

Planning Objective (PO) 8: Estates Plan

Executive Lead: Lee Davies

Reporting Period: Quarter (Q) 3 – October, November, December 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 (date being assessed)	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 (subject to Picton Terrace move)	31/03/2025
Agreement of procurement strategy for top 10 MIIP projects	30/06/2025
MIIP - WG sign off of delivery programme	31/12/2025
Carmarthen Hwb handover (delayed to Q3 2026/27)	31/12/2025
Pentre Awel:	31/03/2026
Memorandum of Understanding (MOU)	
Hydrotherapy handover	31/12/2025
Clinical Delivery Unit handover (delayed to Q3 2026/27)	31/03/2026

Activities completed in previous reporting period

- Completion and signing of Pentre Awel MOU with CCC
- Hydrotherapy Pool handover Pentre Awel
- WG meeting to progress strategic capital for AHMWW Nov 2025
- Revised feasibility for redevelopment Cross Hands

Activities planned for next milestone and reporting period

- Development of Carmarthen Hwb and CDU Pentre Awel Commissioning Plan
- Commissioning activity for Picton Terrace
- Completion of PBC Addendum for January 2026 Board and submission to WG for scrutiny

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

- The Energy Performance contract with Vital Energi Utilities Ltd is being progressed to deliver energy conservation measures across six Hywel Dda University Health Board (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 WG 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. Our efforts not only enable our low carbon ambitions for our buildings but also our transport/fleet solutions and our transition to electric vehicles (EVs).
- The refreshed NHS Wales Decarbonisation Strategic Delivery Plan (SDP) was published in November 2025 and the new initiatives for local Health Boards have been shared with the relevant teams for consideration and scoping/developing.