

PWYLLGOR STRATEGAETH A CHYNLLUNIO
STRATEGY AND PLANNING COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 February 2026
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 following the previous report to the Committee On 30 October 2025. Please also see highlight report attached at Appendix 1.</p> <p>The PO is reported as being 'on track' pending endorsement of the A Healthier Mid and West Wales (AHMWW) Programme Business Case (PBC) Addendum which was approved by Board on 29 January 2026 and submitted to Welsh Government on 4 February 2026. It is intended that this will then undergo scrutiny by Welsh Government, with a view that it and the wider PBC might be endorsed and approval given to progress to the next stage of Business Case development. A strategic programme timeline will be established when the PBC Addendum is endorsed.</p> <p>This report is drawing attention to the key elements and changes detailed in the highlight report PO8 as follows:</p> <ul style="list-style-type: none"> • PBC Addendum • Major Infrastructure • Estates Strategy • Decarbonisation Initiatives • Community Schemes <p><u>Cefndir / Background</u></p>

The AHMWW Strategy was agreed in 2018 and included the requirement for infrastructure investment to support clinical service transformation and address issues relating to an ageing estate.

The AHMWW PBC was agreed by Public Board in January 2022, setting out the need for a network of community facilities, investment in Bronglais (BGH) and Prince Philip (PPH) Hospitals, a new Urgent and Planned Care Hospital (U&PCH) in the zone between Narberth and St Clears and either new build or refurbishment of both Glangwili (GGH) and Witybush (WGH) as Community Hospitals.

The need to explore a wider range of scenarios has been explained in update reports to Strategy and Planning Committee (SPC)(and its predecessor, the Strategic Development and Operational Delivery Committee (SDODC))

On 16 January 2026 an Extraordinary Strategy and Planning Committee meeting considered a presentation on key points of the PBC Addendum and the Committee was in support of the PBC Addendum being submitted to Public Board.

Major Infrastructure The progression of the urgent investment in our infrastructure remains as critically important to maintaining business continuity within our acute estate. This has become even more important given the likely extended period the Health Board will need to manage within our existing estate before any major reconfiguration will be delivered.

To progress this at the pace and level of investment necessary will require a strategic investment programme which the Health Board has been developing in close consultation with Welsh Government.

Estate Strategy

As part of our strategic plans for all Health Board estate there is a requirement to comply with Welsh Government 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 and managing estate risk, to undertake Estatecode six-facet surveys which update on the estate condition and performance to ensure Hywel Dda University Health Board (HDdUHB) is better placed to reduce the risk of unplanned estate failures, as well as also support current strategic and investment and investment and 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 new Energy Performance contract through the Welsh Government Wales Funding Programme is being progressed to deliver energy conservation measures across six HDdUHB healthcare sites. This is supported by Welsh Government Targeted Estate Funding (TEF) in 2026/27 on carbon focused projects.

Community Schemes

The Health Board continues to develop community schemes as outlined in our A Healthier Mid and West Wales (AHMWW) Strategy and Regional Capital Plans. These are summarised in this report.

Asesiad / Assessment

PBC Addendum

As previously reported following the 27 November 2025 Public Board update, the specific scope of the PBC Addendum was agreed through meetings with Welsh Government officers on 11 December 2025 and 18 December 2025.

The PBC Addendum was developed through the establishment of a specific work group reporting to the AHMWW Infrastructure and Estates Sub Group.

An Extraordinary Strategy and Planning Committee meeting was held on 16 January 2026 where the Committee considered a presentation on the PBC Addendum and approved the PBC Addendum for review Public Board on 29 January 2026.

At the core of the PBC Addendum is an additional scenario which Welsh Government asked HDdUHB to consider. It is recognised that should the Health Board be asked to consider this scenario further it would be subject to further engagement.

It should be noted that the PBC Addendum represents only a strategic level of scenario consideration at this stage.

The Board approved the PBC Addendum on 29 January 2026 for submission to Welsh Government, who have now confirmed receipt. Welsh Government has indicated their initial intention that the PBC be considered at the April 2026 meeting of the Infrastructure Investment Board and there will be a visit to the Health Board in advance of that meeting. The best case scenario is that officers will then be in a position to provide advice to the Cabinet Secretary for Health when the new government is formed. Welsh Government has also suggested it would be appropriate for HDdUHB to consider parallel work on Outline Business Case (OBC) preparations particularly as any service and activity modelling will support HDdUHB's case for change.

Major Infrastructure Programme

The Health Board has submitted a three phase implementation plan for the 10 highest risk estates issues. This has been agreed with Welsh Government with headline timescales set out for the whole programme.

