivery of transport related projects and services by our partners across the region is critical to enable HDUHB achieve the ambitions of this plan which in turn supports our overarching strategy of A Healthier Mid & West Wales – Healthier lives, well lived.

1. Context

1.1 Hywel Dda University Health Board & A Healthier Mid & West Wales Strategy

Hywel Dda University Health Board (HDUHB) is one of seven Welsh health boards, serving the population of mid and West Wales. HDUHB plans, commissions, and delivers healthcare to the counties of Carmarthenshire, Ceredigion, and Pembrokeshire and is the largest health board region in Wales. With general hospital attendance figures of over 400,000 patients per annum and more than 13,500 members of staff, transport and access to our healthcare sites are key considerations for our patients, visitors, and staff.

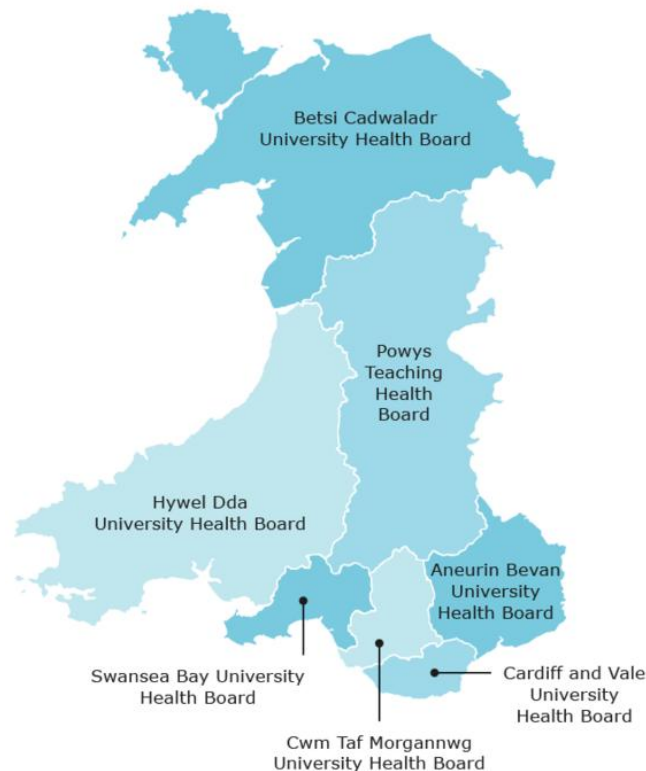


Figure 1 - Organisation Structure of NHS Wales

(Source: NHS Wales Shared Partnership Services 2021)

Updated in 2026, the 'Healthier Mid and West Wales Strategy: Healthier lives, well lived' (AHMWW) has outlined a future vision for a hospital and community network, enabled by significant transformation of existing services and infrastructure. The Programme Business Case Addendum for AHMWW, submitted to Welsh Government in February 2026 outlines plans for a new Urgent and Planned Care Hospital (UPCH) in the south of the Hywel Dda region. In addition, a network of community health and care facilities forms a key part of the vision, supporting the provision of more community-based care.

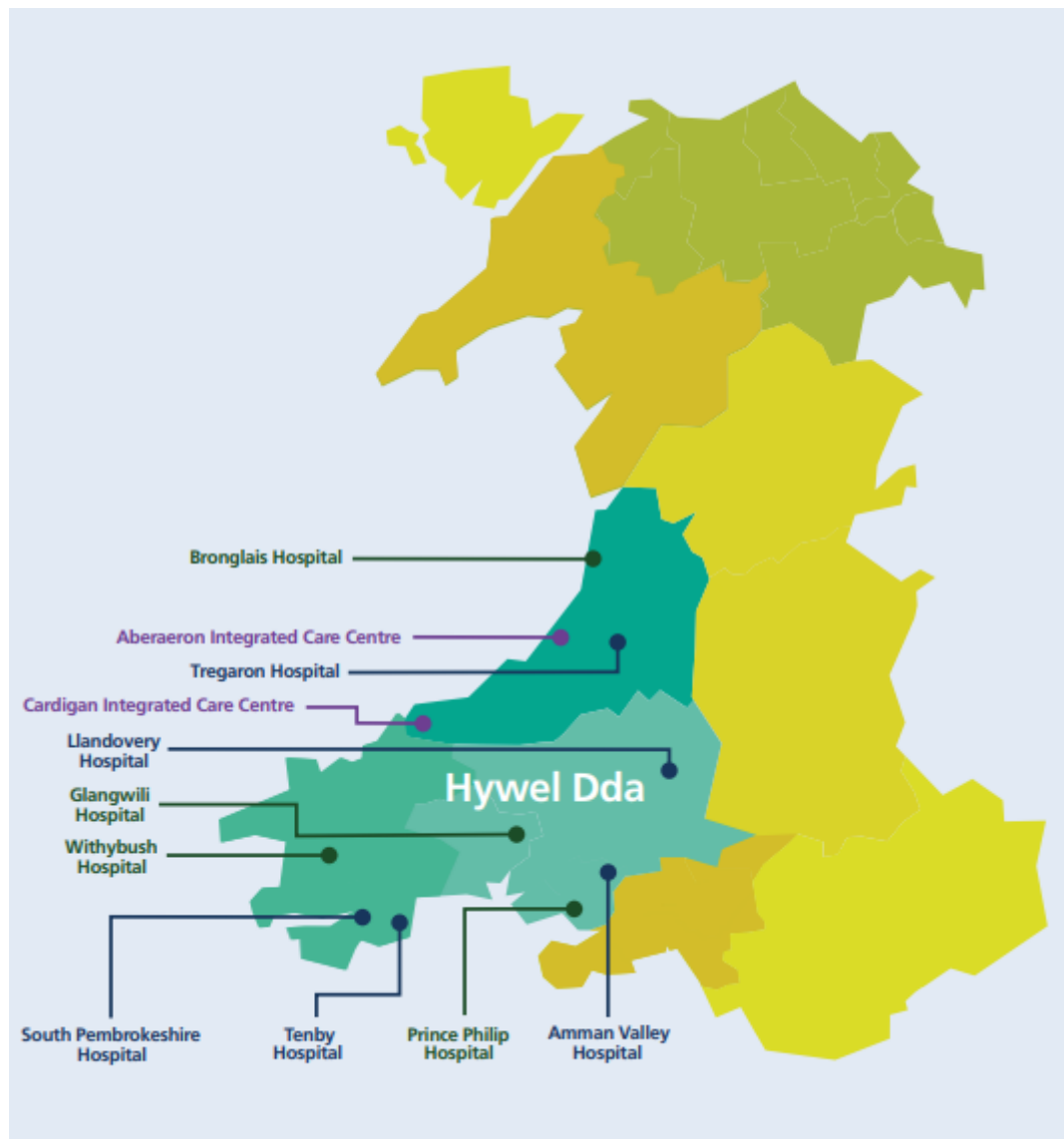


Figure 2 - Our Hospitals & Integrated Care Centres

(Source: A Healthier Mid & West Wales: Healthier lives, well lived, 2026)

Concerns from the public and staff regarding access to services and to the new UPCH has been a common theme since the launch of the AHMWW Strategy in 2018 and its refresh in 2026. This has been a key driver for developing a transport plan. Many of these concerns were re-iterated in public and staff consultation events undertaken in 2023 regarding the siting of the new hospital and more recently in the Clinical Services Plan (CSP) engagement events. The areas of concern, including the barriers to travel and accessibility, are captured in HDUHB's New Hospital Site Consultation Feedback Report (August 2023), patient and staff travel surveys undertaken every two years, and in the CSP Equality & Impact Assessments (2026). The concerns relate, broadly, to four key areas:

- Travel times
- Public and community transport availability, responsiveness, and cost
- Welsh Ambulance Services Trust (WAST) capacity
- Highway, public transport, and active travel infrastructure

Further detail on the specific concerns raised by the public and staff has been included under 'Transport Challenges' in this plan.

1.2 The Climate Emergency & Welsh Government's Transport Strategy

Welsh Government declared a Climate Emergency in 2019. Welsh Government's transport strategy for Wales called '*Llwybr Newydd*' followed in 2021, setting out a new way of thinking by placing people and climate change at the front and centre of the transport system utilised by all of us. Welsh Government is urging us to change the way we travel, with less reliance on the motor car and more use of public transport, walking and cycling.

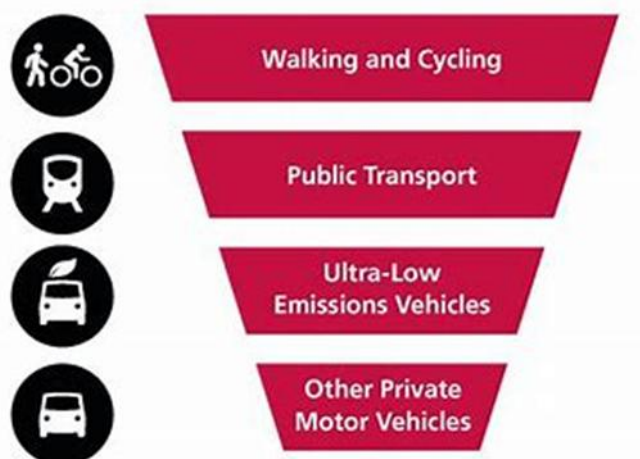


Figure 3- Sustainable Transport Hierarchy

(Source: *Llwybr Newydd* - Wales Transport Strategy, Welsh Government 2021)

To lead the way on climate action, Welsh Government has set the ambition for the public sector in Wales to be net zero by 2030. Achieving this target will require a significant step-change in decarbonisation activity across all public sector organisations including HDUHB. Furthermore, with decarbonisation a key objective of the NHS Decarbonisation agenda, this plan seeks to capitalise upon the opportunity to support the Welsh Government's response to the climate emergency and HDUHB's Decarbonisation Delivery Plan by developing and enhancing transport services to support a significant reduction in CO₂ emissions.

