



CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 January 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Accommodation – Estate Development & Rationalisation Plans
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Eldeg Rosser, Head of Capital Planning Paul Williams, Head of Property Performance

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report is being presented to the Public Board following endorsement at the Executive Team meeting on 25 October 2023 and at the In-Committee Board on 30 November 2023. The presentation attached (**Appendix 1**) sets out the estate development and linked rationalisation plans, namely:

- Welsh Government building lease (Block C) at their site in Carmarthen
- Carmarthen Hwb lease with the Local Authority and other partners in Carmarthen Town Centre (former Debenhams store)
- Pentre Awel lease with the Local Authority in Llanelli

The Health Board has been working in partnership on the Pentre Awel development for many years and the Board reaffirmed its commitment to the project in January 2019. The Board endorsed Pentre Awel (then known as the Llanelli Wellbeing and Life Science Village) as a Health and Wellbeing Centre in line with the principles set out, recognising the health system economic benefits. Regular updates have been provided to the Strategic Development and Operational Delivery Committee (SDODC) and construction is now well underway.

The Health Board has been working with Carmarthenshire County Council since May 2021 on the Carmarthen Hwb development, which has secured significant investment through the UK Levelling Up Fund to establish the Hwb in Carmarthen town centre.

It should be noted that over the period these two developments have progressed there has been significant inflationary pressures. Consequently, the Health Board has had to review its plans and reduce the floor space planned, whilst trying to maintain the overall ethos and objectives of the projects.

All three schemes form part of the overall aim to align our strategy 'A Healthier Mid and West Wales: Our future generations living well' ambitions, with wider Welsh Government (WG) strategic intent around 'Town First' and estate rationalisation, and simultaneously improve our accommodation to provide modern, high performing assets that meet the needs of different

aspects of the workforce/service delivery, reduce backlog maintenance and support the Health Board's route to net zero by 2030 through disposing of low-performing, high-carbon buildings and underpin our agile working aspirations.

The Board is requested to give approval to proceed with:

- Leasing the identified buildings
- Disposal of identified leasehold estates
- Repurposing of freehold estates as part of a future phase of delivery

Cefndir / Background

Our strategy 'A Healthier Mid and West Wales: Our future generations living well' (AHMWW), approved by the Health Board in November 2018, sets out the 20-year vision for population health outcomes. The AHMWW programme will deliver the essential estates infrastructure of a new purpose built planned and urgent care hospital and the repurposing of Glangwili and Withybush Hospitals, plus a network of community facilities for the populations of Carmarthenshire, Ceredigion, and Pembrokeshire.

Hywel Dda UHB has an aging estate which, in many cases, is no longer fit for purpose and does not meet the needs of modern working environments and the shift in how people utilise their workspace. These plans represent a stepped approach to target estate performance which aligns to our strategic goals and planning objectives (5a & 8a), whilst rationalising our estate and reducing maintenance backlog.

On 23 August 2023, the Health Board received a letter from Welsh Government (**see Appendix 2 - Estates Rationalisation of Non-Clinical space**), requesting that we review the utilisation of our estate and exploit estate rationalisation opportunities which can be derived from:

- Disposing of surplus freehold property
- Terminating leases or renewing leases on a reduced footprint
- Sharing accommodation with other NHS bodies and the wider public sector
- Letting surplus accommodation to the private sector

This request and national direction align with the Health Board's agreed Property Asset Strategic Plan (**see Appendix 3**) which sets out our intentions regarding our leasehold and freehold estates. This proposed estate rationalisation supports our overall strategy and presents opportunities and benefits such as:

- Centralising corporate teams to improve collaboration within Health Board and with our public sector partners
- Providing high quality accommodation that supports an estate that is modern, flexible and provides a supportive working environment
- Providing accommodations that fully adopt the new ways of working programme that is equitable, and changes how we use our accommodation, supports service delivery and capacity needs but adopts best practice technology first approach. Best practice design to be adopted to support the new open plan office approach
- Ensuring the estate is aligned to our transformation plans and business operations, that compliments services and teams but also supports clinical delivery solutions
- Aligning to Town Centre First and wider Public Sector collaboration ambitions including work closer to home, be it a public sector hub, home working or a HB base

- A plan that focuses on reducing/optimising operating costs and increasing productivity, that includes a strategy that reduces our lease estate / maintains travel savings
- Creating links with wider HB goals in areas of wellbeing, workforce (i.e. recruitment / retention, work life balance, decarbonisation, equitable to all, etc

Asesiad / Assessment

The estate development and linked rationalisation plans represent a good opportunity to collaborate with our public sector partners to maximise use of existing and new estate facilities to meet common aims around strategic alignment and estate performance. A key aim to sustain the estate infrastructure for the long term and compliment the strategic aims to develop a new hospital, repurpose sites and develop community facilities. There are a range of important principles and key outputs in developing these estate plans, namely:

- Maximising the use and upgrading retained existing estate
- Clear alignment with national and local planning priorities
- Ensuring estate is functionally suitable for purpose
- Ensuring estate is compliant with statutory requirements and latest clinical service and estate standards and guidance
- Ensuring acute hospital site estate is prioritised for clinical purposes
- Working with our partners to maximise opportunities to improve estate utilisation
- Disposing of unnecessary estate and maximise value

It is not possible at this stage to provide definitive revenue costs as the leases have not been finalised.

The summarised impact of each lease is shown below:

Carmarthen Hwb £'000	Pentre Awel £'000	WG Building £'000*	Total £'000
402	653	(56)	999

*Assumes freehold premises remain vacant following relocation to the WG building

It should also be noted that approval has previously been received for additional staffing within the Hydrotherapy Pool at Pentre Awel. These costs are estimated at £198k and are included above.

There will be dual running costs at the commencement of these leases, due to the termination dates of existing leasehold properties.

There will be capital cost implications linked to occupying these facilities and these will be subject to separate funding bids to WG. Business Cases are currently being developed in conjunction with Carmarthenshire County Council for additional capital via the Integration and Rebalancing Capital Fund (IRCF) for Carmarthen Hwb and Pentre Awel. The Carmarthen Hwb business cases will be submitted to WG via the Regional Partnership Board in February, so that it can be considered by the IRCF Board before the end of 2023/24 financial year. The detailed business case will be available for the March 2024 Board. It is currently estimated that the capital value for the UHB elements of the business case to equip and digitally enable our space in the building will be between £3.0m - £3.5m.

Further information on each of the estate developments and linked rationalisation plans are contained in the presentation (**Appendix 1**) and indicative floor designs for the Picton Terrace

building (**Appendix 4**) are available [here](#) for information – please note these are subject to change following staff consultation.

