

STRATEGY AND PLANNING COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 October 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objective (PO) 8: Estates Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning and Developments

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

<p><u>Sefyllfa / Situation</u></p> <p>The report provides the updated summary position relating to Planning Objective (PO) 8: Estates Plan. This PO has previously reported programme delay, however recognising that Hywel Dda University Health Board (HDdUHB) is in discussion with Welsh Government (WG) on the way forward for strategic capital support, the programme has been rebased for 2025/26 pending agreement on the delivery plan. Therefore, the PO is now reported to be on track progressing a range of capital funded service and estate related projects. A strategic programme timeline will be established when WG discussions have concluded and a way forward agreed.</p> <p>Please see PO8 Estates Plan highlight report attached.</p>
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<p><u>Cefndir / Background</u></p> <p>Previous reports to this Committee has highlighted the need to reassess the Strategy and the potential implications for both clinical services and the hospital estate infrastructure which are unsustainable for the medium to long term in their current form. Key areas for consideration include</p> <ul style="list-style-type: none"> • Programme Timescale: The timescale for delivery of the programme, particularly the new hospital network, is substantially longer than originally anticipated. • The timing and sequence of delivery will need to change • The interim plan will need to change • The proposed location for the new urgent and planned care hospital may need to be reviewed • The overall capital costs are likely to increase but the programme may become more affordable if phased • The A Healthier Mid and West Wales (AHMWW) strategy included a list of potential community infrastructure schemes. Whilst a number of these have been progressed and

reported in the PO 8 Highlight Report there will still be a need to prioritise the remaining schemes for future investment.

This report draws attention to the key elements and changes detailed in the highlight report PO8.

WG meeting to progress strategic capital for AHMWW

The need for HDdUHB and WG to have a shared view on the most appropriate way forward has been agreed and further to this there have been a series of joint meetings the next of which will take place on the 4 November 2025. At the meeting on 3 July 2025, WG asked HDdUHB to explore the potential for a phased redevelopment of Worthybush Hospital (WGH) as a possible starting point within the context of capital affordability and the Health Board's AHMWW clinical strategy.

Estate Strategy

As part of our strategic plans for all Health Board estate there is a requirement to comply with WG Estatecode and backlog reporting which is also a key priority for this Health Board. Consideration is being given, as part of the work relating to Major Infrastructure assessments, to undertake Estatecode 6-facet surveys which update on the estate condition and performance to ensure HDdUHB is better placed to reduce the risk of unplanned estate failures and also support current strategic and investment development planning. An up-to-date Estate Strategy will be developed in line with our service and clinical plans.

Decarbonisation initiatives and net zero approaches

The Energy Performance contract through (WG is being progressed to deliver energy conservation measures across six HDdUHB healthcare sites

Community Schemes

HDdUHB continue to develop community schemes as outlined in our AHMWW strategy and Regional Capital Plans. These are summarised in this report.

Asesiad / Assessment

WG Meeting, 3 July 2025

Following the meeting with WG on 3 July 2025, HDdUHB has commenced a review of the potential estates phased development path for WGH for discussion with WG on 4 November 2025. This will enable 'in principle' discussions on the potential estate development scenarios, the phasing and high level capital cost implications. The underpinning assumption is that WGH clinical services will be developed in a manner consistent with the AHMWW strategy. As a consequence, a high level phased development plan is also being considered for Glangwili Hospital (GGH), as it is clear that the development of the sites is interdependent.

WG appear supportive of HDdUHB's plans to refresh the major infrastructure Programme Business Case assessing the sustainability of the estate infrastructure which will help inform the investment requirements for the medium term and to understand any constraints for site development planning.

WG will also be given a detailed report on the progress related to procurement plans to address the agreed 10 highest risk estate issues. The aim being to complete these works over

the next four to five years with an anticipated capital cost of c£50m to c£60m. The programme phasing is likely to be determined by capital availability.

Estate Strategy

As referenced at item 2.3: Estate Condition and Performance Update, the current Estatecode guidance in Wales and new Estatecode draft in NHS England continue to focus on the development of an organisational infrastructure / estate strategy at a local level as a requirement to supporting short- medium- and longer-term estate planning. Pending agreement to strategic investment in support of the clinical strategy, an interim estate strategy is likely to be developed in 2026 to align to the outputs of the Clinical Services Plan (CSP) and AHMWW strategy plan, this to be a key enabler and integral part of service planning ambitions.