Welsh Government has also approved fees support in order to develop the Business Justification Case (BJC) for the three projects within the first phase of investment.

These schemes are:

- WGH Roof Repairs
- PPH High Voltage (HV) and Low Voltage (LV) Improvements
- Prince Phillip Water Tower Upgrades
- The Health Board is currently progressing these BJCs.

Overall programme value is c. £50-£55m. Current estimates of the Phase 1 out turn is c. £15-£17m.

Further discussions with Welsh Government will be needed on releasing fee support for the remaining projects within the programme as we remain committed to delivering all the investments needed over a c. four or five year period.

Estate Strategy

The current Estatecode guidance in Wales and new Estatecode draft in NHS England continues 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 and AHMWW strategy plan, this to be a key enabler and integral part of service planning ambitions

As part of the NHS Wales Estatecode is the requirement to arrange six-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

Which facet surveys are progressed will be subject to review and funding availability however any survey will be aligned to emerging new Estatecode guidance and subject to agreement of scope with Welsh Government representatives alongside NHS Wales Shared Services Partnership- Specialist Estate Services (NWSSP-SES), alongside an internal review to ensure the Health Board'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 is to be updated in 2026.

Not specifically listed in the PO8 although of interest to the Committee will be the recent report on the latest estate backlog value. The Estate Backlog reported to Welsh Government via the Estate and Facilities Performance Management System for HDdUHB in 2023/24 was £255.5. The updated position as reported to Welsh Government for the period 2024/25 is c. **£265.8m**. This will be the subject of further reporting to the Committee.

Other key components of the PO8 delivery include the following:

Develop decarbonisation infrastructure initiatives and net zero approaches

- The Energy Performance contract with Vital Energi Utilities Ltd is being progressed to deliver energy conservation measures across six HDdUHB healthcare sites via the Re:fit 4 framework. The investment grade proposal and business case was approved by the Salix Technical team and by Welsh Government and the first phase of improvement schemes are being mobilised. The value of finance approved was £7,385,075.20, of which £2,231,040.93 is being drawn down in 2025/26 and

£5,154,034.27 in 2026/27. This work supports our low carbon ambitions across both our building estate and our transport and fleet solutions, including the transition to electric vehicles (EVs).

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In addition, the delivery of carbon focused projects at a value of c. £600k will be targeted in 2026/27 via Welsh Government Targeted Estate Fund. As an example, a heat pump project is being scoped at Bro Cerwyn site to replace the existing end of life gas boiler.

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

Community Infrastructure Schemes update

Cross Hands

Additional high level feasibility work has been concluded and the Scheme is planned to be submitted to Welsh Government Integrated Regional Capital Fund (IRCF) panel on 11 February 2026 for approval of fees to continue with the business case

Carmarthen Hwb / Yr Atriwm

Construction work is progressing on the project - the current completion for this scheme is late 2026. Work is now focused on the commissioning plan for the development; and site visits have been organised for some staff members

Pentre Awel

Handover of the Hydrotherapy Pool element of the development has been completed. The Collaborative Agreement for the Hydrotherapy Pool has been signed and sealed. The handover of the Clinical Delivery Unit (CDU) will be in late 2026.

North Pembrokeshire Health and Wellbeing Centre in Fishguard

Difficulties around the available sites to be considered in a land selection workshop is currently impacting on the timeline for us to progress with Strategic Outline Case (SOC)/ Outline Business Case (OBC) appointments.

Cylch Caron

Ceredigion County Council are reviewing their options for the accommodation elements of the scheme - when this is complete a briefing paper will need to be prepared for Welsh Government detailing the next steps for the OBC refresh and an updated resource schedule. A meeting to update Welsh Government officers is being arranged for the end of February 2026.

Aberystwyth Integrated Care Centre

A further meeting with Ceredigion County Council and Welsh Government was arranged for mid February 2026. Welsh Government has recently been in touch with both organisations and will be arranging a meeting with the Design Commission for Wales.

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

<u>Argymhelliad / Recommendation</u>	
The Committee is asked to:	
<ul style="list-style-type: none"> • NOTE and RECEIVE ASSURANCE from the updates provided in this report. 	

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.12. Seek assurance on the development and delivery of implementation plans for the Estates Strategy, including environmental sustainability, agreeing corrective actions where necessary and monitoring its effectiveness.
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

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Contained in the body of the report
Rhestr Termau:	Contained in the body of the report

Glossary of Terms:	
Partïon / 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.