1.3 Hywel Dda University Health Board Carbon Footprint

In terms of HDUHB's carbon footprint, the greatest emitting sectors are procurement (58%), building use (23%) and transport (19%) as set out in HDUHB's Decarbonisation Delivery Plan (August 2022). Even though transport related emissions form the smallest sectoral proportion of HDUHB's footprint, the dependence of fossil fuels for powering vehicles means transport related emissions are unlikely to decrease unless action is taken. A breakdown of HDUHB's emissions from transport related sources is shown in figure 4 below:

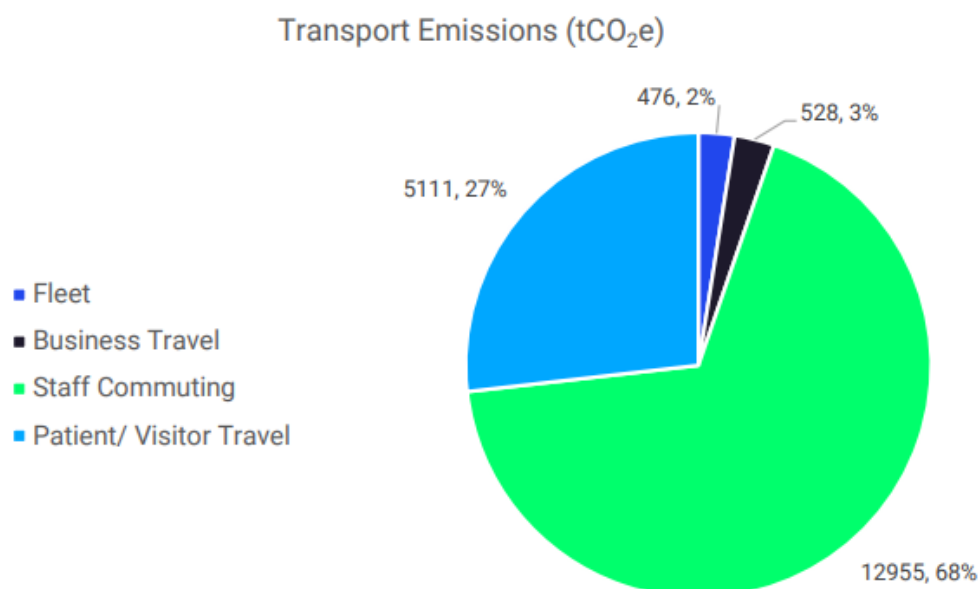


Figure 4 - Breakdown of HDUHB's emissions from transportation related sources

(Source: HDUHB Decarbonisation Delivery Plan 2022)

Most transport related emissions are from indirect sources, predominantly staff commuting and patient/visitor travel – together accounting for 95% of transport emissions. Although difficult to decarbonise due to lack of direct control over these emissions, HDUHB can nonetheless influence and encourage staff, patients, and visitors to travel more sustainably. Emissions from HDUHB's owned fleet and business travel contribute the remaining 5% to the transport footprint.

1.4 Transport Responsibilities of Health Boards & Other Sectors

1.4.1 Health Board Transport Responsibilities

The following Welsh Health Circulars (WHCs) issued by Welsh Government set out the transport responsibilities of health boards in Wales.

'WHC (2008) 058 Sustainable Travel Plans in NHS Wales' requires NHS organisations to develop and implement site specific sustainable travel plans. The purpose of the plans is to demonstrate that continuing improvement is being made by adopting a suitable range of sustainable travel measures to improve patient and staff access to NHS sites. The plans must include appropriate annual targets informed by site facility audits and user travel surveys to enable the demonstration of continuous improvement.

Sustainable travel plans have been developed for each of Hywel Dda's acute hospital sites.

'WHC (2017) 006 The Healthcare Travel Cost Scheme (HTCS)'. For some patients, travel to receive healthcare can present difficulties – the journey may be lengthy or complex, costly, or there may be poor access to public transport. In particular, patients on benefits or low incomes can find it difficult to meet the cost of travelling to hospital for treatment or diagnostic tests. This can widen health inequalities and potentially have longer term consequences for the health and well-being of the patient.

HTCS was set up to provide financial assistance to those patients who do not have a medical need for non-emergency patient transport, but who require assistance with their travel costs. Under the Scheme, patients on low incomes or receiving specific qualifying benefits or allowances are reimbursed in full, or in part, for costs incurred in travelling to receive NHS services provided in a hospital.

The HTCS is administered by the general office in each of Hywel Dda's acute hospital sites and overseen by the health board's Finance Department.

1.4.2 Welsh Ambulance Service Non-Emergency Patient Transport (NEPTS)

'WHC (2007) 005 All Wales Protocol for NEPTS'. The budget and responsibility for providing non-emergency patient transport transferred from health boards to the Welsh Ambulance Services NHS Trust (WAST) in 2019.

WAST provides a Non-Emergency Patient Transport Service for patients across Wales who are unable, for medical reasons, to make their own way to and from their hospital appointments. There is an eligibility process that all patients are required to go through to ensure that their needs are appropriate for the service. Priority is given to those patients who are either receiving regular dialysis or cancer treatment, require a stretcher or oxygen for the journey, or need to travel in a wheelchair.

1.4.3 Local Authorities & Corporate Joint Committees

The Local Government & Elections (Wales) Act 2021 requires local authorities, working regionally as Corporate Joint Committees (CJCs), to produce regional transport plans (RTPS) in Wales.

The Act established CJCs to facilitate regional collaboration, ensuring a more strategic approach to transport improvements. The plans are developed collaboratively by local authorities every 5 years and are aligned with the Wales Transport Strategy. Additionally, CJCs give local representatives a greater say in how transport capital funding is spent, helping to ensure the needs of all who live, work or travel in the area are considered.

The Hywel Dda region consists of two RTP areas, South-west Wales (Pembrokeshire, Carmarthenshire, Swansea, & Neath Port Talbot) and the Mid Wales area (Ceredigion, Powys & Gwynedd). The current RTPs expire in 2030.

1.4.4 Welsh Government

The Welsh Government Bus Services (Wales) Act 2026 brings the planning and co-ordination of the local bus services network in Wales back into public control. The Act seeks to increase efficiencies within the planning and delivery of the local bus network, offer better control over public spending, and improve integration with other public transport methods.

The Act requires Welsh Government to identify local bus services that they consider are needed for the purposes of securing safe, integrated, sustainable, efficient and economic transport in

Wales. Under the Act, the Welsh Ministers must secure services either by entering into local bus service contracts with operators; by granting local bus service permits to operators; by providing local bus services directly; by relying on the provision of certain other services, such as community bus services; or by some combination of these things.

A new bus network plan, developed by Transport for Wales on behalf of Welsh Government, is to be introduced in the South-west Wales region in 2027.

1.5 Purpose of the Transport & Accessibility Plan

The purpose of this HDUHB Transport & Accessibility Plan is to set out how we and our partners will develop transport services for our patients, visitors, and staff over the next 10 years. Our aim is to ensure our general hospitals, community facilities and integrated care centres are easily accessible by a wide range of sustainable services and transport modes, thereby minimising our environmental impact. Minimising the need to travel is also a key consideration.

The plan consists of several components and is set out as follows:

- Scope of the plan
- Policy and strategy considerations
- Ambition and Long-term vision
- Objectives
- Transport challenges and opportunities
- Aspirations and goals
- Implementation programme development
- Monitoring and evaluation
- Governance

It is underpinned by several relevant transport related policies including the Wales Transport Strategy and HDUHB's Decarbonisation Delivery Plan to ensure our approach and long-term plan not only meets the transport requirements of our patients, visitors and staff but is also cognisant of current policy requirements.

Crucially, this plan has been prepared to complement and support HDUHB's over-arching 'A Healthier Mid and West Wales Strategy – Healthier lives, well lived', providing a steer for planning, service development and partnership working, thereby helping to guide and support future transport developments in the region.

1.6 Scope of the Transport & Accessibility Plan

Working with key stakeholders and partners, this plan builds on the achievements made to date by HDUHB and aims to develop a range of sustainable transport solutions to complement and support the future model of healthcare as outlined in the AHMWW Strategy.

As well as the services provided by our partners, this plan will ensure that HDUHB internal transport services are delivered to the highest possible standards and reflect those requirements set out within wider All Wales policy frameworks. This will include reflecting the requirement to design transport services in such a way that reflects the HDUHB ambition to deliver services in the right place at the right time to meet patient need.

Consequently, this plan considers a wide range of transport modes, services, and initiatives including:

- Patient Transport (Emergency & Non-Emergency Services)
- Public Transport
- Community / Third Sector Transport
- Active Travel
- Staff Travel
- Taxi / Courier Provision
- Car Parking
- Electric Vehicles & Charging Infrastructure
- Transport Information, Engagement & Promotion

1.7 Who was involved in the development of the Transport & Accessibility Plan?

The development of this plan has been guided by the Transport & Sustainable Travel Group and the AHMWW Infrastructure & Estates Plan Sub-Group. consisting of core members along with a wider stakeholder group. The core group consisted of representatives from:

- HDUHB Central Transport Unit
- HDUHB Capital Planning
- HDUHB Engagement & Transformation
- HDUHB Estates
- HDUHB Communications
- HDUHB Workforce and Organisational Development

The wider stakeholder group included representatives from:

- Welsh Ambulance Service NHS Trust (WAST)
- Transport for Wales
- Local Authority Transport Managers
- Local Bus Operators
- Community Transport Association
- Third Sector Community Transport Providers
- Health Courier Service
- Local Access Groups

HDUHB's New Hospital Site Consultation Feedback Report (August 2023), patient and staff travel surveys undertaken every two years, and the CSP Equality & Impact Assessments (2026) have also been key sources of information helping to guide and inform the development of the plan.

2. Policy & Strategy Considerations



Several national, regional, and local policy documents have informed the development of this Transport & Accessibility Plan. A number of these policies and strategies have been considered in detail, for example:

A Healthier Mid & West Wales – Healthier lives, well lived (2026 - 2040) which is guiding HDUHB's development of health and care services in Mid and West Wales through the next 15 years.

The Wales Transport Strategy - Llwybr Newydd (2021) sets out Welsh Government's new approach to transport policy, supporting developments which prioritise active travel modes and public transport, with the car having the lowest prioritisation.

NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030 sets out an ambition for NHS Wales to be net zero by 2030. As the largest public sector organisation in Wales the NHS has an important role to play in contributing towards this target. The targets are ambitious, and in some areas will require a fundamental shift to our approach to healthcare and transport.

HDUHB Decarbonisation Delivery Plan (August 2022) was developed by the Carbon Trust on behalf of HDUHB. It sets the strategic direction of travel for the next ten years and the action plan summaries the deliverable decarbonisation actions to be implemented from March 2022.

Additionally, several other policies and strategies have been considered and have helped guide the development of this plan, as summarised in the Policy & Strategy Review listed in Appendix 1.

3. Ambition & Long-term Vision

Our long-term vision sets out our transport, travel, and accessibility aspirations for the next 10-year period to support HDUHB's strategic ambitions of providing:

- A network of community health and care facilities supported by more community-based care.
- Three main hospitals:
 - A major new urgent and planned care hospital centrally located somewhere in the south of the Hywel Dda region
 - Bronglais General Hospital, Aberystwyth
 - Prince Philip Hospital, Llanelli
- Potentially two re-purposed hospitals – Glangwili General Hospital, Carmarthen, and Withybush General Hospital, Haverfordwest – which will offer a range of community services.