Argymhelliad / Recommendation

The Board is requested to:

- **EXAMINE** and **DISCUSS** the proposals
- **AGREE** to the estate rationalisation opportunities and provide **APPROVAL** to proceed with:
 - Leasing the identified buildings
 - Disposals of identified leasehold estates
 - Repurposing of freehold estates as part of a future phase of delivery
 - Submission of the Business Justification case for Carmarthen Hwb to the WG Integration and Rebalancing Capital Fund (IRCF) Board

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Datix risk no.1544 – score 16 Datix risk no.1196 – score 16
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
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	5a Estates Strategies 8a Decarbonisation & Sustainability
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:	See Appendices
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report

Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Mewnol Pwyllgor Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to In Committee University Health Board:	Executive Team meeting 25 October 2023 In-Committee Board meeting 30 November 2023
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Finance information that is currently known is in the SBAR and appendix 1
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable for this report but will form part of the periodic delivery plans.
Gweithlu: Workforce:	Each project will undertake full engagement with staff groups as part of the project delivery plans.
Risg: Risk:	See appendix 1 and each project will have its own risk register.
Cyfreithiol: Legal:	All legal implications will be specific to each project and outlined in the delivery plans.
Enw Da: Reputational:	There is potential for political or media interest or public opposition, we will work closely with the Communications Teams to manage and mitigate any reputational risk.
Gyfrinachedd: Privacy:	Not applicable at this stage.
Cydraddoldeb: Equality:	An EqIA will be completed for each project following initiation of each project and supported by the Equality and Diversity Manager/Team.

Moderneiddio a rhesymoli ystadau yn Hwb Caerfyrddin, Adeilad Llywodraeth Cymru a Pentre Awel

Estate Modernisation and Rationalisation @ Carmarthen Hwb, Welsh Government Building & Pentre Awel

Ionawr 2024
January 2024



Presentation contents

1. Policy/Strategic Position
2. The Aim/Ambition
3. Carmarthen Hwb
4. Corporate HQ (Welsh Government Building, Picton Terrace)
5. Pentre Awel
6. Benefits
7. Risk
8. Financial Consequences
9. Recommendation

The aim/ambition

- **Centralise teams/bring complementary teams and services together** to improve collaboration and integration within the health board and with our public sector and community partners;
- **Modernise the HDd estate, providing better quality accommodation** that is flexible and provides a supportive and collaborative working environment;
- A plan that fully adopts the **new ways of working programme** that is equitable, and changes how we use our accommodation, supports service delivery and capacity needs but adopts best practice technology. Best practice design to be adopted to support the new open plan/agile office approach;
- To ensure the estate is aligned to our **transformation plans and business operations**, that complements services and teams but also supports clinical delivery solutions;
- That aligns to **Town Centre First** and wider **Public Sector** collaboration ambitions including work closer to home, be it a public sector hub, home working or a HB base;
- A plan that focuses on **reducing/optimising operating costs and increasing productivity**, that includes a strategy that reduces our lease estate / maintains travel savings;
- Makes the links with **wider HB goals** in areas of wellbeing, workforce (i.e. recruitment / retention, work life balance, decarbonisation, equitable to all etc.
- Decarbonisation is a catalyst to modernising/rationalising our estate and reducing our leased estate, which will subsequently improve the scope of opportunity and achievement.

Policy Position: Estate Rationalisation

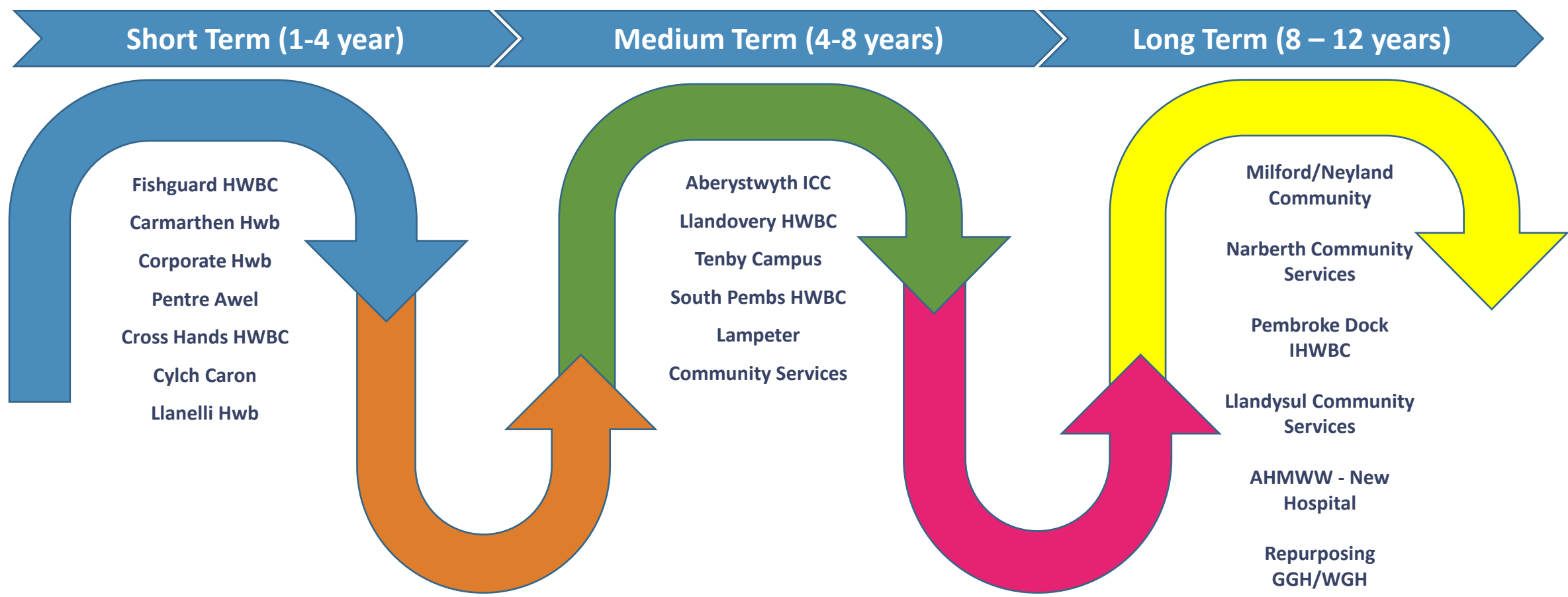
"Given the current financial climate we are all operating within, reviewing the utilisation of our estate is now more essential than ever. I am keen that organisations look at estate rationalisation opportunities which can be derived from:-

- *Disposing of surplus freehold property*
- *Terminating leases or renewing leases on a reduced footprint*
- *Sharing accommodation with other NHS bodies and the wider public sector*
- *Letting surplus accommodation to the private sector*

All of the above will positively help in bringing down the burden on our financial budgets. This commission asks for Health Boards and NHS Trusts to think about what estate is currently being underutilised and how and when these non-clinical areas could be vacated, shared with others or disposed of. When identifying areas of the estate, please consider and identify the benefits both financial and non-financial for the proposed next steps".

