



Pwyllgor Strategaeth a Chynllunio/ Strategy and Planning Committee

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 AUGUST 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Goal 8: Fit for purpose, modern facilities and services
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/ For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This report provides an update on the key deliverables for Planning Goal 8: Fit for purpose, modern facilities and services (Annex A) which includes:

- Agreeing next steps with Welsh Government to progress the A Healthier Mid and West Wales (AHMWW) Programme with discussion relating to Strategic Outline Case (SOC)/ Outline Business Case (OBC) activities and the public consultation required to support its development
- Progressing our Community Schemes
- Progressing Strategic Estate Plans and Decarbonisation initiatives across the Health Board Estate

The report also provides a brief update on the Clinical Services Plan (CSP) which also forms part of the same planning goal.

Cefndir / Background

The delivery of our AHMWW Strategy requires significant investment in healthcare infrastructure and forms a key component of **Planning Goal 8 (PG8)**, Fit for purpose, modern facilities and services which seek to develop and implement a strategic approach to estate planning.

Over recent years, the Health Board has undertaken a substantial programme of strategic planning to identify how future infrastructure requirements could be met. This work culminated in the submission of a Programme Business Case (PBC) Addendum, which was submitted to Welsh Government in February 2026.

Following consideration of the PBC Addendum, Welsh Government requested further engagement with the Health Board to better understand the potential next steps required to support delivery of the Strategy and to explore options for progressing towards a future Strategic Outline Case/ Outline Business Case (SOC/ OBC). Recent discussions have

focused on the strategic context for investment, the programme governance and resources required to support future business case development; and the practical steps necessary to progress the programme should Ministerial support be received.

Endorsement of the PBC and progressing to a future SOC/ OBC would represent a significant milestone in the development of the programme and would require the Health Board to undertake further detailed option development, technical appraisal, stakeholder engagement and statutory processes. A formal public consultation on the scenarios and options to be considered as part of the SOC/ OBC process would be a key component of this work.

In the interim period between now and the implementation of the PBC, the Clinical Services Plan (CSP) was established to address fragilities within services which would require redesign ahead of new estates being in place.

A decision was made on eight of the nine services in February 2026, and work has been undertaken to develop implementation plans for each of the services, which will require delivering these changes within our existing estates and future estates for some of the longer term ambitions.

Asesiad / Assessment

Agreeing next steps with Welsh Government (WG) for infrastructure associated with delivery of the AHMWW Strategy

A meeting was held on 8 July 2026 to consider the next steps for the AHMWW business case process, attended by the Chief Executive, Executive Director of Strategy and Planning and Deputy Chief Executive of NHS Wales. In the meeting there was discussion regarding a potential (circa) seven-year timeline. Also, that Hywel Dda University Health Board (HDdUHB) should start to work with WG colleagues on a resource schedule identifying the likely costs of progressing the programme.

The Health Board understands that the Minister is being briefed regarding the current strategic context, and programme position. While this represents an important step in maintaining momentum and ensuring Ministerial awareness of the programme, there remains no guarantees regarding approval, funding support or progression to the next phase of development. Consequently, the work currently being undertaken should be regarded as preparatory activity to ensure the organisation is well positioned to respond should Ministerial support be secured.

During discussions with Welsh Government in April 2026, the Health Board was asked to consider whether the overall programme could be accelerated. Subsequent work undertaken with Welsh Government and NHS Wales Shared Services Partnership (NWSSP) advisers has focussed on identifying opportunities to reduce programme timescales while maintaining compliance with statutory requirements, business case assurance processes and public consultation obligations.

Current planning assumptions indicate that, even under an accelerated programme, the earliest realistic delivery timeframe for a new major hospital solution would be approximately seven years from commencement of the next phase of programme development to operational service delivery.

At a high level, this programme would comprise:

- Approximately three years for public consultations, options appraisal, business case production, technical studies, statutory approvals and Welsh Government assurance processes
- Approximately three years for enabling works and construction activities

- A final commissioning, mobilisation and operational readiness phase to support workforce transition, digital implementation, equipment commissioning and safe transfer of services prior to full occupation and operation

While opportunities continue to be explored to streamline certain aspects of the programme, the Health Board's assessment remains that a realistic and deliverable programme is likely to extend over at least a seven-year period.

It is also recognised that progression to a formal SOC/ OBC will require significant organisational commitment and investment in programme resources. Work is therefore continuing to identify the programme management capacity, specialist advisory support, clinical leadership arrangements, stakeholder engagement requirements and governance structures that would be required to support delivery of a programme of this scale and complexity.