To support these transformational long-term commitments, this Transport & Accessibility Plan will ensure our hospitals and community health care facilities are easily accessible by a wide range of sustainable transport modes. Our ambition is to support our patients, visitors, and staff to be able to access our sites easily, efficiently, and sustainably whilst supporting the day-to-day operations of one the largest rural Health Board areas in Wales.

Crucially, this plan will guide HDUHB's approach and engagement with key partners and stakeholders including HDUHB's workforce, Welsh Government, Transport for Wales, the Welsh Ambulance Services NHS Trust, Local Authorities, transport operators, community transport organisations, user groups and other key stakeholders to ensure we achieve our vision and deliver our ambitions.

Our long-term vision for transport and accessibility is as follows:

To ensure accessible, convenient, and affordable transport solutions for our patients, visitors, and staff, promoting and actively supporting sustainable travel to our hospitals and community health care facilities, helping to improve health and well-being, and mitigating against the impact of climate change.

4. Objectives

Following on from our long-term vision, the objectives of this Transport & Accessibility Plan as outlined below will guide our programme of work moving forward:

Objective 1	To work with our partners and stakeholders to develop a network of transport services that effectively support our patients in attending healthcare services irrespective of the challenges posed by rurality and transport poverty.
Objective 2	To work with our partners, stakeholders, and communities to develop sustainable transport options, including community transport initiatives, which are convenient, reliable, and cost-effective for our patients, visitors, and staff.
Objective 3	To provide supportive transport infrastructure within our sites to facilitate easy access for all in an efficient, sustainable, and safe way.

Objective 4	To improve the sustainability of transport by improving the range, quality and awareness of transport options including those which improve health and well-being.
Objective 5	To improve access to healthcare services by embracing new digital technologies, reducing the need for face-to-face appointments where appropriate and allowing patients to schedule appointments convenient to them.
Objective 6	Minimise HDUHB's environmental impact, particularly in relation to carbon emissions and the climate emergency, by embracing new technologies and minimising the need to travel.
Objective 7	To improve integration between transport policies, service provision and modes of transport in South-West and Mid Wales via partnership working, collaboration and the sharing of information.

Key to meeting these objectives will be the aspirations and goals we set for transport and travel together with the 15-year implementation plan to be jointly developed with partners over the next 12 months. The implementation plan is to include specific, measurable, achievable, relevant, and time-bound (SMART) targets to help track progress on achieving our objectives. Our aspirations and goals are considered in more detail following the review of Transport Challenges and Opportunities.

5. Transport Challenges & Opportunities

A series of transport challenges (Table 1) and opportunities (Table 2) have been identified following a review of current relevant policies and strategies and in consultation with a wide range of internal and external stakeholders as a part this plan development process.

Table 1 Key Transport Challenges

A Healthier Mid & West Wales Strategy 	
Challenges	Evidence
Whilst the new clinical model will improve accessibility for those patients attending outpatient appointments in a community setting, there may be some challenges for those patients wishing to access the new integrated health centres and new UPCH site given the rurality of the Hywel Dda region and limited transport options.	Concerns from the public and staff regarding access to services and to the new UPCH has been a common theme since the launch of the AHMWW Strategy in 2018 and its refresh in 2026. Many of these concerns were re-iterated in public and staff consultation events undertaken in 2023 regarding the siting of the new hospital and more recently in the Clinical Services Plan engagement events. The areas of concern are

	captured in HDUHB's New Hospital Site Consultation Feedback Report (August 2023) and in the Clinical Services Plan Equality Impact Assessments.
Assessing the impact of this strategic plan from an equality perspective must be considered across a broad range of characteristics to ensure Hywel Dda embeds equality and human rights in the delivery of its services including transport and access.	The findings from engagement work reported in 2023 and 2026 together with recent travel surveys found that most issues related to travel and transport issues for specific groups such as the frail, the elderly; those with disabilities; expectant parents; families with children and children themselves. An Equality Impact Assessment screening process has been undertaken as part of the development process for this plan.
The proximity of public transport links and the frequency of services are just two of several factors which must be considered when planning the location of a new healthcare facility. The provision of adequate parking is also a key consideration as most patients and staff are reliant on car travel due to the rurality of the region.	Not all of HDUHB's sites and healthcare facilities are easily accessible by public transport and/or active travel. For example, vulnerable groups, especially those without access to a car, face considerable challenges accessing our sites when they are reliant on public transport. Patients and staff who travel by car also face challenges as parking demand often exceeds capacity on many health board sites.
Whilst the new clinical model will improve accessibility for those patients attending outpatient appointments in a community setting, the centralisation of some services at a new hospital or health centre may require some patients and staff to travel further.	Journey travel time analysis to the two shortlisted sites for the new hospital shows journey times by car are, on average, between 7 and 13 minutes longer for example, for those residents who would normally travel to Glangwili Hospital. The cost of travel, the availability of sustainable transport options and longer journey times poses several challenges. For staff who currently walk or cycle to work, moving to a new site in a more rural location may reduce the appeal of public transport and active travel, exacerbating the issue of car parking availability.
Residents living in areas of deprivation are likely to suffer from transport poverty, often experiencing difficulties when accessing healthcare as they are reliant on public and community transport. The demographics of the population show high areas of deprivation to the east and west of the Hywel Dda region with significant numbers of households without access to a motor vehicle.	According to the 2021 Census, the percentage of households who do not have access to a private motor vehicle is as follows: Pembrokeshire 15.2%, Carmarthenshire 15.4%, Ceredigion 15.7%. However, in the more deprived areas of the region there is a significant percentage increase e.g. Station Road area, Llanelli 61.5%.

Welsh Ambulance Services NHS Trust Unscheduled & Scheduled Ambulance Transport



Challenges	Evidence
The new clinical model to be developed as a part of the new Healthier Mid & West Wales strategy will result in an increased requirement for inter-site hospital transfers resulting from patients needing to 'step up' or 'step down' their level of care.	Current WAST facilities and locations have been developed to support the needs of the current clinical model and facilitate transport to existing A&E and outpatient department locations. Current WAST transport provision does not have the capacity to accommodate this additional level of activity as a part of the existing arrangements. Similar challenges were previously identified with the clinical model adopted by Aneurin Bevan University Health Board at The Grange University Hospital in Cwmbran.
People living in the east of the region (e.g., Llanelli, Ammanford) may choose to travel to Morriston Hospital (Swansea Bay UHB) to access A&E provision as Withybush and Glangwili hospitals will be re-purposed as community hubs and will no longer have A&E departments.	This will place further demands on the unscheduled and scheduled ambulance services and may result in patients not being able to access Non-Emergency Patient Transport Services (NEPTS) to return home after urgent or unscheduled care due to capacity constraints.
Unscheduled ambulance transport (Emergency Medical Service) frequently experiences delays in handing over patients on arrival at existing A&E departments.	In June 2026 there were 291 instances where patient hand-over times were in excess of 45 minutes at HDUHB's acute hospital sites (NHS Wales JCC Weekly Dashboard July 26). This represents the time a crew has been unable to hand over the patient for their treatment, thus affecting the ability of the crew to be utilised for other patients.
Scheduled ambulance transport (Non-Emergency Patient Transport NEPTS) frequently experiences delays in patient hand-over.	Out-patient handover time varies depending on patient mobility with six different categories of patient ranging from patients who can independently walk to those who require a stretcher. For example the average handover times for 'stretcher' patients arriving at outpatients in June 2025 was 91 mins at Withybush Hospital, 75 mins at Glangwili Hospital and 101 mins at Bronglais Hospital. This represents the time a crew has been unable to hand over the patient for their treatment, thus affecting the ability of the crew to be utilised for other patients.
Scheduled ambulance transport (Non-Emergency Patient Transport NEPTS) delays in patient discharge and transfer.	NEPTS allocate 24 minutes to enable a discharge and handover of a patient to take place. In June 2025 only 58% of discharges and transfers took place within the 24-minute timeframe. For example, handover delays

	can exceed 10 hours in a typical week at Bronglais General Hospital which is the time lost before a crew becomes available for other work.
Scheduled Patient Transport (NEPTS) capacity issues	The current transport model occasionally results in patients eligible for NEPTS based on medical need having their transport cancelled, often at very short notice, due to a lack of available capacity from WAST NEPTS. For example, recent data (2026) from NEPTS Capacity Management Plans indicates that up to 700 journeys are cancelled every month in the Hywel Dda region.
WAST NEPT Services are structured to take patients to specified treatment centres. WAST sometimes receive requests to take patients to a treatment centre which is not typically or routinely serviced by their vehicles.	This issue is becoming more common with complex patients. Transport requirements are often an afterthought but should be a key consideration from a HDUHB perspective. Early engagement with WAST should be a priority when developing plans for the new hospital, integrated care centres and the repurposing of existing facilities. Identifying the change in activity because of the new clinical model will ensure gaps in ambulance provision are identified at an early stage of scheme development.

Local Bus & Rail Services



Challenges	Evidence
Given the rural nature of the HDUHB region there are accessibility and transport challenges posed to patients, visitors and staff living in an area with infrequent public transport provision. Many residents do not live near a bus route or rail station. The poor frequency and availability of services combined with lengthy journey times are of concern as are the very limited services operating on Sundays combined with cost and affordability issues.	Concerns raised by the public in recent engagement events relate to poor public transport network coverage, the frequency of services, the cost of fares and journey times across certain parts of the network. The areas of concern are captured in HDUHB's New Hospital Site Consultation Feedback Report (August 2023), patient and staff travel surveys undertaken every two years, and in the CSP Equality & Impact Assessments (2026). The concerns include the inability of older people to drive, long travel times and limited access to public transport or being unable to use it.
Local bus services in rural areas are often reliant on local authority financial support and subsidies to make them	The coronavirus pandemic led to bus passenger numbers falling by approximately 90% with patronage struggling to recover. Bus passenger numbers are

economically viable for bus operators. Local authority budget pressures are likely to lead to further reductions in bus service coverage.	currently 50 – 70% of pre-Covid levels. The subsequent reduction in fare income coupled with local authority budget pressures is likely to lead to further reductions in bus service coverage and frequencies in the short to medium-term.
Local bus services in South-west Wales are infrequent and have long journey-times. Connectivity between bus and rail services are often poor with operating times not suitable for staff working shifts. Transport services have traditionally been provided on east – west route corridors with limited services operating between the north and south of the region.	Whilst a small number of core routes have an hourly service (e.g. TrawsCymru T1 Carmarthen to Aberystwyth) many routes operate on a more infrequent basis. For example, the 322 Carmarthen to Haverfordwest and 430 Cardigan to Narberth services only operate every 3 hours. There are no Sunday bus services in rural areas.
Rail services in South-west Wales are infrequent and are reliant on Welsh Government financial support to make them economically viable for train operating companies.	For example, rail services between Carmarthen and Milford Haven and Carmarthen and Pembroke Dock only operate every 2 hours.
Public transport provision to a new hospital site is likely to be less developed than the existing model of public transport. Moving healthcare to numerous community locations will also present challenges for public transport provision.	The planning of public transport routes in West Wales usually follows a 'hub and spoke' approach with routes converging on a town to allow for service connections and onward travel. The siting of a new urgent and planned care hospital in a rural area and not near a town would not only require the re-design of existing services but also the introduction of new services to serve the new hospital. New feeder services (linking with main bus routes) and interchange facilities will also be required.
The re-opening of St Clears Railway Station is a key factor in terms of providing sustainable transport options for accessing one of the site options being considered for the new Urgent and Planned Care Hospital.	In 2020 the UK Government announced funding of £4.7 million for the re-opening of St Clears rail station with the aspiration to have the station operational by 2024. However, in July 2023 WG stated the overall cost of the St Clears project had increased significantly, mainly because of higher inflation. WG also highlighted the issue of a financial gap in the scheme without a clear way of addressing it. There have been no further WG announcements about the project.
Behavioural change and the barriers to change will be key factors in determining how patients, visitors and staff will access health service sites in the future.	One of the key challenges when addressing barriers to change is whether the target population understands and accepts the rationale for change. People will need to be clear about the logic of why making a particular change is advantageous to them and to feel that all

	related policies are supporting each other and pointing in the same direction. It is important to understand which benefits people value most. In addition, people will want to see how HDUHB is making comparable changes to staff and business travel.
--	--