I.Gunney, Welsh Government – 23.08.23

Timeline of Completion across all Modernisation/Rationalisation Schemes



Strategic Position: Agile Working & Net Zero

- The schemes enable the realisation of benefit from the implementation of the HDUHB Agile Working Toolkit;
- Agile working supports delivery of HDUHB Decarbonisation Delivery Plan and our route to net zero;
- Agile Working Toolkit will drive the workforce culture that will be implemented within these accommodations
- Agile working approaches enable maximisation of building use creating greater value whilst reducing spend and improving estate and service performance and an improved staff and patients experience
- A modernised & rationalised estate will reduce carbon footprint through higher performing accommodation, lower energy usage/cleaner energy usage (e.g. solar power, heat pumps).
- Provides greater opportunity to achieve net zero position and to implement decarbonisation technologies to modernised estates with cost benefits incurred from not having to retrofit (which incurs higher material/labour costs as well as the additional risks from disturbing aged estates)

Canolbarth a Gorllewin Cymru Iachach Hwb Caerfyrddin

A Healthier Mid and West Wales Carmarthen Hwb



Background and Proposal – Carmarthen Hwb

- Carmarthenshire County Council Led Scheme
- Partnership with Hywel Dda and University of Wales Trinity Saint David
- New Centre for health, wellbeing, learning and public services.

Proposals that will:-

- Improve people's quality of life
- Promote preventative healthcare
- Increase town centre footfall
- Drive town centre economic resilience



Health and wellbeing zone (ground floor)

*Floorplans in design development process

- Reception and wellbeing zone
 - Public services hub
 - Leisure services
- Start well zone
 - CYP Physio & OT
 - Childrens disability and nursing services
- Age and live well zone
 - Mental health services
 - Podiatry
 - Phlebotomy
 - Sexual health services
 - Dental services
 - Public Health Wales
 - Flexible use community health facilities

Age & live
well zone

Start well
zone



Reception &
wellbeing
Zone

*Floorplans in design development process

- CCC Leisure facilities
- UWTSD Training – centre of excellence
- HDUHB Training facilities
- Community & 3rd Sector collaboration space

Leisure facilities



Training facilities

Learning & development

Agile workspace & meeting facilities (second floor)

*Floorplans in design development process

- Hywel Dda agile workspace, welfare & meeting facilities
- Plant for building



Hwb Corfforaethol

Adeilad Llwywodraeth Cymru

Corporate HQ

Welsh Government Building, Picton Terrace



Background

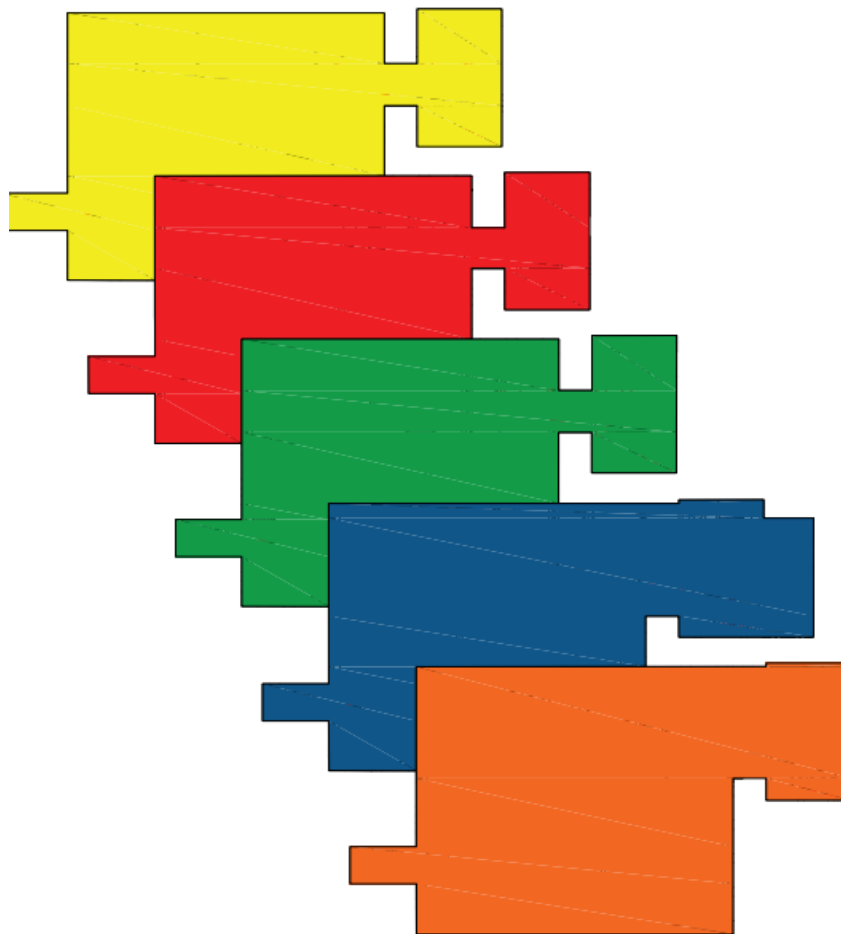
- The Health Board utilises a total of 17 buildings in Carmarthen, dispersed across the town, with the largest number (7 buildings) at Parc Dewi Sant
- 8 of the buildings are freehold, the remaining 9 are lease arrangements
- The lease of Block C lease will initially target 3 leases & 1 freehold disposals and relocation of corporate services from Glangwili and Hafan Derwen sites.
- The dispersed nature of the buildings (including at Parc Dewi Sant) results in inefficiencies and limits collaborative working across teams
- Parc Dewi Sant is approximately 2 miles from Carmarthen Town Centre which means there is little economic benefit to the town centre
- It also limits the take-up of public transport given the distance from the train station and bus station
- The Welsh Government offices in Carmarthen are of good quality, within walking distance of the town centre, in public ownership and under-utilised
- This proposal, alongside the Carmarthen Hwb plans is targeting the reduction in estate from 19 sites to 7 retained sites estate with the aim to make better use of public assets, reduce expensive lease arrangements, improve the quality of accommodation and reduce backlog maintenance, reduce the public sector's carbon footprint, boost town centre footfall, encourage use of sustainable transport, reduce congestion on acute hospital sites and facilitate the transition to agile working.



Potential Service relocation plans:

Estimated availability of desk spaces:

- Block C only – c. 250 desks;
- See Appendix 4 for more detailed indicative floor plans (subject to consultation)



Welsh Government Building, Picton Terrace, Carmarthen.