Delivering our community schemes (regional capital plans)

Capital investment through the Integration and Rebalancing Capital Fund (IRCF) is supporting the development of integrated health and care facilities, improved access to community-based services and the creation of modern environments that support new models of care. Below is an update on the Community Schemes being progressed that also sit as part of the AHMWW programme.

Cross Hands Health and Wellbeing Centre

The Cross Hands scheme continues to progress through the design development stage, with stakeholder and service design workshops underway. Welsh Government has requested consideration of an accelerated Full Business Case (FBC) timetable and discussions continue regarding the implications of this for programme delivery, resource requirements and programme assurance. The scheme remains one of the Health Board's key community investments and is viewed as an important enabler of the wider strategy to shift care closer to home.

Carmarthen Hwb (Atriwm)

The Carmarthen Hwb has reported a delay to handover due to structural issues and the revised completion date is now Quarter 1 of 2027. During the reporting period, attention has focused on ongoing commissioning activity, workforce planning and coordination with partners to support occupation and service transition arrangements. Close liaison continues with Carmarthenshire County Council to ensure a coordinated approach to communications and stakeholder engagement as the development progresses.

Pentre Awel

Clinical services have now commenced within Block B at Pentre Awel, representing a significant milestone for the programme. The Health Board is capturing lessons learned from the occupation process, including issues relating to wayfinding and operational readiness, to inform future service moves and developments.

North Pembrokeshire Integrated Health and Care Centre (Fishguard)

Discussions continue with Pembrokeshire County Council regarding land availability and site opportunities. While challenges remain in relation to securing a preferred site, discussions continue to be positive, and partners remain committed to identifying a viable solution that supports the strategic objectives of the programme and local service needs.

Aberystwyth Integrated Care Centre

Progress on the Aberystwyth scheme remains dependent upon clarification from Welsh Government regarding future utilisation of public sector buildings and estate assets. The Health Board is awaiting further discussions and feedback from Welsh Government to determine whether opportunities remain available to progress the scheme and what form any future development may take.

Cylch Caron

The Intermediate Care Fund (ICF) Panel on 15 July 2026 considered a joint application between Ceredigion County Council and the Health Board for the fees to refresh the Outline Business Case (OBC). Positive feedback has been received following this.

Community schemes continue to play a critical role in delivering the Health Board's Strategy by supporting the delivery of care closer to home, improving access to services and providing modern healthcare environments for staff and patients.

Progressing strategic estate plans across the Health Board estate, including acquisition, disposal, leasing and development opportunities

Work continues to progress the Health Board's wider strategic estates agenda, supporting the delivery of *A Healthier Mid and West Wales* and ensuring that estate resources are aligned to future service requirements. During the reporting period, significant focus has been placed on estate rationalisation, accommodation utilisation and the development of a more strategic approach to estate management.

Corporate Landlord Programme

Further progress has been made in the development of the Corporate Landlord Programme. Phase 1 has now been completed and work is underway to secure Executive approval for Phase 2. The programme is intended to strengthen estate governance, improve utilisation of accommodation, support more effective use of resources and reduce estate growth through a more coordinated and centrally managed approach to accommodation planning.

Estate Rationalisation and Space Utilisation

A programme of estate disposals and rationalisation is being developed and will be progressed over the coming two years to support improved utilisation and financial sustainability.

Backlog Maintenance and Estate Risk

Work is being considered to undertake a comprehensive estate survey programme to provide greater assurance regarding estate condition, investment requirements and future prioritisation in line with NHS Estatecode.

Major Infrastructure Programme

Progress continues on a number of approved infrastructure investments, with particular focus on addressing the highest-risk elements of the estate and ensuring that investment is targeted towards maintaining service resilience whilst longer-term strategic infrastructure solutions continue to be developed. There is a need to balance investment in existing infrastructure with planning for future hospital and community developments.

Clinical Services Plan

Following from the update presented to Board in July 2026 on the draft implementation plan, work has been ongoing to check and challenge assumptions being made regarding workforce, estates and data modelling, which will also lead to a refinement of the financial assessments for the programme.

This includes a review of the Stage 1 Royal Institute of British Architects (RIBA) reports, re-runs of data sets for planned care specialities and targeted analysis of emergency general surgery activities following check and challenge with the task and finish group.

Work is still progressing with a view to integrating the delivery of the Clinical Services Plan within next year's planning cycle.