Community Transport	
	
Challenges	Evidence
Schemes are often reliant on volunteers to facilitate community transport services and to drive vehicles.	Post Covid the community transport sector is facing several challenges, including an increase in the demand for services as the population ages. Inflationary price rises including exponential rises in fuel is making it a challenge to recruit and retain volunteers.
Community transport groups are often only able to access short-term funding opportunities which limits the development and long-term viability of community transport services.	Funding sources for community transport schemes are often limited to funding periods of 3 years or less making it difficult for schemes to become established and sustainable in the long-term.
Whilst there are a significant number and variety of community transport providers across the HDUHB area, there is often a lack of public awareness of the services available and who is eligible to use them.	Community transport schemes usually operate within specific areas, have varying operating times, utilise different passenger eligibility criteria, and charge different fares. Consequently, it can sometimes be difficult for passengers to identify the most suitable transport solution to meet their needs.

Active Travel	
	
Challenges	Evidence
Active travel links from settlements to Hywel Dda sites are of a varying standard and often do not provide a continuous link to nearby settlements.	Local authorities are usually reliant on WG Active Travel funding to fund the construction of pedestrian and cycle route infrastructure. The lack of available highway space often means active travel links are short in length and do not provide a continuous link to key locations and settlements. Furthermore, whichever site is chosen for the new hospital will require active travel links to be developed to connect to the existing network

	which will be a challenge if located in a semi-rural location.
The walking & cycling environment and infrastructure within HDUHB sites are of a varying standard.	Whilst the four general hospital sites have cycle parking facilities the associated infrastructure, including walking and cycling routes, signage, and staff facilities (e.g. showers & lockers), they are of varying standard and not always fit for purpose.
Despite the talk of a 'cycling revolution', commuter cycling has remained static at 2% across England and Wales over the past decade (The Office for National Statistics 2022). A similar result was obtained in the 2025 Hywel Dda staff travel survey where 2% of staff cycle to work.	The most common reasons given by people when asked what deters them from cycling include bad driving, poor road design, the perception of danger, inclement weather, and a lack of suitable infrastructure and facilities.

Car Parking



Challenges	Evidence
Due to the rurality of the region a high proportion of staff, patients, business representatives and visitors travel to HDUHB sites by motor vehicle. Consequently, it is a challenge to strike a balance between providing sufficient parking capacity and not encouraging car use.	A Hywel Dda patient travel survey undertaken in 2024 indicated that 88% of patients travelled to their medical appointments by car (driver or passenger). Approximately 2% walked, 5% used public transport and 2% used NEPTS transport. A similar staff travel survey undertaken in 2025 indicated that 85% of staff travelled to work by car (driver or passenger). Approximately 7% of staff walked to work, 4% used public transport and only 2% of staff cycled to work.
The Wales Transport Strategy sets out a sustainable transport user hierarchy which places private motor vehicles at the bottom of the hierarchy. This will have implications on future planning policy and the provision of car parking in new developments	Welsh Government's current transport policy - Llwybr Newydd – is urging us to think carefully about our transport options and change the way we travel. The aim is to have fewer cars on our roads, and more people using public transport, walking or cycling. This new approach to policy supports developments which prioritise active travel modes and public transport, with the car having the lowest prioritisation. Furthermore, in February 2023 WG placed an embargo on all major new highway improvement schemes following an all-Wales Roads Review.

There are considerable car parking pressures across all of HBUHB's existing general hospital sites.	Car park occupancy surveys undertaken in June 2026 demonstrated the patient car park at Glangwili General Hospital reached full capacity by 10.00hrs on each weekday. Only limited spaces were available between 12 noon and 14.00hrs during the week. The number of inappropriately parked vehicles on site totalled 168 vehicles during peak times. A similar survey undertaken at Prince Philip Hospital also found the patient car park was at full capacity by 10.00hrs with only limited spaces available from 12 noon onwards. The number of inappropriately parked vehicles on site totalled 107 vehicles during peak times.
Car parking control and enforcement is delivered differently across each acute hospital site.	There are discrepancies between the control and enforcement measures available to each site and the ability to address challenges depending on the type of provision available. For example, there is currently full enforcement and control at the Glangwili, Prince Philip and Withybush Hospital sites, but no enforcement or controls at Bronglais General Hospital.

Staff Travel	
	
Challenges	Evidence
Reducing staff business mileage and the associated CO ₂ emissions will be central to delivery of HDUHB's decarbonisation objectives, specifically those set as part of the NHS Wales Decarbonisation Strategy.	In 2019/20 staff travelled approximately 9 million business miles. This resulted in a cost of approximately £4m for the period and over 2,500 tonnes of CO ₂ generated. In 2025/26 total business mileage reduced to just over 7.5 million miles, resulting in a cost of £2.4m and over 1,900 tonnes of CO ₂ generated. However, to achieve further reductions in business mileage will be a significant challenge.
Behavioural change and the barriers to change will be key factors in determining how staff will access work and health service sites in the future.	One of the key challenges when addressing barriers to change is whether your target population understands and accepts the rationale for change. People will need to be clear about the logic of why making a particular change is advantageous to them and to feel that all related policies are supporting each other and pointing in the same direction. It's important to understand which benefits people value most. In addition, people will want to see how HDUHB is making comparable changes to staff and business travel.

	Results from recent Hywel Dda travel surveys revealed only 5% of patients and 4% of staff travel by local bus. 88% of patients travelled to their medical appointments by car, whilst 85% of staff travel to work by car.
--	---

Taxi, Courier & Freight Services



Challenges	Evidence
There are challenges sourcing taxi providers to facilitate transport, especially in terms of providing 24-hour cover, where there aren't dedicated alternatives in place.	Historically, there has been a lack of interest from local taxi providers to bid for HDUHB taxi contracts, especially in Ceredigion and Pembrokeshire. Taxi providers prefer regular contract work (e.g. providing special education needs transport for local authorities) rather than the ad-hoc' irregular transport requests from a health board.
The development of more sample and tissue processing and collection sites will require increased courier transport provision to ensure samples can be efficiently collected and conveyed to their required destination within the required timescales.	It is a requirement that all blood samples collected in the community be transported to a processing laboratory within 4 hours of collection. There are challenges in the delivery of this target, particularly in more rural areas. Furthermore, pathology services may increase from a 5-day to a 7-day service which will place further demands on existing courier services.
Freight deliveries and collections will need to be considered in terms of site design, access, unloading facilities and possible delivery hubs. There is also the challenge of decarbonisation and possible on-site re-fuelling as heavy goods vehicles transition to ultra-low emission type vehicles including battery electric and alternative fuels.	All new heavy goods vehicles in the UK will be zero-emission by 2040. The UK has become the first country in the world to commit to phasing out new, non-zero emission heavy goods vehicles weighing 26 tonnes and under by 2035, with all new HGVs sold in the UK to be zero emission by 2040.
The NHS Wales Health Courier Service (HCS) provides clinical logistical support services for Primary and Unscheduled Care Hospitals, Clinics, Surgeries, GP Practices and Pharmacies across Wales. However, in the Hywel Dda region the number of services provided by HCS is limited.	The HCS operate eight light goods vehicles in the Hywel Dda region, five based at Glangwili Hospital and three vehicles based at Withybush hospital. Each vehicle travels approximately 100 miles a day and are equipped with fridges to allow items to be transported in a temperature-controlled environment. Currently HCS operate five scheduled routes and only go as far north as Cardigan. Bronglais and Prince Philip Hospitals are not currently served by HCS.

Electric Vehicles & Charging Infrastructure



Challenges	Evidence
The United Kingdom will ban the sale of new combustion-engine vehicles by 2035. It will also ban the sale of new hybrid cars by 2035. The UK Government announcement forms part of a new ten-point plan for a 'green industrial revolution' to meet the UK's broader goal of eliminating emissions contributing to climate change by 2050.	The transition from internal combustion engines to electric vehicles is a key element in the UK's path to net zero emissions, accounting for 23 per cent of the total reduction in emissions by 2050. As of March 2025, there are approximately 1.5 million licenced zero emission vehicles (ULEVs) on UK roads, which represent 3.7% of all licenced road-using vehicles (<i>Vehicle licencing statistics 2025 – GOV.UK</i>) Battery electric vehicles (BEVs) now account for around one quarter of new car registrations in the UK. A significant increase in the types of vehicles available on the market combined with increased battery ranges has meant EVs are becoming more accessible and affordable.
One of the targets of the NHS Wales Decarbonisation Strategic Delivery Plan is for all new cars and light good vehicles procured after April 2023 to be battery-electric or hybrid wherever practically possible. However, the availability of WG funding for the installation of electric vehicle charging infrastructure on Health Board sites is limited.	There are 154 vehicles currently in the Hywel Dda business fleet (July 2026), 74 of which are self-charging hybrids, 3 plug-in hybrids and 10 electric vehicles. Hywel Dda currently has five electric vehicle charge-points, two at Glangwili, one at Prince Philip, one at Withybush, and one at Bronglais Hospital. The health board secured £526,000 of WG Targeted Estates Funding (TEF) in 2026/27 for the provision of electric vehicle charge-points for fleet vehicles based at the Glangwili and Prince Philip hospital sites. The installation of the charge-points is scheduled for completion in February 2027.

