



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Date **30/10/2025**
Time **09:30 - 12:30**
Location **Microsoft Teams**

Virtual Strategy and Planning Committee

HDD_Strategy and Planning Committee

NHS Wales

Agenda - 30 October 2025

1 Governance and Risk

09:30, 0 min

1.1 Welcome and Apologies

09:30, 0 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

1.2 Declarations of Interests

09:30, 0 min

All

1.3 Minutes from the Strategy and Planning Committee Meeting on 28 August 2025

09:30, 0 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

1.4 Table of Actions the Strategy and Planning Committee meeting on 28 August 2025

09:30, 5 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

1.5 Minutes from the Chair's Action Meeting on 15 September 2025

09:35, 5 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

1.6 Matters Arising

09:40, 5 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

1.7 Ratification of Chairs Actions - Glangwili Front Door - Opportunities for Improved Patient Flow

09:45, 5 min

Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning)

Including:

SPC 3As Board Update Report:

<https://hduhb.nhs.wales/about-us/your-health-board/board-meetings-2025/board-agenda-and-papers-25-september-2025/board-agenda-and-papers-25-september-2025/20-report-of-the-strategy-and-planning-committee-pdf/>

Glangwili Hospital Front Door - Opportunities for Improved Patient Flow:

1.8 Assurance and Risk Report

09:50, 10 min

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), Ardiana Gjini (Hywel Dda UHB - Executive Director of Public Health)

**Assurance on Governance Arrangements Including:
Corporate Risks; Operational Risks; Audits and Inspections; Welsh Health Circulars; Ministerial Directions**

1.9 Targeted Intervention Update: SPC De-escalation Criteria Assessment

10:00, 10 min

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Shaun Ayres (Hywel Dda UHB - Director of Delivery)

2 Capital and Estates

10:10, 0 min

2.1 Capital Programme for 2025-26 and Capital Governance

10:10, 10 min

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Eldeg Rosser (Head of Capital Planning)

**Including:
Capital Planning Equipment Replacement Programme
CSC Workplan
Update on Major Planning Schemes**

2.2 Prince Philip Solar Project

10:20, 10 min

Paul Williams (Hywel Dda UHB - Head of Property Performance), Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning)

2.3 Estate Condition and Performance Update

10:30, 10 min

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Paul Williams (Hywel Dda UHB - Head of Property Performance)

3 Strategy, Planning and Partnerships

10:40, 0 min

3.1 Strategy Refresh

10:40, 20 min

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Paul Williams (Hywel Dda UHB - Assistant Director Of Strategic Planning)

3.2 Annual Plan Progress: Including Planning Objectives Update

11:00, 10 min

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Shaun Ayres (Hywel Dda UHB - Director of Delivery)

3.3 Planning Objective 8: Estates Plan

11:10, 20 min

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning)

3.4 Partnership Governance Assurance Report

11:30, 10 min

Ardiana Gjini (Hywel Dda UHB - Executive Director of Public Health), Trina Nealon (Hywel Dda UHB - Principal Public Health Officer)

4 BREAK

11:40, 5 min

5 Population Health, Primary and Community

11:45, 0 min

5.1 DEFERRED: Wellbeing Objectives Annual Report

11:45, 0 min

Deferred until SPC on 18 December 2025, ahead of submission to Board for approval on 29 January 2026

5.2 Review of Clinical Pharmacy Services at NHS Hospitals in Wales

11:45, 10 min

Jill Paterson (Hywel Dda Health Board - Director of Primary Care, Community and Long

Term Care), Owain Williams (Hywel Dda UHB - Clinical Director of Pharmacy and Medicines Management), Elizabeth Williams (Hywel Dda UHB - Lead Pharmacist Clinical Services)

5.3 Deep Dive PO7: Primary Care and Community Strategic Plan Update

11:55, 10 min

Jill Paterson (Hywel Dda Health Board - Director of Primary Care, Community and Long Term Care), Rhian Bond (Hywel Dda UHB - Assistant Director of Primary Care)

5.4 Pharmaceutical Needs Assessment

12:05, 10 min

Jill Paterson (Hywel Dda Health Board - Director of Primary Care, Community and Long Term Care), Owain Williams (Hywel Dda UHB - Clinical Director of Pharmacy and Medicines Management)

6 For Information

12:15, 0 min

6.1 Joint Commissioning Committee Planning, Performance and Finance Sub-Committee Reports

12:15, 0 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

6.2 Regional Joint Committee 3As Update Report to Hywel Dda and Swansea Bay University Health Boards (September 2025)

12:15, 0 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

6.3 Strategy & Planning Committee Workplan 2025-26

12:15, 0 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

7 Issues for Board/Committees

12:15, 5 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

8 Any Other Business

12:20, 0 min

Winston Weir (Hywel Dda UHB - Independent Board Member)

9 Date and Time of Next Meeting

12:20, 0 min

9.1 **18 December 2025, 09:30 - 12:30, MS Teams**

12:20, 0 min

26 February 2026

[TableOfContents]

The table of contents will be written to this page in the final PDF meeting book.