For stroke services the responses to the consultation are now being analysed, with a consultation output report due to be presented to Public Board on 26 November 2026 for a final decision, allowing the service to begin implementation planning.

The highlight report also includes additional schemes that are all on target including Aseptics Project, Diagnostic Imaging Projects, delivery of Targeted Estates Fund (TEF) projects and progression of Bandi and Regional Cellular Pathology Business Cases

Decarbonisation Initiatives

The Health Board is currently delivering an energy performance contract to deliver energy efficiency improvements across health care sites: the Welsh SALIX Programme via Welsh Government funding at a value of c.£7m. It is approximately a 50 week site delivery programme between the period March 2026 to January 2027.

Continued implementation of the HDdUHB Decarbonisation Delivery Plan

Estate/Buildings/Land objectives.

Continue to deliver the TEF low carbon capital delivery projects (examples include window replacements and electrical vehicle re charging).

Commenced scoping of Phase 2 Energy Performance Contract.

Argymhelliad / Recommendation

The Committee is asked to **RECEIVE ASSURANCE** from:

- The update for Planning Goal 8 (Annex A)
The ongoing discussions with Welsh Government regarding the progression of the AHMWW programme and the development of a future Strategic Outline Case (SOC) and Outline Business Case (OBC), noting that public consultation on the proposed scenarios and options, to be undertaken as part of the future SOC/OBC, will be a key precursor to the progression of the business case process.
- The continued development of the preparatory work to support potential progression to the next phase of the AHMWW programme, recognising that while a Ministerial Briefing is being prepared there are currently no assurances regarding approval, funding or progression beyond the current exploratory stage.
- The progress of our strategic estate plans, decarbonisation initiatives and Major Infrastructure Programme.
- The progress of community schemes supported via Regional Capital Plans.
- The progress of the Clinical Services Plan.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

Committee ToR Reference:

3.1.19.Receive assurance on the delivery of the Health Board's capital programmes and projects included in the planning cycle (in year and longer term).

Cyfeirnod Cofrestr Risg Datix, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference and Score:	Risk 1196 - Insufficient investment in facilities/equipment/digital infrastructure (risk score 16)
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective 4. Efficient
Galluogwyr Ansawdd: Enablers of Quality: Quality and 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	8. Fit for Purpose, Modern Facilities and Services
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	9. All HDdUHB Well-being Objectives apply
Model Cymdeithasol ar gyfer lechyd a Llesiant : (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health and Wellbeing : (<i>complete for strategic change and/or significant service changes</i>)	7. All Apply
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Contained in the body of the report
Rhestr Termau: Glossary of Terms:	Contained in the body of the report

Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y cyfarfod hwn: Parties / Committees consulted prior to this meeting:	Executive Team approved the final content of the Strategy Refresh ahead of design work and translation.

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The PBC and SOC sets out both the revenue and capital funding assumptions for the programme including a detailed Financial Case section in the PBC
Ansawdd / Gofal Claf: Quality / Patient Care:	Implicit within the PBC
Gweithlu: Workforce:	Implicit within the PBC and SOC. This is an integral part of the PBC case for change and is the subject of Workforce Appendix in support of the PBC.
Tegwch lechyd: Health Equity:	Implicit within the PBC
Risg: Risk:	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure
Cyfreithiol: Legal:	Implicit within the PBC
Enw Da: Reputational:	Implicit within the PBC
Gyfrinachedd: Privacy:	Implicit within the PBC
Cydraddoldeb: Equality:	There is an Equality & Health Impact Assessment which will remain 'live' through the duration of the programme.

Submitted By: Eldeg Rosser, Paul Williams

Date Submitted: August 2026

Planning Goal: PG8 Estates Plan

Executive Lead: Lee Davies

Reporting Period: Quarter 2 – Jul, Aug, Sept, 2026

Overall status: **Complete / Ahead / On-track / Behind**

Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery).

The PG aims to provide a strategic suite of plans to address the risks and inadequacies of all aspects of the current estate. It is anticipated this will be achieved through partnership working, new models of working and significant investment over a period of the next decade. Key deliverables against this PG are:

1. To agree the next steps with Welsh Government (WG) for the infrastructure associated with the delivery of the A Healthier Mid and West Wales (AHMWW) Strategy.
2. To deliver a Regional Capital Plan as delegated to the Regional Partnership Board (RPB).
3. To progress strategic plans for all Health Board estate, both freehold and leased, including purchase of new buildings and new / changes to lease agreements.
4. To progress plans for essential estate infrastructure through the Major Infrastructure Investment Programme (MIIP) business case (top 10 risks)
5. To progress and deliver capital projects to deliver clinical improvements
6. To develop decarbonisation initiatives and net zero approaches