As part of the NHS Wales Estatecode current and to be updated is the requirement to arrange 6-facet surveys to provide a comprehensive property appraisal methodology to assess in detail the following facets:

1. Physical Condition: Structural Integrity, building fabric, mechanical and electrical services.
2. Functional Suitability: How well the space supports its intended clinical purpose and workflow.
3. Space Utilisation: Efficiency of space use and potential for optimisation.
4. Quality: The overall environment, including comfort, design and aesthetics. A new field that contains metadata such as refurbishment history supports qualitative assessments.
5. Statutory Compliance: Adherence to fire safety, health and safety regulations and other legal requirements.
6. Environmental Management: Energy performance, water consumption, waste management and transport

How HDdUHB approaches the surveys will be subject to the new Estatecode guidance, agreement of scope with WG representatives alongside NHS Wales Shared Services Partnership - Specialist Estates Services (NWSSP-SES);, and an internal review to ensure HDdUHB's specific need to support the clinical strategy and investment needs are met. This information will be complimentary to major infrastructure, fire compliance and other discretionary capital project plans.

In addition, the Health Board will continue to deliver on the Board approved Property Asset Strategic Plan (2023 – 2026), this to be updated in 2026.

Not specifically listed in the PO8 but of interest to the Committee will be the recent report on the latest estate backlog value. The Estate Backlog reported to WG through the Estate and Facilities Performance Management System for HDdUHB in 2023/24 was £255.5 million. The updated position as reported to WG for the period 2024/25 is circa **£265.8m**. This will be the subject of a specific report to the Committee.

Other key components of the PO8 delivery include the following:

Develop decarbonisation initiatives and net zero approaches

The Energy Performance contract through WG is being progressed to deliver energy conservation measures across six HDd UHB healthcare sites, to be delivered through an energy performance contract with Vital Energi Utilities Ltd via the Re:fit 4 framework. An

investment grade proposal has been agreed and a business case submitted to the Salix Technical team for review and approval, prior to submission to WG. Salix have been delivering Public Sector Decarbonisation Schemes since 2020 and provide grants to the public sector to implement energy saving and carbon reducing technologies in their buildings.

The Wales Decarbonisation Strategic Delivery Plan (SDP) is being reviewed by Welsh Government Energy Services (WGES) and is currently out for consultation across Wales. HDdUHB will be required to implement the SDP in line with required timescales when the new strategy is agreed.

Community Infrastructure Schemes update

Cross Hands Meetings are being held with WG to agree reduced scheme scope within the available financial envelope. Some additional high level feasibility work to be undertaken at pace with a further meeting to be arranged with WG Capital and Integrated Regional Capital Fund (IRCF) teams in the coming weeks.

Carmarthen Hwb

Construction work is progressing well with the current completion for this scheme in early 2026. Work continues on the commissioning plan for the development and site visits have been arranged with WG and other Health Boards.

Pentre Awel Canolfan Pentre Awel public opening of leisure services took place on the 15 October 2025.

The hydrotherapy pool element of this development is now complete and HDdUHB are currently in the process of commissioning this facility. The contractors for the Clinical Delivery Unit are now on site and it is expected that this phase of the development will be complete in early 2026/27.

HDdUHB is currently still working on the resolution of outstanding Collaboration Agreement with Carmarthenshire County Council (CC) for the use of the hydrotherapy pool.

North Pembrokeshire Health and Wellbeing Centre in Fishguard

The site selection workshop has been delayed until November 2025. Work is underway to appoint an external Project Manager and Cost Advisor.

Cylch Caron

A tender process for partners to work on the scheme closed earlier in the year with no tender returns. WG have requested an update that details the proposed next steps for the Outline Business Case (OBC) refresh and an updated resource schedule. Whilst the health brief remains unchanged a housing consultant has been commissioned to explore the options available to Ceredigion CC for their accommodation elements of the scheme.

Aberystwyth Integrated Care Centre (ICC)

Following a meeting earlier in the year with WG colleagues the feasibility of developing a collaborative development plan for the Rheidol and WG buildings was to be explored by WG.

The community schemes are subject to regular review at Capital Sub Committee.