Third Floor

- Meeting Rooms
- Hot Desk
- Collaboration
- Social Areas



Second Floor

- H.Q. Corporate & Support Services
- Corporate Governance and Legal & Risk
- Quality Improvement & Emergency Planning
- Communications
- Primary Care
- Nursing & Medical Directorate



First Floor

- Finance
- Procurement
- Audit
- Fraud
- Payroll



Ground Floor

- HR & Workforce



Lower Ground Floor

- Capital Planning
- Transformation Programme Office
- Estates
- Informatics

Potential Service Relocation to Picton Terrace

Site Name	Earliest break	Area (GIA) M²	Current Desk Numbers	WTE	Proposed desk numbers based on WTE (2:1)	Move to	Main Service
Leasehold Properties							
Building 14 St David's Park	22-Aug-24	533	90	120	60	WG Picton (Blk C)	Finance/ Procurement/Audit/Fraud
Building 08 St David's Park	18-May-25	322	40	45	22	WG Picton (Blk C)	Transformation team / Planning team
Glien House - Ground Floor	29-Mar-25	110	12	13	7	WG Picton (Blk C)	HR
Glien House - Second Floor	29-Mar-25	388	50	78	40	WG Picton (Blk C)	Workforce
TOTALS		1353	192	256	129		
Freehold Properties							
Canolfan Derwen - Corporate Governance	N/A	300	12	18	10	WG Picton (Blk C)	Corporate accommodation
Canolfan Derwen - Corporate Legal Information/ Public Inquiry Team/ Communications / Charities /Welsh Translation			19	26	13	WG Picton (Blk C)	Corporate accommodation
Canolfan Derwen - Payroll			13	25	12	WG Picton (Blk C)	Payroll admin
Canolfan Derwen - Organisational Development			12	16	8	WG Picton (Blk C)	Organisational Development
Canolfan Derwen - Quality Improvement & Emergency Planning			10	13	7	WG Picton (Blk C)	Quality Improvement
Canolfan Derwen - Primary Care		50	8	15	8	WG Picton (Blk C)	Primary Care
Canolfan Derwen - LPHT & H&W Offices		51	12	25	12	WG Picton (Blk C)	Local Public Health Team
Canolfan Derwen - Corporate Nursing		27	5	10	5	WG Picton (Blk C)	Corporate Offices
Ystwyth Building		630	28	35	17	WG Picton (Blk C)	Corporate Nursing
GGH - Estates, Major Capital & Design		252	26	30	15	WG Picton (Blk C)	Estates/Property/Capital
GGH - Legal Services		20	5	?	?	WG Picton (Blk C)	Legal Services
GGH - Informatics (part of)		40	?	?	?	WG Picton (Blk C)	Informatics
TOTALS		1370	150	213	107		
OVERALL TOTALS (Lease & Freehold)		2723	342	469	236		

Design Concept: Initial design concepts

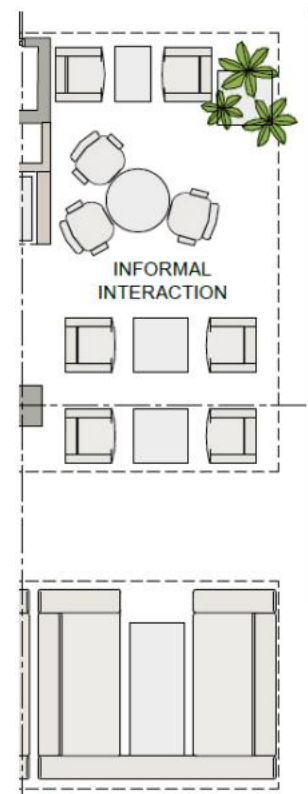


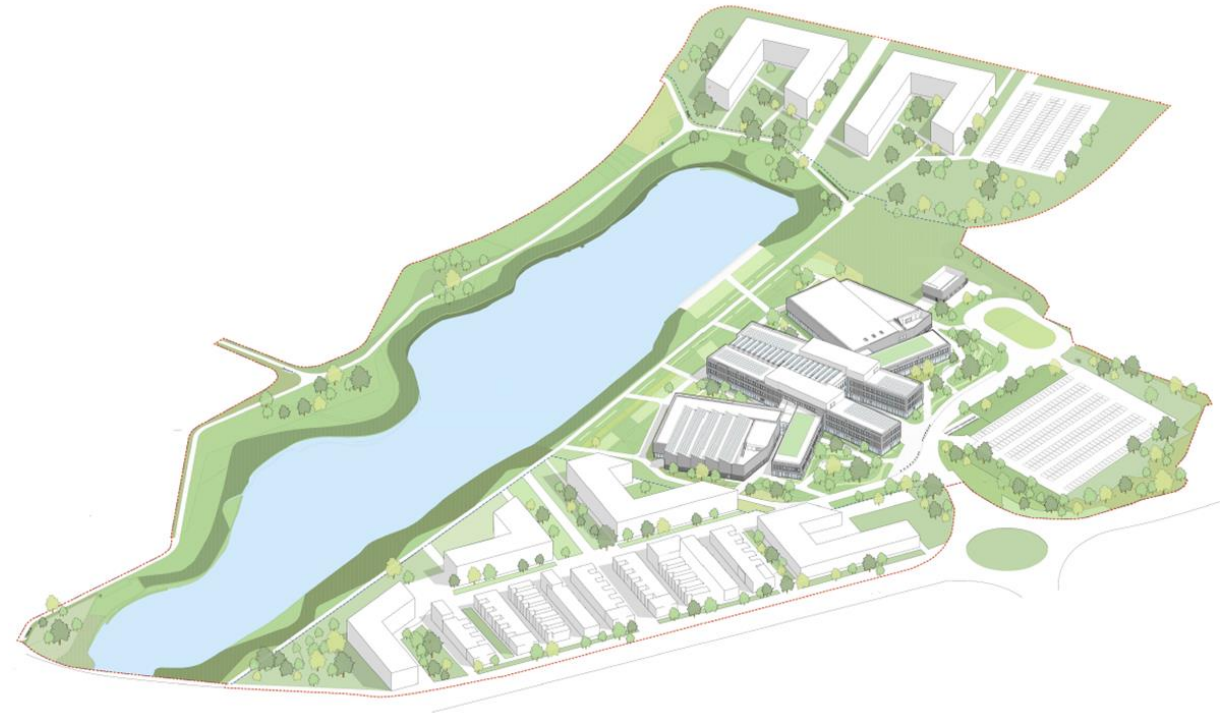
Image Source: Archus New way of working
Programme Draft Implementation Plan April 2022

Pentre Awel – Canolfan ar gyfer iechyd, lles, dysgu a gwasanaeth cyhoeddus

Pentre Awel - Centre for health, wellbeing, learning and public services



Pentre Awel:



Background

Pentre Awel is a ‘once in a generation’ development to be located across 83 acres of Joint Venture land in South Llanelli. It will be the first development of its kind in Wales, creating a unique ecosystem that co-locates business, research, academia, health and leisure within landmark infrastructure. The project is led by Carmarthenshire County Council in close partnership with Hywel Dda University Health Board.