Progress against planned outcomes / trajectories / milestones (please provide the Strategy and Planning Committee (SPC)/data charts and an explanation of any variances):

To agree the next steps with WG for the infrastructure associated with the delivery of AHMWW	Programme Business case (PBC) Addendum discussed at WG Infrastructure Investment Board (IIB) 17 April 2026. An accelerated programme milestone plan has been developed with WG and NHS Wales Shared Services Partnership (NWSSP) support for a combined Strategic Outline Case (SOC)/ Outline Business Case (OBC) followed by Full Business Case (FBC) c.7years. Programme Business Case (PBC) endorsement is still awaited.	31/03/2027	On target
Regional capital plans as delegated to the RPB	Progression of FBC for Cross Hands Agreement of fees to re design	30/06.2026	Complete
	Fishguard Centre • Progression of land selection in partnership with Pembrokeshire County Council (PCC) is impacting on scheme progress. • Appointment of Supply Chain Partners once the scheme programme is more certain.	30/09/2026 31/12/2026	
	Cylch Caron • Agreement of next steps with WG and Ceredigion County Council • Agreement of fees to develop Outline Business Case (OBC)	30/06/2026 30/09/2026	Presentation to WG Integrated Regional Capital Fund (IRCF) panel on 15 July 2026
Strategic plans for all Health Board estate, both freehold and leased, including purchase of new buildings and new / changes to lease agreements	• Completion of staff moves into WG Building, Picton Terrace • Termination of Block 14, St Davids Park lease (Blocks 01, 02, 03 & 08 terminated). • Disposal of Pond Street and Penlan freehold sites and termination of Block 07, Dental unit, St David's Park	30/09/2026 30/09/2026 31/03/2027	Complete On target Will be delayed due to delays on Atriwm
	Implementation of Property Asset Strategic Plan	31/12/2026	On target
	Atriwm (Carmarthen Hwb) handover	31/12/2026	Delay to project handover due to

Submitted By: Eldeg Rosser, Paul Williams

Date Submitted: August 2026

Planning Objective: PO8 Estates Plan

Executive Lead: Lee Davies

	Pentre Awel - Review opportunity for occupation Swansea University space - Clinical Delivery Unit (CDU) handover - Review opportunity for additional space in Pentre Awel	30/06/2026 31/12/2026 31/03/2027	Complete On target On target
Essential estate infrastructure through the major infrastructure business case	Submission of Business Justification Cases (BJCs) for major infrastructure investment - BJC 1 –Withybush Hospital (WGH) Roof Repairs - BJC 2- Prince Philip Hospital (PPH) High/Low Voltage (HV/LV) - BJC 3 – PPH Water Tower Fire Enforcement Investment Programme - Submission of BJC for Glangwili Hospital (GGH) Phase 2 - Submission of BJC for Bronglais Hospital (BGH)	29/03/2027 29/03/2027 29/03/2027 30/04/2026 30/11/2026	On target On target On target Complete On target
Delivery and progression of projects to deliver clinical improvements	Delivery of the following Projects - Aseptic Project - Diagnostic Imaging Projects Delivery of TEF Projects Progression of the following Projects - Completion of Bandi Business Case - Clinical Service Plan (CSP) Projects TBC Progression of Regional Cellular Pathology business case	31/12/2026 31/03/2027 31/03/2027 31/03/2027 TBC 31/03/2027	On target On target On target On target TBC On target
Delivery of estate decarbonisation initiatives and net zero approaches	- Continued implementation of the HDd Decarbonisation Delivery Plan Estate/Buildings/Energy/Land Objectives – making good progress on target areas with the limited resource, expertise and funding available. 2030/31 - Continue to deliver and complete the TEF low carbon capital delivery projects - Scope phase 2 of the EPC with approved pipeline of capital delivery projects	31/03/2027 31/03/2027 31/03/2031	Behind target - unable to fully meet WG carbon reduction targets by 2030 On Target On Target

Any other Comments: Matters for information: All other matters reported via SPC SBAR updates and reports to the AHMWW Group.

Risks to delivery: There is a risk to deliverability of the actions on the programme of works. This is due to the availability of WG capital. The impact is risk to programme timelines. The impact could be the highly significant risk to current service provision, location of services, equity of access and the need for unplanned service changes in response to potentially unsustainable service scenarios. There will also be a need for significant interim investment in the current estate