Argymhelliad / Recommendation

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

- From the progress of discussions with WG in relation to progressing the 'A Healthier Mid and West Wales' Programme. This includes WG support to progress the ten highest risk estate backlog schemes and the support to refresh HDdUHB's major infrastructure PBC.
- From the consideration being given to the 6-facet surveys to provide a comprehensive property appraisal methodology to assess a number of key areas
- From the aim to develop an interim estate strategy in 2026 to align to the outputs of the Clinical Services Plan and AHMWW refreshed strategy
- From the progress of Community Schemes

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.1. Receive assurance that the planning cycle is being taken forward and implemented in accordance with Health Board and Welsh Government requirements, guidance and timescales. 3.1.20. Seek assurance on delivery against all Planning Objectives aligned to the Committee, in accordance with the Board approved timescales, as set out in the Health Board's Annual Plan, considering and scrutinising the plans and programmes that are developed and implemented, supporting and endorsing these as appropriate.
Cyfeirnod Cofrestr Risg Datix a Sgôr 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
Amcanion Cynllunio Planning Objectives	8 Estates plans

Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply
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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
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	

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 and SOC. This is an integral part of the PBC and SOC case for change
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.
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.

Planning Objective: PO8 Estates Plan

Executive Lead: Lee Davies

Reporting Period: Quarter 2 – July, August, September 2025

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 PO 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 PO 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 develop decarbonisation initiatives and net zero approaches.

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

Actions taken in response to the Nuffield Trust Review to be reviewed following The Strategy Refresh and Clinical Services Plan (CSP) 2

Agree the strategic way forward for the Health Board's infrastructure requirements with WG	31/12/2026
Review and refresh of regional 10-year capital plan to WG	31/03/2026
Agreement with WG to fees for redesign of Cross Hands, further feasibility work being undertaken	30/09/2025
Appointment of Supply Chain Partner Fishguard Centre delayed due to site selection work being undertaken by Pembrokeshire County Council (PCC)	30/06/2025
Update Cylch Caron Outline Business case (OBC)	30/09/2025
Implementation of Property Asset Strategic Plan, to be reviewed in 2026	31/03/2026
Commencement of staff moves into WG Building, Picton Terrace and decommissioning plans	31/12/2025
Termination of Block 8, St Davids Park lease	31/03/2025
Agreement of procurement strategy for top 10 Major Infrastructure Investment Programme (MIIP) projects	30/06/2025
MIIP - WG sign off of delivery programme	31/12/2025
Carmarthen Hwb handover	31/03/2026
Pentre Awel	
Memorandum of Understanding (MOU)	
Hydrotherapy handover	31/12/2025
Clinical Delivery Unit handover	30/09/2025
	31/03/2026

Activities completed in previous reporting period
Progression of Pentre Awel MOU with Carmarthenshire County Council (CaCC)
Hydrotherapy Pool handover Pentre Awel
WG meeting to progress strategic capital for AHMWW July 2025
Agreement to top 10 risks for MIIP
Activities planned for next milestone and reporting period
Revised feasibility for redevelopment Cross Hands
Submission of Cylch Caron proposal and fees to NHS Wales Shared Services Partnership (NWSSP) and WG
Development of Carmarthen Hwb Commissioning Plan
Commissioning activity for Picton Terrace
Further meeting with WG to progress strategic capital for AHMWW November 2025

Any other Comments

Matters for information: All other matters reported via Strategy and Planning Committee (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

Decarbonisation

- Undertake review of Decarbonisation Delivery Plan: The Energy Performance contract via WG is being progressed to deliver energy conservation measures across six Hywel Dda University Health Board (HDdUHB) healthcare sites, to be delivered through an energy performance contract with Vital Energi Utilities Ltd via the Refit 4 framework. An investment grade proposal has been agreed and a business case submitted to the Salix Technical team for review and approval, prior to submission to WG. The value of finance requested is £7,385,075.20, of which £2,231,040.93 is to be drawn down in 2025/26 and £5,154,034.27 is to be drawn down in 2026/27.
- The Decarbonisation Strategic Delivery Plan (SDP) is being reviewed by Welsh Government Energy Services (WGES) and is currently out for consultation across Wales. The Health Board will be required to implement the SDP in line with required timescales once the new strategy is agreed.