Zone 1 - City Deal – Business Case

Total build costs —£40m
 •Research led business development
 •Clinical Delivery and Research Centre
 •Wellbeing Skills Centre

Zone 1 - Leisure - CCC – Capital Programme

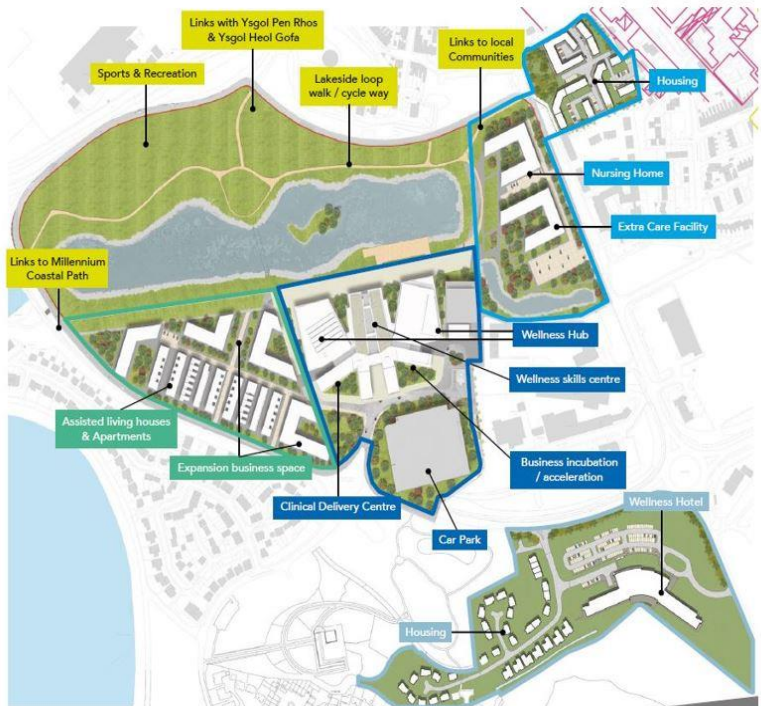
•8 x 25m lane swimming pool, learner pool with splash features
 •Sports Hall
 •c.130 station gym
 •Dance, spin and multi-purpose studios
 •Adventure play
 •£1.3m Hydrotherapy Pool

Zone 4 - Hotel – Market led

Up to 140 bed hotel

Zone 4 - Housing – Market led

c. 35 units of open market housing



Zone 2 – Housing – JV/Market Led

•c. 35 units of social and affordable housing

Zone 2 - Assisted Living – JV/Market Led/Health Board Partnership

•Nursing Home (100 beds)
 •Residential Rehabilitation (30 beds)
 •Extra care facility (90 beds)

Zone 3 - Assisted Living – Market Led

•Individual apartments/houses for sale/rent

Zone 3 - Business Expansion – Market Led

•Expansion business space for spin-out activities

Health & Wellbeing aspirations

Capital funding for Zone 1 is in place following approval of the City Deal Business Case. In October 2021 Bouygues UK were appointed by the Local Authority to design and build Zone 1. Ground has now been broken on Zone 1, which includes many of the UHB's functions including Therapies (e.g. physiotherapy, occupational therapy, speech and language), Audiology, Phlebotomy, within Building D and Hydrotherapy (within Building B – Wet Sports)

The strategic intent:

- Consider opportunities for education, training and skills development to improve recruitment and retention within health. This will include opportunities for placements in conjunction with the academic institutions aligned with Pentre Awel
- Develop pathways between health and leisure to optimise patient outcomes and ensure financial efficiency
- Consider the delivery of community-focused health and wellbeing initiatives that can improve population health, for example healthy eating, smoking cessation, and mental wellbeing

Preferred Option – Proposed Layout using Ground Floor only



Manteision

Benefits



Future Generations Act

National Well-being Goals For Wales						
A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language	A Globally Responsible Wales
Four Domains of Wellbeing and strategic investment outcomes						
Environmental Well-being	Social Well-being		Economic Well-being		Cultural Well-being	
Decarbonisation and greenhouse gas reduction ✓	Improving and protecting the physical health, safety and well-being of the people of Wales ✓		Help to increase employment levels across Wales ✓		Improve access to and increase use of the Welsh language ✓	
Investment in Biodiversity and Natural Capital ✓	Improving and protecting the mental health and wellbeing of ✓		Help to improve business productivity ✓		Encourage access to and participation in cultural activities ✓	
Improvements in air quality and water	Reducing social inequalities ✓		Increase real household incomes ✓		Improve participation level in sport and recreation	
Reduction in unsustainable consumption of natural resources ✓	Improving access to key public services ✓		Improve educational outcomes ✓		Improve investment in communities across all parts of Wales ✓	

From: Wales Infrastructure Investment Strategy 2021

General Benefits - Shared Facilities & Workforce Sustainability

- Sustainability of local services
- Access to better range of facilities
- Patients and the public have greater access to information and learning resources
- Improved health outcomes
- Supports integrated working methods and cross-sector collaboration/co-location
- Opportunity for better integration with community services
- Greater Opportunity for multi-sector Training and Education
- Improved access to information, advice and assistance
- Improved recruitment and retention rates
- Cross-sector research and innovation
- Career pathways and volunteering opportunities
- Promotes a collaborative culture

General Benefits - Modernising the Estate and Digital Infrastructure

- Accessible, vibrant community environment
- Modern, safe and compliant buildings
- Higher performing / efficient assets
 - Estate Rationalisation - reduced estate footprint / lease estate
 - Focused investment in efficiencies to deliver improvements
- Green spaces for relaxation and therapy
- Flexible accommodation/spaces and agile working arrangements
- Inclusively Designed
- Enhanced service delivery through use of latest technologies available to support patient information, advice and care

General Benefits - Environmental

- Carbon Reduction from disposal of assets and through replacement with higher performing/low carbon/energy efficient assets
- Reduced energy usage/cleaner energy usage from renewable sources
- Improved energy efficiency and reduced spend on energy bills
- Creates more opportunity to achieve Welsh Government Decarbonisation and Net Zero targets

Risg

Risk



Key Risks to implementation

- Inflation (e.g. costs of building supplies for refurb)
- Limited Car Parking at Picton Terrace and Carmarthen Hwb
- Under estimating capital costs (e.g. IT infrastructure, internal design solutions)
- Sale of St David's Park site
- Termination of leases / Dilapidation claims
- Lack of control over capital projects (e.g. Pentre Awel being local authority led)
- Not acquiring relevant capital funding to purchase/re-fit Picton Terrace

