

**PWYLLGOR STRATEGAETH A CHYNLLUNIO  
STRATEGY AND PLANNING COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	28 April 2026
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	<i>A Healthier Mid and West Wales (AHMWW) - Healthier Lives, Well Lived Strategy Update</i>
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Executive Director of Strategy and Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	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

The report provides an update for assurance on two aspects of progress with the strategy: i) the A Healthier Mid and West Wales (AHMWW) Programme Business Case (PBC) Addendum and ii) the Strategy Refresh.

Cefndir / Background

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 and Prince Philip 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 and Withybush as Community Hospitals.

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

Since November 2024, work was also undertaken to refresh our strategy to reflect changes which have taken place locally, regionally and nationally, noting impacts of the COVID-19 pandemic, impact of cost of living, and advances made in digital technology.

Through this process it was recognised that the clinical model which underpins the strategy remains unchanged, there would still be a need to bring together the most fragile services to provide critical mass to raise standards, enhance sustainability and mitigate workforce risks.

Where the strategy emphasised change, this was focused on strengthening population health through a '20four7' approach as well as supporting people to access care closer to home or at

home where possible through community by design and people first, digital always planning goals.

On 16 January 2026, an Extraordinary Strategy and Planning Committee meeting considered a presentation on key points of the PBC Addendum and an initial draft of the strategy refresh. The Committee supported the submission of the PBC Addendum and the refreshed Strategy to Public Board.

The AHMWW PBC Addendum was approved by Board on 29 January 2026 and submitted to Welsh Government on 4 February 2026. It is intended this will 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 once the PBC is endorsed.

The refresh of the AHMWW strategy, *Healthier Lives, Well Lived*, was presented to Board in January 2026 and the content approved subject to final proofing and edits. Since this time work has been undertaken to create accessible versions of the strategy as well as design work to make the document more accessible for members of the public, our partners and wider stakeholders.

### **Asesiad / Assessment**

Since the February 2026 update, Welsh Government has confirmed receipt of the PBC Addendum and advised it is scheduled for initial consideration at the Infrastructure Investment Board (IIB) on 17 April 2026, with decision-making deferred until a post-election IIB meeting.

Welsh Government has also suggested it would be appropriate for the University Health Board (UHB) to consider parallel work on Outline Business Case (OBC) preparations particularly as any service and activity modelling can support the UHB's case for change. The funding for any activity and service modelling work will need to come from the UHB's Discretionary Capital Programme pending PBC endorsement and agreement to OBC funding. Work has now commenced to explore the process and methodology for this work.

Since the Strategic Refresh was presented to Board in January 2026, minor editorial changes took place to the document where required, these included revising the title of the planning goal around digital transformation (People first, digital always), and strengthening how our strategy aligns to our wellbeing objectives as part of the Future Generations (Wales) Act which while referenced were not finalised at the time of sharing with Board.

Now that the document content has been finalised, work has been undertaken to translate it into different accessible formats, as well as design work to make it easier to read and understand.

The intention is to bring the suite of final documents to Board in May 2026 where they would be publicly available and circulate internally with staff when ready, so that our staff have the first opportunity to read and understand our strategy.

### **Argymhelliad / Recommendation**

The Strategy and Planning Committee is asked to:

- NOTE and RECEIVE ASSURANCE from the update provided in the A Healthier Mid and West Wales (AHMWW) - Healthier Lives, Well Lived Strategy Update report.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.11. Seek assurance on the development of the Estates Strategy and Infrastructure Investment Enabling Plan aligned to the A Healthier Mid and West Wales Strategy, and review documents prior to Board approval.
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 <a href="#">Quality and Engagement Act (sharepoint.com)</a>	3. Effective 4. Efficient
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	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: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol:</b> <b>Further Information:</b>	
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 Strategaeth a Chynllunio Parties / Committees consulted prior to Strategy and Planning Committee:	Executive Team approved the final content of the strategy refresh ahead of design work and translation.

**Effaith: (rhaid cwblhau)**  
**Impact: (must be completed)**

<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	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
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Implicit within the PBC and SOC. This is an integral part of the PBC and SOC case for change
<b>Gweithlu: Workforce:</b>	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.
<b>Risg: Risk:</b>	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure
<b>Cyfreithiol: Legal:</b>	Implicit within the PBC
<b>Enw Da: Reputational:</b>	Implicit within the PBC
<b>Gyfrinachedd: Privacy:</b>	Implicit within the PBC
<b>Cydraddoldeb: Equality:</b>	There is an Equality & Health Impact Assessment which will remain 'live' through the duration of the programme.