Table 2 Key Transport Opportunities

Opportunities	Description
Working in partnership with other organisations	Working with partners and stakeholders to deliver this Transport & Accessibility Plan and associated Implementation Plan. Many of the initiatives and improvements required to help meet the objectives of the plan will not be within the gift of HDUHB. Therefore partnership working, including information sharing and community engagement, will be a key factor in the development and implementation of the improvements required. Supporting people in different ways through partnership working (e.g. transport provision) can help reduce the pressure on statutory services.
Corporate Joint Committee Regional Transport Plans 2025 – 2030	The Corporate Joint Committees for the South-West and Mid Wales regions published their regional transport plans (RTPs) in the early part of 2025. RTPs set out collaborative policies and interventions the local authorities will deliver with partners in the five-year period 2025-2030 together with medium and long-term aspirations up to 2050. The aim of RTPs is to ensure local authority planning and transport interventions are tailored to the needs of communities. A fundamental part of the RTP development process is stakeholder consultation and engagement. As one of the largest employers and trip generators in the region, HDUHB is in an influential position to guide and influence the development of future RTPs for South-west and Mid Wales, helping to ensure our sites are easily accessible by public transport.
Bus Services (Wales) Bill 2026	Welsh Government is planning to improve the bus network across Wales. The Bus Services (Wales) Bill 2026 was introduced to reform the way bus services operate in Wales, addressing issues of fragmentation and inconsistency in local transport. Its main goal is to establish a coordinated local bus network that is reliable, affordable, and accessible for both urban and rural communities. The Bill allows the Welsh Government and Transport for Wales to collaborate with Local Authorities and Corporate Joint Committees to design services that meet local needs, creating a network plan that specifies routes for operators to bid on. The introduction of this new legislation provides a key opportunity for HDUHB to engage with WG and TfW to help influence the development of future bus networks in the region for the benefit of our patients, visitors and staff.
Swansea Bay & West Wales Metro	Metro is a new integrated transport model being developed across Wales by WG and TfW. The key objective of the Swansea

2021 – 2031	Bay & West Wales Metro is to provide better rail and bus service connectivity and improve service frequencies within South-West Wales. The project is in the early stages of development, and the aim is to work with a wide range of stakeholders including the health boards in the region to change the way transport is provided and to improve access to employment, healthcare, education, and leisure opportunities.
A Healthier Mid & West Wales – Healthier lives, well lived 2026 - 2040	Master planning of the AHMWW programme will provide opportunities to influence the design and improve the provision of walking routes, cycling facilities, shared spaces, and the way public transport is facilitated and serves Hywel Dda sites. The biophilic approach to the design of the new hospital will also provide opportunities for the provision of walking and cycling routes incorporating green infrastructure. There will be opportunities to develop better co-ordinated internal transport networks (e.g. hub & spoke approach), to co-locate transport services to improve efficiencies, and the development of effective car park designs and zoning for both patient and staff areas, with designated parking for health board fleet and other service providers including pool cars allowing effective monitoring and operation of such vehicles. The siting of the new hospital will strengthen the case for bus, rail and active travel improvements in the area, depending on which site is selected. For example, locating the new hospital at St Clears will strengthen the business case for the new rail station whilst the Ty-Newydd site in Whitland may provide an opportunity to re-locate the existing rail station facility. An additional scenario has been explored in a programme business case addendum (February 26) which will provide different challenges and opportunities for the transport network. Providing more care closer to where people live will also make it easier for staff, patients, and visitors to access HDUHB sites by sustainable transport modes such as active travel. The provision of more community-based healthcare will also help reduce the demand for car parking at hospital sites and the requirement to travel.
Upgrade of existing transport related infrastructure on HDUHB sites as part of AHMWW programme of improvements	The upgrade and re-purposing of existing HDUHB facilities will provide opportunities to improve existing infrastructure to accommodate bus services, join up desire lines and support and encourage access via sustainable transport modes including active travel.
Development of a new clinical model as part of	The new clinical model will result in an increase in the number of patients requiring transfer between community hospitals and the

AHMWW programme of improvements	new urgent and planned care centre due to the stepping up or stepping down of their care. This provides an opportunity to establish dedicated arrivals and discharge facilities together with an enhanced transfer service to accommodate this change in the pattern of activity.
Agile Working	HDUHB's Agile Working Strategic Plan 2025 and the Agile Working Toolkit sets out new ways of working incorporating an agile/hybrid approach. The key message is 'work is an activity, not a place we go'. If the new normal is to reduce the number of days staff are required physically in an office this could result in significant efficiencies including reducing the need to travel and a reduction in transport related carbon emissions.
Technology-enabled changes reducing the need to travel for healthcare.	Telehealth in the UK is rapidly transforming healthcare delivery, offering remote patient care through technology, improving accessibility, and reducing pressure on in-person services. This includes video consultations, remote monitoring, and mobile health applications. Using technology to deliver health care has several advantages, including improved accessibility and reducing the requirement for 'face to face' appointments. Significantly, telehealth provides patients with easier access to healthcare services, particularly in rural or poorly served areas. Patients can consult with healthcare providers from the comfort of their homes, reducing travel time and associated costs.
Technology-enabled changes in public and community transport	Advances in digital technologies are leading to the development of new systems and platforms that can provide easy and convenient access to a range of passenger and transport service information. For example, the use of online journey planners (e.g. Traveline Cymru), journey booking systems, smart payment technologies and 'real-time' bus tracking systems has grown significantly over the last five years. Such technology enables easier identification of sustainable travel opportunities especially in terms of local bus and community transport services in rural areas where options are limited and infrequent.
Ultra-low emission vehicles	As of March 2025, there are approximately 1.5 million licenced zero emission vehicles (ULEVs) on UK roads, which represent 3.7% of all licenced road-using vehicles (<i>Vehicle licencing statistics 2025 – GOV.UK</i>) Battery electric vehicles (BEVs) now account for around one quarter of new car registrations in the UK. A significant increase in the types of vehicles available on the market combined with increased battery ranges has meant EVs are becoming more accessible and affordable. Under the government's zero emission vehicle mandate, manufacturers are required to increase the proportion of zero-emission vehicles sold each year from 33% in 2026 to 100% in 2030.

	Transitioning HDUHB's fleet of 150 vehicles to battery electric will not only provide opportunities to significantly decrease carbon emissions but also reduce the cost of transport and its impact on the environment.
E bikes & E Cargo Bikes	Electric bikes are gaining popularity with 9% of households in the UK now owning or having access to an E bike and nearly 40% of people in the UK say they would cycle more if they had an E bike. (Source: <i>Electric Bike Statistics 2025, How popular are E Bikes? Tredz Bikes</i>). The typical range of an E bike is more than 40 miles, and they offer several benefits including: maintaining a healthy lifestyle, getting to your destination quicker and with less effort, helping the cyclist to commute further and tackle steep terrain, allowing the user to enjoy all the benefits of cycling with minimal strain. E Cargo bikes offer similar types of benefits and can provide a viable alternative to a motor vehicle for local deliveries, for example within a large hospital site and for transporting items to and from healthcare sites in urban environments.
20mph Speed Limits	In September 2023 Welsh Government introduced a default 20mph speed limit on restricted roads across Wales. The aim is to reduce collisions and severe injuries from them, to encourage more people to walk and cycle in the community and help improve health and well-being making it safer for active travel. Currently only seven per cent of Hywel Dda staff walk and two per cent cycle to their place of work (Staff Travel Survey 2025). Whilst it is identified as an opportunity to encourage the take-up of more sustainable travel options, it is also recognised the lower speed limit may also have an impact on transport service provision with an increase in journey times.
Self-driving Vehicles	The UK's Automated Vehicles Act became law in 2024, creating the legal framework for the deployment of self-driving vehicles. According to the UK Government's 'Connected & Automated Mobility' report issued in 2025 self-driving vehicles are fast approaching commercialisation. By 2035, forty per cent of new cars in the UK could have self-driving capabilities. The transport of goods and passenger services look likely to be operating in self-driving vehicles within a similar timeframe. The potential benefits of connected and self-driving technologies are considerable: from better integrating rural communities to helping to deliver essential goods and improving access to education, work, as well as healthcare.
Drone Delivery Services	Drone delivery services in the UK are currently at the pilot and early-commercial stage, but most forecasts expect very rapid growth through the 2030s. The UK Government's 'Future of Flight' programme 2025 aims to make the UK a global leader in drone operation by 2030. For example, UK is actively trialling drone deliveries for medical supplies, mail delivery and for retail. The

aim is to significantly improve service levels, delivery times, and to reduce carbon emissions. Current trials have the potential to be rolled out for other types of NHS deliveries and logistics, for example for transporting medical samples, especially in rural areas where challenging geography and weather can cause disruption.

6. Aspirations & Goals

With a focus on our objectives and considering the various challenges and opportunities, the following section outlines HDUHB's aspirations and goals for transport and travel over the next 15-year period. These aspirations and goals will be reviewed on an annual basis and further developed as various initiatives and opportunities arise. The following section also identifies how each goal aligns to and supports the objectives of the Transport and Accessibility Plan.



6.1 A Healthier Mid & West Wales Strategy

Goal:	To support the development and delivery of the Healthier Mid & West Wales Strategy
Business case development	The programme business case addendum for the Healthier Mid & West Wales Strategy was submitted to WG in February 2026. The next stage is intended to be the development of an outline business case for the new Urgent & Planned Care Hospital and the re-purposing of one or both of the existing facilities as Community Hospitals. The development of this Transport & Accessibility Plan will help inform and support the strategic outline case and future stages of business case development. Guided by the Transport & Accessibility Plan, our aim is to ensure our general hospitals, community hospitals and integrated care centres are easily accessible by a wide range of sustainable services and transport modes. Furthermore, this plan will help inform and steer transport planning and service provision as part of future HDUHB infrastructure developments in the region.
Site selection & design	Concerns from the public regarding access to a new UPCH has been a common theme throughout public and staff engagement since the AHMWW Strategy was launched back in 2018. Many of these concerns were re-iterated in public and staff consultation

	exercises undertaken in 2023 and more recently in 2026 as part of the Clinical Service Plan engagement. Support will be provided to help inform and guide the site selection and design process for the new Urgent & Planned Care Hospital, Community Hospitals and Health & Well-Being Centres to ensure sustainable transport and ease of access is a key consideration.
Planning approval process	Assistance and support will be provided during the planning application process to ensure the new Urgent & Planned Care Hospital, Community Hospitals and Health & Well-Being Centres meet all planning guidance requirements from a sustainable transport and access perspective. A key consideration will be to ensure sufficient car parking capacity is made available across all new HDUHB sites to meet anticipated future demands from both patients and staff. HDUHB's approach to planning and parking provision will also need to be cognisant of local authority parking strategy, the regional transport plans and national parking standards.