Canlyniadau Ariannol

Financial Consequences



Potential Revenue Costs - Assumptions

- Each of the developments are at different stages in terms of business case development and agreement of Heads of Terms. Indicative costs are included at this stage.
- The services which will be occupying these premises have not yet been agreed, therefore the net individual impact may change.
- Property costs are based on indicative numbers provided by landlord cost advisors . Further work is required to verify these costs.
- Revenue flows from areas where rent / lease costs are currently incurred flow into these schemes
- Existing Hywel Dda costs are estimated based on 2022/23 financial year.
- It is assumed that all costs associated with occupying Carmarthen Hwb, Pentre Awel and WG Building will be subject to VAT.
- Other costs (such as digital revenue costs) have not yet been confirmed

Potential Revenue Costs

	Carmarthen Hwb £'000	Pentre Awel £'000	WG Building £'000	Total £'000
Rent	0	183	0	183
Service Charge (including rates)	608	286	384	1,278
Communal areas	181	59	0	240
Transport Strategy e.g. car parking	TBC	0	TBC	TBC
Other Costs (such as equipment and digital maintenance)	39 (dental TBC)	TBC	TBC	39
Hydrotherapy Pool Costs (previously approved)	0	198	0	198
Total	828	726	384	1,938
Existing costs available to offset	(426)	(73)	(440)	(939)
Net Revenue Impact	402	653	(56)	999
-10%	362	588	(50)	900
+10%	442	718	(62)	1,098

Any arrangements which are subject to rental payments have an IFRS 16 implication and therefore a funding request will need to be made to WG prior to signing any lease agreements

Existing leasehold properties have different termination dates, therefore there are likely to be dual running costs initially. The earliest possible lease termination date will be negotiated with landlords.

Due to the uncertainties associated with the net revenue impact an increase of + or – 10% provides a range between £900k and £1,098k

• It is assumed that freehold premises relocating to WG Building will remain vacant following the relocation of services.

Phasing of revenue Costs

- Each of the leases will be signed at different time periods and there will be dual running costs due to the exit dates of existing leases.
- The table below illustrates the indicative total additional cost impact (compared with current costs) per financial year for each scheme. It includes the impact of dual running costs.

Scheme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Carmarthen Hwb	0	442	515	402
Pentre Awel	296	670	653	653
WG Building (Picton Terrace)	252	40	(56)	(56)
Total	548	1,152	1,112	999

	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Total range	493 - 603	1.037 – 1,267	1,001 – 1,223	900– 1,098

- The net quantum is likely to change as more accurate information is received therefore applying + or – 10% to these costs due to the uncertainties associated with these numbers provides the following potential impact per financial year:-

Capital Consequences

	Carmarthen Hwb (Carms CC led)	Pentre Awel (Carms CC led)	WG Picton Terrace Building
Additional Capital funding Bid requirements	IRCF funding to fund inflationary / scope increases in construction costs and H.B Equipment requirements (approx. £13m) BID PENDING / NOT SUBMITTED	IRCF funding to enable enhanced scope to wide patient access (Amount TBC) BID PENDING / NOT SUBMITTED	Fit out costs (Amount TBC) BID PENDING / NOT SUBMITTED
Potential Asset Disposals	<ul style="list-style-type: none"> • Penlan £550k • Pond Street £250k 		<ul style="list-style-type: none"> • Ty Gwili (TBC)

Summary of the proposed lease terms:

Lease terms	Carmarthen Hwb	Corporate HQ	Pentre Awel
Term of Lease	20 years	125 years	10 years
Security of Tenure	Yes	No	Yes
Rental	No	No	Yes
Rental Review	No	No	Yes (5 th year)
Landlord Service Charge	Yes	Yes	Yes
HB Repairing Liability	Internal	Internal	Internal
Landlord	Carmarthenshire Local Authority	Welsh Government	Carmarthenshire Local Authority

Note - Lease terms agreed in principle but remain subject to contract drafting and completion

Summary of the assets being disposed:

Disposals Linked to Carmarthenshire Schemes - Leasehold					
Scheme	Site Disposal Linked to Scheme	Lease Term	Lease Expiry Date	Break Date	Notice Period
WG Building, Picton Terrace	Build.14 St Davids Park	10 Years	21.02.2029	22.08.2024	On providing 6 months notice
	Build.8 St Davids Park	10 Years	17.05.2030	18.05.2025	
	Build.8 St Davids Park	8 Years			
	Glien House (HR & Workforce)	5 Years	28.03.2027	29.03.2025	
Carmarthen Hwb	Build.1 St Davids Park	12 Months	Currently holding over	-	-
	Build.2 St Davids Park	12 Months	Currently holding over	-	-
	Build.3 St Davids Park	10 Years	Currently holding over	-	-
	Build.7 St Davids Park	-	-	-	-
	Mobile Dental Unit St Davids Park	12 Months	Currently holding over	-	-
	Glien House (Training)	5 Years	28.03.2027	29.03.2025	On providing 6 months notice
	Ty Myddfai, Johnstown	10 Years	01.09.2026	-	-
Pentre Awel	Antioch, Llanelli	-	-	-	On providing 8 weeks notice
	Dura Park, Bynea, Llanelli (R&D)	5 Years	25.05.2026	25.05.2024	On providing 6 months notice
Disposals Linked to Carmarthenshire Schemes - Freehold					
Scheme	Site Disposal Linked to Scheme	Backlog	Valuation	Display Energy Cert.	Carbon Emissions KgCO ₂ e/m ²
WG Building, Picton Terrace	Ty Gwili, Carmarthen	-	To be arranged	C	39
Carmarthen Hwb	Penlan, Carmarthen	£215K	2023 valuation - £550k	C	32
	Pond St. Clinic, Carmarthen	£309K	2023 valuation - £250k	F	47

Summary of the planned retained assets (Carmarthen locality)– medium / long term

Target position to reduce estate from 19 sites to 7 retained sites (**denoted in green**) in the medium and long term (4 long term / 2 medium term):

- Repurposed **Glangwili Hospital** (Freehold).
- **Llandovery Hospital** (Freehold) - retained subject future service review.
- **Carmarthen Hwb** - 20-year lease initial term with option to renew or terminate.
- **Corporate HQ** - Long Term lease – Block C (option to purchase whole building subject to Welsh Government review).
- **Hafan Derwen** Site (possible Freehold disposal) - future use to form part of new Hospital / repurposed GGH site planning.
- **Wellfield Road** (MHL D Clinical site) - potential future disposal linked to future repurposing plans
- **79 Bro Myrddyn** (MHL D Clinical site) – retained site.
- **9 Leases (7 Local Authority / 2 Private landlord)** - Planned termination linked to Corporate HQ and Carmarthen Hwb delivery plans.
- **Penlan & Pond Street** sites (Freeholds) - planned disposal linked to Carmarthen Hwb plans.³⁷
- **Ty Gwili** (Freehold) - MHL D admin base – planned disposal (Options to be explored with service).