1 - Governance and Risk

1.1

09:30, 0 Mins

1.1 - Welcome and Apologies

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

1.2

09:30, 0 Mins

1.2 - Declarations of Interests

All

1.3

09:30, 0 Mins

1.3 - Minutes from the Strategy and Planning
Committee Meeting on 28 August 2025

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

| For approval

Attachments

[1.3 2025-08-28 - Strategy and Planning Committee - Minutes\(1\).pdf](#)

1.4

09:30, 5 Mins

1.4 - Table of Actions the Strategy and
Planning Committee meeting on 28 August
2025

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

| For discussion

Attachments

[1.4 SPC Table of Actions - 28 August 2025.pdf](#)

1.5

09:35, 5 Mins

1.5 - Minutes from the Chair's Action Meeting
on 15 September 2025

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

| For information

Attachments

[1.5 2025-09-15 - SPC Chairs Action meeting - Minutes.pdf](#)

1.6

09:40, 5 Mins

1.6 - Matters Arising

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

| For information

1.7

09:45, 5 Mins

1.7 - Ratification of Chairs Actions - Glangwili
Front Door - Opportunities for Improved Patient
Flow

*Andrew Carruthers
(Hywel Dda UHB -
Chief Operating
Officer), Lee Davies
(Hywel Dda UHB -
Executive Director of
Strategy and
Planning)*

Including:

SPC 3As Board Update Report:

<https://hduhb.nhs.wales/about-us/your-health-board/board-meetings-2025/board-agenda-and-papers-25-september-2025/board-agenda-and-papers-25-september-2025/20-report-of-the-strategy-and-planning-committee-pdf/>

Glangwili Hospital Front Door - Opportunities for Improved Patient Flow:

<https://hduhb.nhs.wales/about-us/your-health-board/board-meetings-2025/board-agenda-and-papers-25-september-2025/board-agenda-and-papers-25-september-2025/20-2-glangwili-hospital-front-door-opportunities-for-improved-patient-flow-pdf/>

| For information

Attachments

[20. 1 SPC Update Report 28 August 2025.pdf](#)

[20.2.1 GGH FOH September 2025.pdf](#)

[20.2.2 Appendix 1 - Benefits v2.pdf](#)

[20.2.3 Appendix 2 - DAF BCE GGH SDEC @ GGH 20 08 2025.pdf](#)

[20.2.4 Appendix 3 - GGH SDEC Budget Cost Report 21.08.25.pdf](#)

[20.2.5 Appendix 4 - GGH SDEC AS EXISTING PROPOSED LAYOUT PLANS.pdf](#)

1.8

09:50, 10 Mins

1.8 - Assurance and Risk Report

*Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning),
Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer),
Ardiana Gjini (Hywel Dda UHB - Executive Director of Public Health)*

Assurance on Governance Arrangements Including:
Corporate Risks; Operational Risks; Audits and Inspections; Welsh Health Circulars; Ministerial Directions

| For assurance

Attachments

[1.8.1 SPC PRR ORR WHC Report - October 2025 FINAL CLEAN 22102025.pdf](#)

[1.8.2 Appendix 1 - SPC Principal Risk Register - Oct 25 22102025.pdf](#)

[1.8.3 Appendix 2 - SPC Operational Risk Register final.pdf](#)

1.9

10:00, 10 Mins

1.9 - Targeted Intervention Update: SPC De-escalation Criteria Assessment

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Shaun Ayres (Hywel Dda UHB - Director of Delivery)

| For assurance

Attachments

[1.9 Targeted Intervention - SPC De-escalation Criteria Assessment October \(~.pdf](#)

2 - Capital and Estates

2.1

10:10, 10 Mins

2.1 - Capital Programme for 2025-26 and Capital Governance

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Eldeg Rosser (Head of Capital Planning)

Including:
Capital Planning Equipment Replacement Programme
CSC Workplan
Update on Major Planning Schemes

| For assurance

Attachments

[2.1.1 DCP Gov Update Oct 25 v2.pdf](#)

[2.1.2 Annex 1 - Sealing schedule LIVE - SPC Oct 25.pdf](#)

[2.1.3 Annex 2 - CSC Update \(3As\) Report.Template.V1 Oct 25.pdf](#)

2.2

10:20, 10 Mins

2.2 - Prince Philip Solar Project

Paul Williams (Hywel Dda UHB - Head of Property Performance), Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning)

| For information

Attachments

[2.2 SPC SBAR PPH Solar Farm October 2025 final.pdf](#)

2.3

10:30, 10 Mins

2.3 - Estate Condition and Performance Update

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Paul Williams (Hywel Dda UHB - Head of Property Performance)

| For information

Attachments

[2.3.1 SPC SBAR Estate Condition overview October 2025 final.pdf](#)

[2.3.2 Annex 1 - Estate Condition - 6 Facet Survey Update Aug 25.pdf](#)