6.2 Unscheduled Patient Transport

Goal:	To improve Emergency Medical Services
Development of new systems to improve the patient handover process	HDUHB will work with WAST to develop options for improving emergency and non-emergency patient transport handover times at acute hospital sites to reduce WAST vehicle downtime and improve service efficiency. This will require an increase in the level of resource available to support the handover of patients on arrival at A&E, outpatients and at day case treatment clinics at acute hospital sites, as well as improvements to the patient transfer and discharge process.
Co-location of HDUHB / WAST services and facilities	The addition of a new acute hospital site and the transition of more activity into a community setting will shift the flow of patient transport across the HDUHB area. To support this, HDUHB will engage with WAST to consider the most suitable options for co-

	locating services and vehicle bases to deliver the highest level of transport responsiveness.
--	---

6.3 Patient Transport & Access to Health-care Services

Goal: To improve Non-Emergency Patient Transport Services (NEPTS)	
Development of a dedicated discharge and transfer service with a supporting transport coordination centre	The nature of the new clinical model will require an increase in the number of patients needing to transfer between community hospitals and the new urgent and planned care centre due to the stepping up or stepping down of their care. HDUHB will work closely with WAST to establish a dedicated and enhanced discharge and transfer service to accommodate this change in the pattern of activity. This will include the commissioning of additional vehicles to accommodate the anticipated levels of future demand as well as the establishment of a dedicated patient flow centre with clinical input to coordinate patient journeys. We will ensure that any work undertaken locally is communicated widely with our partners if an all-Wales Discharge and Transfer model is considered in the future by the National Collaborative Commissioning Unit (NCCU).
Provision of transport capacity to deliver closer to home	To ensure that care can be delivered as close to home as possible based on the needs of individual patients, HDUHB will work with WAST and other transport providers, including TfW, local authorities, the community transport sector, to ensure that capacity is aligned with anticipated future demand levels and patient flows.
Avoidance of unnecessary admissions to hospital	Sufficient communication and engagement will be undertaken to raise public awareness of the available alternatives to A&E attendance e.g. the 111 service. In addition, HDUHB will, in partnership with WAST scope the potential opportunities to implement services and processes to avoid attendance at A&E departments and promote alternative treatment and direct admissions in a community setting.
Refining of NEPTS eligibility criteria	HDUHB will continue to work with WAST and the Emergency Ambulance Services Commissioner (EASC) on refining the NEPTS eligibility criteria and patient needs assessment so that it effectively aligns to the new clinical model.

Goal: Improve access to health-care services	
Technology-enabled changes reducing the need to travel for healthcare	Working with departmental leads and partners, HDUHB will consider further opportunities to utilise digital systems such as 'Telehealth' to provide remote patient care. Such an approach would not only reduce the need for patients to travel, but also reduce the requirement for 'face to face' appointments where appropriate. It is envisaged this type of approach would result in better access to healthcare services, particularly in rural or poorly served areas.
Scheduling of patient appointments	As local bus and rail service provision is often not aligned with the demands of healthcare delivery, HDUHB departmental leads and partners will consider whether there are opportunities for patients to be able to schedule appointments which are convenient for them. Such an approach would benefit patients with limited transport options and help reduce appointment non-attendance.
Greater awareness of public transport, community transport providers and availability	HDUHB will engage with TfW, WAST and local community transport providers to identify ways of improving awareness of public and community transport digital journey planner systems (e.g. Traveline Cymru). This will help support patients with limited transport options, improve healthcare accessibility and reduce the demands on NEPT services.



6.4 Active Travel

Goal: To increase the number of staff and visitors accessing our sites via walking and cycling	
Review and development of active travel options	To maximise the opportunities for active travel to access healthcare services HDUHB will work closely with local authorities and public transport providers to scope the potential to develop additional walking, cycling, and 'last mile solutions' to existing and any newly developed facilities.
The provision of walking and cycling routes within HDUHB sites	HDUHB will where possible, provide segregated, direct, and prioritised pedestrian and cycle routes on our new sites, built to WG active travel standards, connecting seamlessly with the wider active travel network.

Cycle parking, E bike charging and related facilities	Sufficient levels of high-quality secure cycle parking facilities, meeting WG's active travel standards, will be provided on HDUHB sites to accommodate demand and to support sustainable forms of transport. Staff will, wherever possible, have access to facilities such as lockers, showers, and drying facilities. E bike charging facilities will also be considered to encourage the use of E bikes.
Access to cycle training & maintenance sessions	HDUHB will work with partners to ensure staff have access to cycle training opportunities to ensure they have the confidence to choose walking or cycling wherever possible. With a focus on cycling safely on modern roads, the aim will be to help participants feel confident in a range of scenarios ranging from a weekend cycle ride to commuting to work. Promotional events such as cycling roadshows and a bike loan scheme will also be considered to provide staff with an opportunity to 'try before you buy' for E bikes as well as conventional cycles, linking with HDUHB's Cycle to Work scheme.
Raise awareness and improve the communication of active travel options and facilities	HDUHB will engage with local authorities, Sustrans and other stakeholders to identify ways of improving the awareness and communication of active travel routes, on-site facilities and the signposting of staff and visitors to appropriate information including on-line active travel route maps.



6.5 Public & Community Transport

Goal:	To improve the availability and awareness of public and community transport services for accessing HDUHB sites
Greater use of public transport services to access healthcare settings	HDUHB will work in partnership with local authorities, the Swansea Bay and West Wales Metro programme and Transport for Wales to ensure that local bus and rail service provision is aligned with the demands of healthcare delivery resulting from the new clinical model and the provision of more community-based care. HDUHB will also be cognisant of the importance of 'last-mile' solutions and their impact on influencing modal choice, encouraging our patients, visitors and staff to choose a more sustainable way of travel instead of 'simply taking the car'.

Enhanced local bus and demand responsive services	HDUHB will work in partnership with Transport for Wales, local authorities, bus operators and other providers, sharing information to help identify the gap in service provision along with the barriers to transport. This approach will help inform TfW's future bus network development process, helping to ensure patients, visitors, and staff can access our healthcare sites by public transport. This approach will include assessing demand responsive services such as the Fflecsi Bus currently operating in West Wales, the expansion of existing provision together with the potential for developing new local bus and other demand responsive type services.
Consideration of public transport accessibility when designing new sites	HDUHB will encourage greater public transport use by designing our facilities to allow those accessing our sites to do so comfortably and conveniently using public transport. Consideration will be given to the provision of passenger waiting areas, electronic public transport information displays and dedicated bus focal points. We will also follow best practice to increase confidence in using public transport especially amongst the elderly and vulnerable groups.
Greater awareness of public transport, community transport providers and availability	HDUHB will engage with TfW, Traveline Cymru, WAST and local community transport providers to identify ways of improving awareness of public transport and community transport schemes, including the signposting of patients not eligible for Non-Emergency Patient Transport to other transport providers. For example, in July 2026 HDUHB began trialling a new single point of contact for transport information called 'Transport to Health Connect'. Delivered in partnership with Dolen Teifi and the PACTO Pembrokeshire Connectors project, the aim is to better coordinate access to and utilisation of existing public and community transport services within the HDUHB area. This will help support patients with limited transport options, improve healthcare accessibility and reduce the demands on NEPT services.
Development of bespoke community transport provision to support access to and from the new UPCH and Integrated Care Centre sites by elderly and vulnerable patients	HDUHB will work with the Community Transport Association and community transport providers (e.g. Royal Voluntary Services (RVS), Dolen Teifi etc) to ensure that new services are developed to meet the demands of those elderly and vulnerable patients needing to access and return from the new Urgent and Planned Care Hospital and Integrated Care Centre sites. Focus will also be placed on services that can reduce the likelihood of vulnerable patients in the community needing to be brought to an acute hospital site.
Enhanced integration between healthcare and community transport services	To maximise the support that can be offered by community transport groups there may be increased benefits from co-locating community transport providers and vehicles within the HDUHB estate. HDUHB will work with these providers to scope the

	potential benefits that could be offered to patients are a result of such an arrangement and consider the options for co-location.
Increased utilisation of Community Transport Providers to Support NEPTS	Historically there has only been limited involvement by community transport providers in supporting NEPTS services. Typically, these providers have supported the Health Board in conveying patients that are not eligible for NEPTS but still in need of some form of transport support due to vulnerability. HDUHB will work with WAST and the Third Sector to scope potential opportunities for diverting low dependency patients away from the NEPTS services to community transport providers to free up WAST resources for higher dependency patients.
Promotion of Local Bus Services	HDUHB will engage with Transport for Wales, local authorities, bus operators, Traveline Cymru and other stakeholders to improve the awareness of existing services and to promote their use to patients, visitors, and staff. Initiatives will include promotional events and the piloting of discounted fare schemes.



6.6 HDUHB Fleet Vehicles

Goal:	To improve fleet management and support the transition to ultra-low emission type vehicles
Transition of HDUHB's fleet of cars and light goods vehicles to battery-electric	A key target of HDUHB's Decarbonisation Delivery Plan 2022 (i.e. Initiative 19) is for all new cars and light good vehicles procured after April 2023 to be battery-electric or hybrid wherever practically possible. There are 154 vehicles currently in the Hywel Dda business fleet (July 2026), 74 of which are self-charging hybrids, 3 plug-in hybrids and 10 electric vehicles. Hywel Dda currently has five electric vehicle charge-points, two at Glangwili, one at Prince Philip, one at Withybush, and one at Bronglais Hospital. HDUHB secured £526,000 of WG Targeted Estates funding (TEF) in 2026/27 for the provision of electric vehicle charge-points for fleet vehicles based at the Glangwili and Prince Philip hospital sites. This will support the transition of our fleet vehicles to battery-electric over the next three years. The installation of fleet

	EV charge-points on other key sites will be progressed as and when future funding is secured.
Transition of medium and large freight vehicles to meet future standards of ultra-low emission vehicles in their class	Medium and large freight vehicles can be harder to decarbonise than smaller vehicles due to their size and lack of available commercial technology. They are, however, still an important contributor to carbon emissions so it is important HDUHB develops an approach to decarbonise this sector to support the transition to ultra-low emissions for these types of vehicles procured after April 2025 (i.e. Initiative 20, HDUHB's Decarbonisation Delivery Plan).
Development of EV charging infrastructure	The provision of electric vehicle charging infrastructure will be included as a key design requirement in the development of new sites. Sufficient charging provision to support the transition of the HDUHB fleet to battery electric will be a priority. The provision of EV charging infrastructure to support staff and visitors will also be considered. We will also work with our partners to ensure that those services co-located at HDUHB locations have access to necessary EV charging infrastructure as required e.g. WAST vehicles.
A standardised system for fleet vehicle management	Effective fleet management is crucial for efficient fleet operation and to identify emission reduction opportunities in the most cost-effective way. 2% of HDUHB's transport emissions are associated with the Health Board's fleet. A standardised system of vehicle management for HDUHB fleet will be developed to plan, source, and manage vehicle operations and to assess fleet performance (i.e. Initiative 18, HDUHB's Decarbonisation Delivery Plan 2022). To further support HDUHB's drive to reduce CO ₂ emissions and improve the efficiency of its fleet we will implement full telematics tracking provision across all fleet vehicles.