Summary of the planned retained assets (Llanelli Locality) – medium / long term

Llanelli Locality (Target - to reduce from 25 sites to circa 12 retained sites (denoted in green but subject review) in medium and long-term:

- **Prince Philip Hospital / Amman Valley Hospital** (Freeholds) - retained sites.
- **Pentre Awel** - Lease - 10-year initial term with option to renew or terminate.
- **Cross Hands ICC Project** (Freehold) - planned disposal of existing Health Centre.
- **Health Improvement and Wellbeing Centre** – Proposed purchase of a new site and re-development subject to approval / delivery.
- **Elizabeth Williams Clinic** (Freehold) – Community clinical (current retained site).
- **Brynmair Clinic / Swn Y Gwynt** (Freeholds) – MHLN clinical delivery sites (current retained site).
- **Llwynhendy Health Centre** (part lease) - future occupation to be reviewed at end of lease in 2028.
- **Felinfoel**, Primary Care admin - planned disposal of lease linked to relocation to Ashgrove site.
- **East Gate / Llangennech / Ty Elwyn / Ty Parc Y Rhun** (Leases) – Community admin bases . **One centralised option to be explored / scoped.**
- Managed Practices leases - 4 sites (**Ashgrove, Meddygfa Sarn, Meddygfa Minafon & Trimsaran sites**) - Primary Care are scoping future estate options. **Future site options to be confirmed.**
- Medical Records - **Llangennech (2 storage units) / Unit 3** - Medical Records Scanning facility – future disposals linked to future digitised implementation. **Target to consolidate into a one site option**
- **Dura Park** (Lease) – Clinical Research are relocating to Pentre Awel / planned part retention of lease for the Clinical Engineering team. PPH site remains their preferred medium-term location to relocate from the current lease. ³⁸
- Vaccination unit (Lease) - **Unit 2 Dafan** - lease ongoing until decision made on future need.
- **Beacon** (Leases) – HR & Workforce occupations – possible disposal at end of leases subject to service need / WG Building options.
- **Antioch Lease** (Phlebotomy service) - planned relocation to Pentre Awel site

Diolch yn fawr!

Thank you!



Ian Gunney
Deputy Director, Capital, Estates & Facilities
Cyfarwyddiaeth Cyllid/Finance Directorate
Y Grwp Iechyd a Gwasanaethau Cymdeithasol/Health
& Social Services Group
Llywodraeth Cymru/Welsh Government



Llywodraeth Cymru
Welsh Government

To all:

Health Board & NHS Trust Chief Executives
Directors of Finance
Directors of Planning
Directors of Estates

Our Ref: IG/MJ/ER-01
23 August 2023

Dear Sir or Madam,

Estates Rationalisation of Non-Clinical space

Following on from discussions at the last round of Capital Review Meetings I am writing to you all to commission the work we discussed regarding estates rationalisation of non-clinical space.

Given the current financial climate we are all operating within, reviewing the utilisation of our estate is now more essential than ever. I am keen that organisations look at estate rationalisation opportunities which can be derived from:-

- Disposing of surplus freehold property
- Terminating leases or renewing leases on a reduced footprint
- Sharing accommodation with other NHS bodies and the wider public sector
- Letting surplus accommodation to the private sector

All of the above will positively help in bringing down the burden on our financial budgets.

This commission asks for Health Boards and NHS Trusts to think about what estate is currently being underutilised and how and when these non-clinical areas could be vacated, shared with others or disposed of. When identifying areas of the estate, please consider and identify the benefits both financial and non-financial for the proposed next steps.

Please could everyone group their plans into the following areas, clearly stating the costs and benefits attached to their proposals:

- **Quick Wins** – Space which can be quickly (this financial year) and easily vacated with minimum costs needed to implement the move;
- **Medium Term** – Space which could be capable of disposal in the medium term (12-18mths) possibly with a modest investment to enable;
- **Longer Term** – Space which would take considerable time (18+mths) to plan and prepare to dispose of, possibly needing greater investment to vacate.

Whilst no formal budget has been assigned for this, it may be possible to secure some modest funding to enable certain projects if there are significant financial and / or non-financial benefits. I am keen to identify what opportunities are available and ask that all plans and proposal be returned to me by 31 October 2023 so that they can be considered through internal governance.

We will be setting up meetings with all property owning NHS Wales bodies at the end of November where you will be invited to present examples of:-

- Your plans for non-clinical estate rationalisation for the future – defined into the timeframes above
- where you have recently rationalised non-clinical space or where space rationalisation plans are being progressed
- Where you have recently entered into non-clinical space sharing arrangements with other NHS bodies / wider public sector or where there are plans being progressed for such space sharing arrangements in future
- Where you have recently disposed of surplus non-clinical space (through sales or lettings) or where there are plans in place to do so in future.

It is vitally important that NHS Wales bodies are proactive in this exercise. Surplus space should be identified as soon as possible. It should be formally declared surplus, vacated if possible and promoted to other users and / or if appropriate, marketed for sale or lease.

I trust the above is clear and I ask that you continue to work collaboratively with other public sector organisations to help identify the opportunities that we have in this space.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'I. K. Gunney'.

Ian Gunney

cc: Judith Paget
Nick Wood
Hywel Jones
Stuart Douglas, NWSSP-SES
Clive Ball, NWSSP-SES
Andrew Nash, NWSSP-SES
Mat Jenkins
Samia Edmonds

Hywel Dda University Health Board

Property Asset Strategic Plan (2023 – 2026)