[2.3.3 CSC SBAR Backlog Update Sept 2025.pdf](#)

3 - Strategy, Planning and Partnerships

3.1

10:40, 20 Mins

3.1 - Strategy Refresh

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Paul Williams (Hywel Dda UHB - Assistant Director Of Strategic Planning)

| For information

Attachments

[3.1 SPC Strategy Refresh SBAR 30th October 2025 Final.pdf](#)

3.2

11:00, 10 Mins

3.2 - Annual Plan Progress: Including Planning Objectives Update

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Shaun Ayres (Hywel Dda UHB - Director of Delivery)

| For assurance

Attachments

[3.2.1 SPC SBAR Annual Plan Update October 2025.pdf](#)

[3.2.2 Annex 1 SPC October 2025 Enabling Actions.pdf](#)

[3.2.3 Annex 2-Planning Objectives Highlight Report Q2 Oct 25.pdf](#)

3.3

11:10, 20 Mins

3.3 - Planning Objective 8: Estates Plan

*Lee Davies (Hywel
Dda UHB - Executive
Director of Strategy
and Planning)*

| For assurance

Attachments

[3.3.1 PO8 deep dive SPC update for Oct 25 v0.1.pdf](#)

[3.3.2 Planning Objective 8 Highlight Report Oct 25 Draft v0.1.pdf](#)

3.4

11:30, 10 Mins

3.4 - Partnership Governance Assurance Report

Ardiana Gjini (Hywel Dda UHB - Executive Director of Public Health), Trina Nealon (Hywel Dda UHB - Principal Public Health Officer)

| For assurance

Attachments

[3.4.1 SPC Partnership Governance Assurance Report 30 October 2025 FINAL.pdf](#)

[3.4.2 Appendix 1 RPB Governance Diagram Partnership Governance Assurance Re~.pdf](#)

4 - BREAK

5 - Population Health, Primary and Community

5.1

11:45, 0 Mins

5.1 - DEFERRED: Wellbeing Objectives Annual Report

Deferred until SPC on 18 December 2025, ahead of submission to Board for approval on 29 January 2026

5.2

11:45, 10 Mins

5.2 - Review of Clinical Pharmacy Services at
NHS Hospitals in Wales

*Jill Paterson (Hywel
Dda Health Board -
Director of Primary
Care, Community
and Long Term
Care), Owain
Williams (Hywel Dda
UHB - Clinical
Director of Pharmacy
and Medicines
Management),
Elizabeth Williams
(Hywel Dda UHB -
Lead Pharmacist
Clinical Services)*

| For approval

Attachments

[5.2 SPC SBAR Clinical Pharmacy Services October 25.pdf](#)

5.3

11:55, 10 Mins

5.3 - Deep Dive PO7: Primary Care and
Community Strategic Plan Update

*Jill Paterson (Hywel
Dda Health Board -
Director of Primary
Care, Community
and Long Term
Care), Rhian Bond
(Hywel Dda UHB -
Assistant Director of
Primary Care)*

| For assurance

Attachments

[5.3.1 SPC SBAR Primary Care and Community Strategic Plan Oct 25.pdf](#)

[5.3.2 Appendix 1 Draft Priorities and Next Steps Oct 25.pdf](#)

[5.3.3 Appendix 2 Delivering Integrated Health For and In Our Communities - Briefing.pdf](#)

5.4

12:05, 10 Mins

5.4 - Pharmaceutical Needs Assessment

Jill Paterson (Hywel Dda Health Board - Director of Primary Care, Community and Long Term Care), Owain Williams (Hywel Dda UHB - Clinical Director of Pharmacy and Medicines Management)

| For information

Attachments

[5.4 SPC SBAR PNA October20251.pdf](#)

6 - For Information

6.1

12:15, 0 Mins

6.1 - Joint Commissioning Committee Planning, Performance and Finance Sub-Committee Reports

Winston Weir (Hywel Dda UHB - Independent Board Member)

| For information

Attachments

[6.1 6.1.3 AC PPF HR 12.08.25.pdf](#)

6.2

12:15, 0 Mins

6.2 - Regional Joint Committee 3As Update
Report to Hywel Dda and Swansea Bay
University Health Boards (September 2025)

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

| For assurance

Attachments

[6.2 3As Update Report Regional Joint Committee 180825.pdf](#)

6.3

12:15, 0 Mins

6.3 - Strategy & Planning Committee Workplan 2025-26 *Winston Weir (Hywel Dda UHB - Independent Board Member)*

| For information

Attachments

[6.3 SPC Work Programme 2025-26 FINAL v0.1.pdf](#)

7 - Issues for Board/Committees

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

| For information

8 - Any Other Business

*Winston Weir (Hywel
Dda UHB -
Independent Board
Member)*

9 - Date and Time of Next Meeting

9.1

12:20, 0 Mins

9.1 - 18 December 2025, 09:30 - 12:30, MS
Teams

26 February 2026