6.7 Staff Travel

Goal:	The updating of business travel policies and development of agile working policies to make staff travel more sustainable
Updating of business travel policies to prioritise the use of electric or hybrid pool cars and public transport	Whilst business travel represents a relatively small proportion of HDUHB's overall carbon footprint at 3%, it is still a significant cost in terms of mileage claims and is a sector where emission reductions can be achieved through effective policies and initiatives. Whilst HDUHB has a culture of sustainable business travel, existing processes lack an accompanying official policy that reinforces the decisions that are currently being made. Initiatives like this, along with innovative solutions such as incentives / disincentives could help further reduce the emission attributed with business travel for HDUHB (i.e. Initiative 21, HDUHB's Decarbonisation Delivery Plan 2022)
Increased agile working and supporting technologies	HDUHB will seek to embed many of the benefits that were observed during the COVID pandemic because of increased home working, agile working and the use of technology to avoid a physical attendance at meetings and to reduce the need to travel. This will include supporting HDUHB's Agile Working Strategic Plan 2025 which sets out new ways of working incorporating an agile/hybrid approach. This includes investing in technology which increases the feasibility of remote working.
Flexible staff basing	Where possible, we will enable staff to work around their home locality, which will indirectly support their community. This will also increase the likelihood of staff commuting by active travel and public transport. This will reduce commuting requirements, parking demands and support the HDUHB's Agile Working Strategic Plan 2025.
Increased support for car sharing	To reduce the effects of commuting and staff travel, HDUHB will look at solutions to support and encourage the uptake of car sharing for both business journeys and commuting. This will include consideration of potential incentives, systems and car park infrastructure to help facilitate uptake (e.g. car sharing software, dedicated car-share parking spaces).
Improved pool car availability	To encourage more staff to commute to work by active travel and public transport, HDUHB will look to improve the availability of

pool cars at key sites, especially those sites with limited parking provision, to support staff undertaking work in the community.



6.8 Promotion of Sustainable Transport Options to support Behavioural Change

Goal:	To develop and utilise a suite of resources to support behavioural change and promote sustainable transport options to staff, patients, and visitors
Regular awareness-raising campaigns to support and encourage behavioural change	HDUHB will work with partners to develop and implement regular awareness-raising campaigns to support and encourage behavioural change to more sustainable modes of transport. Behavioural change has a central role to play, from getting the UK to net zero to supporting the take-up of more sustainable transport options. Staff, patients, and visitors will be encouraged to use sustainable travel modes through regular awareness-raising campaigns, marketing, and communications. Occupational development opportunities for raising staff awareness will also be developed.
Travel Surveys	By undertaking surveys, the journeys made by staff and their consequential impacts will not only inform service and infrastructure development but will also be used to develop key messages to support behavioural change. Patient and visitor travel surveys will also be undertaken on a biennial basis through various methods to ensure a higher participation rate, providing reflective and useful data to help develop new services and identify transport barriers.
Tailored travel information	HDUHB will work in partnership with Traveline Cymru and other partners to develop travel information to support sustainable access to Health Board sites. Staff will be offered the option to sign up to tailored travel information to keep them informed about their travel options.
Way-finding signage	HDUHB will work in partnership with the local authorities to ensure way finding signage is provided to ensure active travel routes linking the wider network to Health Board sites are clearly signed. HDUHB will also ensure suitable signage is provided within our sites to support and promote sustainable access.

Healthy Travel Charter Wales	HDUHB will continue to work with Public Health Wales and other partners to deliver on its commitments as set out in the Healthy Travel Charter. The HDUHB Charter contains a series of commitments the organisation will make over coming years to support their staff and visitors to walk, cycle more, take public transport and switch to electric vehicles.
-------------------------------------	---



6.9 Car Parking

Goal:	To improve car park management and parking provision
The provision of sufficient car parking capacity across all sites to address both existing and future demands	As a predominantly rural area the private motor car will remain the primary means of transport for most trips across the HDUHB region including those journeys linked to healthcare. A key design principle will be to ensure sufficient car parking capacity is made available across all existing and new HDUHB sites to meet anticipated future demands for both patients and staff. HDUHB's approach to parking provision will also need to be cognisant of local authority parking strategy, the regional transport plans and national parking standards.
Implementation of a standardised approach for car park management, control, and enforcement	Car parking policy should be seen as an integral part of the plan for transport and access to HDUHB sites. HDUHB will review existing car parking control and enforcement arrangements in place across all sites, assess the most suitable model for future provision and develop a standardised approach. Key aims of the approach will be to strike a balance between supply and demand and to use parking to meet other policy goals such as improved traffic management and enhanced accessibility for patients, visitors, and staff.
The development of effective car park design and designated car parking arrangements	HDUHB will work with internal departments and partner organisations to identify how parking can be most effectively designed and allocated at the new hospital site and at existing sites. This will include effective zoning for both patient and staff areas, scoping the potential options for designated parking for WAST vehicles, community transport providers, electric vehicle charging bays and car sharing spaces. The provision of designated areas for HD fleet vehicles including pool cars will allow effective monitoring, maintenance, and cleaning of these vehicles.



6.10 Taxi & Courier Provision

Goal:	To develop and improve taxi/courier provision
Review of current model of taxi procurement and provision	H DUHB will work with NWSSP and local taxi providers to design a taxi contract that ensures sufficient capacity to meet the Health Board's needs while also being flexible enough to increase interest in the contract. Future model development will also consider greater participation of the community transport sector in the provision of transport services as well as the possibility of developing an internal 'taxi' function as the economies of scale presented by a new and larger hospital site may make this financially viable.
Introduction of robust alternatives to taxi provision	H DUHB will scope options for reducing the reliance on taxi services, particularly for the out of hours period. This will include reviewing existing arrangements across H DUHB sites and assessing the most suitable model for future provision. Options could include internal Health Board transport provision as well as collaborating with community transport providers and WAST to develop bespoke services to support the return of vulnerable patients from a hospital setting.
Development of a fully integrated courier network that meets best practice guidelines	H DUHB will engage with the Health Courier Service and our other providers to design an efficient scheduled courier network that incorporates all planned sites and meets the best practice guidance set out for the transport of controlled drugs and specimens.

7. Transport & Accessibility Plan Goals and Alignment with Objectives

The following table summarises the goals of the Transport and Accessibility Plan and identifies which of the objectives each goal aligns to and supports.

Transport & Accessibility Plan Goals	Objectives						
	1	2	3	4	5	6	7
Support the development and delivery of the Healthier Mid & West Wales Strategy.	●	●	●	●	●	●	●
To improve Emergency Medical Services patient transport.	●	●	●				
To improve Non-Emergency Patient Transport Services (NEPTS).	●	●	●		●	●	
Increase the number of staff and visitors accessing our sites via walking and cycling.	●	●	●	●	●	●	●
Improve the availability and awareness of public and community transport services for accessing HDUHB sites.	●	●	●	●	●	●	●
The transition of HDUHB's fleet to ultra-low emission type vehicles and improved fleet management.		●	●	●		●	●
Update business travel policies and development of agile working policies to make staff travel more sustainable.		●	●			●	
The development of a suite of resources to support behavioural change and promote sustainable transport options to staff, patients, and visitors.	●	●	●	●	●	●	●
To improve car park management and parking provision.			●			●	
To develop and improve taxi/courier provision.	●		●			●	

8. Partnership Working to Deliver Our Aspirations & Goals

The successful delivery of HDUHB's Transport & Accessibility Plan will be dependent on support from the Executive Board and from a wide range of internal partners and departments including our workforce, procurement, capital planning and estates. It will in many cases, be dependent upon actions being taken by others, most notably key partners in Welsh Government, Transport for Wales, the Welsh Ambulance Services NHS Trust, the NHS Wales Shared Services Partnership, Local Authorities, transport operators, community transport organisations and logistics companies. The delivery of transport related projects and schemes by our partners

across the region is critical to enable HDUHB to achieve the ambitions of this plan which in turn supports our aspirations for healthcare provision as set out in 'A Healthier Mid & West Wales – healthier lives, well lived' overarching plan.

Consequently, HDUHB will engage with and support external partners by:

- Providing transport representation on internal project boards and external steering groups to ensure effective engagement in the development of services which impact on the transport and accessibility of all HDUHB sites.
- HDUHB will play an active role in the development of projects and schemes being delivered by our partners thereby helping to achieve the objectives of this plan through effective partnership working.

9. Implementation Programme Development

The successful implementation of this plan and how it will evolve is closely linked to the development of the business case and delivery of HDUHB's strategic ambitions for a Healthier Mid & West Wales. The plan will require support from a wide range of partners and depending on the measure to be introduced, will be delivered by the HDUHB, by an appropriate partner organisation or collectively as necessary.

The plan will be delivered through a 15-year implementation programme, thereby aligning with the AHMWW strategy, with an initial plan to be developed jointly with partners over the next 12 months. The implementation plan together with associated targets will be reviewed, updated, and further developed on an annual basis, ensuring HDUHB is on track to meet its future transport and access objectives.

This plan will be reliant on several key initiatives including the development of new transport services linked to the Bus Services (Wales) Bill 2026, led by Welsh Government and Transport for Wales, and on future regional transport plans being developed by the Local Authority Corporate Joint Committees.

Key to the delivery of the implementation programme will be the development of targets linked to the Transport & Accessibility Plan objectives. Where possible SMART targets will be established using the most recent staff, patient, and visitor travel survey data as a baseline. Such surveys will be conducted on a regular basis. An important indicator to the success of this strategic plan will be the level of motor vehicles accessing our hospitals and integrated care centres and the modal shift away from single occupancy car driving given the challenges of living and working in the largest health board region in Wales.

9.1 Key Themes

It is envisaged the key themes of the initial implementation plan will include:

- **Project delivery:** Delivering a range of specific HDUHB projects and associated measures to support the Transport & Accessibility Plan.
- **Working with partners to implement initiatives across the HDUHB region:** To include initiatives such as the Transport to Health Connect project, the Joint Regional Transport Plans and WG's new approach to bus service network planning.
- **Contribution to the development plans and business case for the Healthier Mid & West Wales programme:** To ensure the ethos of the Transport & Accessibility Plan is adequately reflected through land-use planning and to guide a set of transport and access design standards.
- **Policy changes and development:** A review of organisational policies such as agile working, decarbonisation and car parking policies and the development of additional new policies as and when required.
- **Services and incentives:** A review of existing services and incentives on offer for staff, patients, and visitors with the aim of delivering more effective and attractive schemes in the future.
- **Engagement and promotion:** On-going engagement and promotion to influence staff, patients and visitor travel behaviour and encourage modal shift to sustainable travel modes.
- **Data collection, consultation, and research:** Undertaking surveys, consultations and research, as required, to inform implementation and further development of the plan. This is also critical to allow WAST to understand the effect of the new clinical service design on ambulance provision. This will include the use of trials where appropriate to demonstrate impact and to refine proposals accordingly.

In terms of prioritisation, it is anticipated the measures to be set out in the implementation plan will be prioritised based on:

- **Services which improve the quality of patient care and experience:** the delivery of services that improve patient care will be prioritised. This may be through the conveyance of patients or indirectly by ensuring items required to deliver care to patients are transported within acceptable timeframes.
- **The impact on travel behaviours:** schemes which are recognised as having a significant impact on travel behaviour.
- **Ease of delivery:** with quick wins proposed to be implemented earlier in the 15-year period.
- **Feasibility:** where required, trials will be undertaken to determine how effective the scheme is before it is rolled out further.

9.2 Supporting Partner Initiatives

The implementation plan will include partnership initiatives to be supported over the next 15 years. Partner initiatives which support our strategic ambitions and enhance the opportunities for our patients, visitors, and staff to be able to access our sites easily, efficiently, and sustainably include the following:

- NEPTS initiatives, including the development of an all-Wales discharge and transfer service.

- EMS initiatives, including the development of new systems to improve the patient handover process and the co-location of HDUHB / WAST services and facilities.
- Corporate Joint Committee Regional Transport Plan development.
- WG/TfW Bus Network Planning (as part of the Bus Services (Wales) Bill 2026)
- Third Sector Community Transport service development
- Local Authority Active Travel network development

10. Monitoring & Evaluation

Regular monitoring and evaluation will be carried out to demonstrate our progress in delivering the Transport & Accessibility Plan and associated Implementation Plan. The monitoring will be linked to the achievement of the plan's objectives and the agreed targets, with progress to be reported at least on an annual basis to relevant HDUHB and partner groups.

Whilst the targets will be developed as part of the implementation plan, it is envisaged the types of monitoring to be undertaken will include:

- Monitoring of ambulance waiting times
- Traffic / parking surveys
- Staff travel surveys
- Patient and visitor surveys
- Monitoring the use of sustainable transport facilities
- Monitoring of vehicle fleet profiles and CO₂ emissions

11. Governance

The Transport & Sustainable Travel Group, consisting of core partners and a wider stakeholder group will support the delivery of the Transport & Accessibility Plan, the 15-year implementation programme and its on-going development. The Transport & Sustainable Travel Group will act as a forum to support partnership working, developing business cases for funding, enabling cross partner support, discussion, and the sharing of best practice.

On-going development of the Transport & Accessibility Plan will be overseen and co-ordinated by the AHMWW Estates & Infrastructure Sub-group, with work led by HDUHB's Transport Development Manager. The Transport Development Manager will be responsible for:

- On-going development of the Transport & Accessibility Plan to ensure it continues to support the AHMWW programme and is cognisant of future transport initiatives and policies.
- Development of and periodic refreshes of the Implementation Plan
- Co-ordinating the monitoring and evaluation of progress

An annual review of the Transport & Accessibility Plan will be reported to the AHMWW Estates & Infrastructure Sub-group, for onward reporting to the AHMWW Programme Group and to partner organisations as and when required.

APPENDIX 1

Policy & Strategy Review

This Transport & Accessibility Plan has been prepared with consideration given to several transport related policies and strategies at a national, regional, and local level. We need to ensure our long-term plan for transport and access not only supports the strategic approach to 'A Healthier Mid & West Wales' but also meets the requirements of relevant policy frameworks including those setting out current and future transport policy.

The following key strategies have been considered in detail:

A Healthier Mid & West Wales – Healthier lives, well lived (2026 - 2040)

In 2026 Hywel Dda University Health Board approved the Healthier Mid and West Wales (AHMWW) strategy – Healthier lives, well lived - to guide the development of health and care services in Mid and West Wales through the next 15 years.

The Health Board has made a long-term commitment to transform itself to meet the requirements of the social model for health and wellbeing. It requires us to move from a reactive medical model of delivery to one based on community-based, proactive, population focused, preventative, person-centred care and treatment. It will require realigning people, physical assets, and the service offer, from a predominantly secondary care focus to earlier, more localised, and targeted interventions.

The strategy is based on the following vision for HDUHB services and the region's hospital network:

- A network of community health and care facilities supported by more community-based care.
- A major new urgent and planned care hospital centrally located in the region
- Bronglais General Hospital, Aberystwyth
- Prince Philip Hospital, Llanelli
- One or two repurposed hospitals – Glangwili Hospital, Carmarthen, and Withybush Hospital, Haverfordwest – which will offer a range of community services.

To support this vision, Hywel Dda University Health Board (HDUHB) is developing services to be as accessible as possible for patients, visitors and staff. This includes designing services and utilising technology to reduce the requirement for staff and members of the public to travel to our sites.

Further information on A Healthier Mid & West Wales – Healthier lives, well lived (2026) can be found at:

[Healthier mid and west Wales - Hywel Dda University Health Board \(nhs.wales\)](https://www.nhs.uk/healthier-mid-and-west-wales/)

The Wales Transport Strategy - Llwybr Newydd (2021)

Welsh Government has taken a new path - Llwybr newydd – urging us to think carefully about our transport options and change the way we travel. The aim is to have fewer cars on our roads, and more people using public transport, walking or cycling.

This new approach to policy supports developments which prioritise active travel modes above public transport, with the car having the lowest prioritisation.

Further information on the Wales Transport Strategy - Llwybr Newydd (2021) can be found at:

[Llwybr Newydd: the Wales transport strategy 2021 | GOV.WALES](#)

The following policies and strategies have also informed the development of HDUHB's Strategic Transport & Accessibility Plan:

- **The Well-Being of Future Generations (Wales) Act 2015** places an obligation on public sector bodies to work together to meet a number of well-being goals and strives to improve the social, economic, environmental, and cultural well-being of Wales.

[Well-being of Future Generations \(Wales\) Act 2015: the essentials \[HTML\] | GOV.WALES](#)

- **National Transport Delivery Plan (Wales) 2022 to 2027** sets out how Welsh Government (WG) will deliver against the priorities and ambitions set out in Llwybr Newydd – The Wales Transport Strategy 2021. The plan provides an overview of what WG will deliver and its priorities as identified in the Wales Transport Strategy including the provision of accessible, sustainable and efficient transport services and infrastructure.

[National transport delivery plan 2022 to 2027 | GOV.WALES](#)

- **Bws Cymru: Connecting People & Places 2022** sets out a vision on how to encourage people to use buses in their everyday lives, promoting social mobility and economic activity. It sets out the Welsh Government's plan for changes to the bus sector, aiming to deliver significant changes to the way bus services are secured and operated. It also outlines how improvements can be achieved by working with partners in local government, the bus industry and with key stakeholders.

[Bws Cymru: connecting people with places | GOV.WALES](#)

- **Planning Policy Wales Edition 11 (2021)** sets out how development should be shaped to deliver the best possible outcomes thereby helping to achieving several sustainable place-making goals. These goals include the need to ensure developments are not car dependant and are accessible by public transport and active travel.

[Planning policy Wales | GOV.WALES](#)

- **Net Zero Strategic Plan (Wales) (2022)** sets an ambition for the Welsh “public sector to collectively reach net zero by 2030”. Transport features heavily in the Net Zero Plan with reducing emissions from transport seen as critical this decade. Welsh Government wants to see a 22% reduction in passenger transport emissions from 2019 levels by 2025, with 48% of new car sales being EVs by the same date.

- **The Active Travel (Wales) Act (2013)** places a duty on highway authorities to consider the needs of pedestrians and cyclists and make better provision for them. The provision of active travel facilities on Hywel Dda sites is the responsibility of the Local Health Board.

[Active Travel Act guidance | GOV.WALES](#)

- **Swansea Bay & West Wales Metro** is in the early stages of development. Transport for Wales is undertaking studies with Welsh Government and local authorities to develop plans to provide better rail and bus service connectivity and frequencies within South-West Wales. The aim is to work with a wide range of stakeholders including public sector organisations to change the way transport is provided thereby improving access to employment, healthcare, education and leisure opportunities.

[Swansea Bay Metro | TfW](#)

- **Electric Vehicle Charging Strategy for Wales (2021)** aims to increase public confidence in the availability of charging infrastructure thereby facilitating increased ownership. For example, the transition of the Health Board fleet to battery-electric zero emission vehicles will facilitate the decarbonisation of energy and transport for HDUHB.

[Electric vehicle charging strategy for Wales | GOV.WALES](#)

- **NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030** sets out an ambition for the public sector to be net zero by 2030. As the largest public sector organisation in Wales the NHS has an important role to play to contribute towards this target. The targets are ambitious, and in some areas will require a fundamental shift to our approach to healthcare related transport.

[NHS Wales decarbonisation strategic delivery plan | GOV.WALES](#)

- **Hywel Dda University Health Board Decarbonisation Delivery Plan 2022** includes several targets and initiatives which align with the NHS Wales Strategic Plan to address carbon emissions across all greenhouse gas emission categories, including those from transport. The initiatives include targets for fleet management, electric vehicle charging and the transition of fleet vehicles to battery electric wherever practically possible.

[Decarbonisation Delivery Plan \(nhs.wales\)](#)

- **Hywel Dda University Health Board New Ways of Working Programme 2022** sets out a future vision for the HDUHB in terms of new ways of working incorporating an agile/hybrid approach. There are many wider key drivers to making this change, such as: care closer to home, technology first, town centre regeneration, work-life balance, and decarbonisation, thereby affecting future transport requirements and provision.

hduhb.nhs.wales/about-us/your-health-board/board-meetings-2021/board-agenda-and-papers-30th-september-2021/agenda-and-papers-30th-september-2021/item-8-1-agile-working-arrangements-policy/

- **Hywel Dda University Health Board New Hospital Site Consultation Report 2023** provides feedback on the 12-week public consultation undertaken in the Spring 2023, during which time members of the public, HDUHB staff members, organisations, and other stakeholders were invited to give feedback on the three site options for the new hospital

and anything else they felt the Health Board should consider in relation to the sites. Opinion Research Services (ORS) was appointed to advise on and independently manage the consultation programme.

[Hywel Dda announces next steps for the New Hospital Site Consultation - Hywel Dda University Health Board \(nhs.wales\)](#)