Prepared by Estates and Facilities
Department
Version 1

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1. Foreword

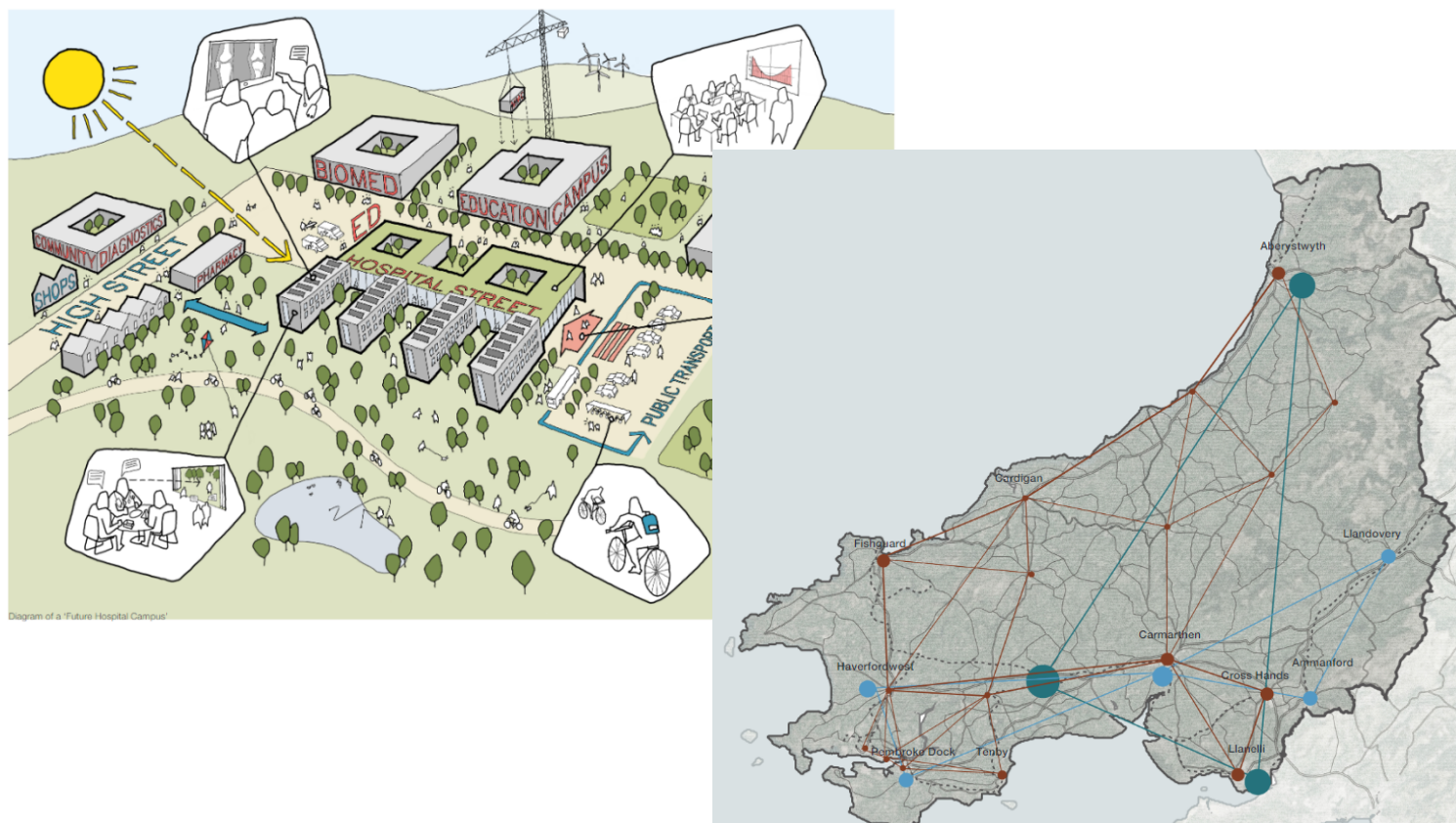
The Hywel Dda University Health Board (UHB) holds a diverse range of property assets supporting both our clinical and non-clinical services and operations. This Property Asset Strategic Plan (Strategic Plan) provides an updated overview of the Health Board's (H DUHB) baseline estate and the strategic intentions for that estate. It incorporates both the freehold and leasehold sites across the three counties: Pembrokeshire, Ceredigion and Carmarthenshire.

The Strategic Plan provides baseline data on the UHBs occupied assets (i.e. the footprint, age profile and, in future iterations, the cost of occupying the estate) and captures where the UHB has established strategic estate development proposals and approved plans. The Strategy will act as a support document to ensure the estate is aligned to our transformation plans and business operations, assisting teams to meet their aspirations for delivery of clinical and non-clinical services.

Our ambition is to work towards an estate that is modern, flexible, cost effective, low carbon and provides a supportive working environment. In addition our approach aligns to wider Welsh Government policy ambitions including Town Centre First and wider public sector collaboration to benefit the economy, environment and well-being of the UHB's communities.

The Strategic Plan sets out a plan for estate rationalisation, including a reduction in our lease estate, aligns to the Agile Working programme and supports our sustainability goals including the Health Board's Decarbonisation Delivery Plan.

Importantly the Strategic Plan aligns with our longer term plans to deliver on 'A Healthier Mid and West Wales' (AHMWW) and sets out actions over the next three years which would move us towards that vision. There are many challenges that we face with the estate, including the age profile, backlog maintenance, escalating costs, environmental performance and functionality. It is important the UHB seeks to innovate and work in collaboration with our public sector partners to align these estate ambitions. The focus and aim is to ensure the retained property and future plans work towards an estate that is high quality, represents good value, is sustainable, meets our service needs and supports our communities.



2. Introduction

This Strategic Plan provides an overview of the UHBs current land and property estate baseline, but also captures the planned and proposed strategic property developments for the period 2023 – 2026. The Strategy will be a 'live document' updated as required to reflect planned and proposed changes to the retained estate, aligned to the UHBs strategic and operational plans, with a focus on estate assets. The Planning Objective (PO) '5U' established in 20022/23 is outlined below (being updated for 2023/24):

“By September 2022 develop an initial plan for the Health Board's community and non-clinical estate with a focus on addressing the WG's "Town First" initiative, reducing HB accommodation overheads and improving the working lives of our staff. It should also set out an on-going process to refresh and renew this plan over the coming years in order to keep pace with new working patterns, HB needs and opportunities for co-location with public and voluntary sector partners. Current work on office moves should continue whilst this plan and on-going process is developed.”

The PO had the following core aims:

- The development of an Estates Annex to set out the UHBs strategic approach to Investment objectives / estate strategy / Existing estate baseline / estate performance information & improvement targets / proposed project estate options / capital costs and cash flow projections and implementation options to support the delivery of the Programme Business Case (PBC) for our strategy “A Healthier Mid and West Wales”;
- **Development of a support Property Asset Strategy outlining, short medium and long term aims to provide quality, cost effective and sustainable estate in the right locations to support business operations;**
- To deliver a Agile Working - New of ways of working programme;

This PO and the governance structure in place will ensure there is the direction and provide the mechanism for shaping and reviewing the strategic direction of the estate management to inform the acquisition and disposal programme. Future iterations of the strategy will be aligned to the revised PO.

This document is not intended to be an overarching 'Estate Strategy', as described in Welsh Governments 'Estatecode' guidance, but a document that focuses on a targeted estate asset strategy. This strategic plan will aim to support a number of core objectives, as examples:

- Ensures that the UHB strategic direction when planning and management of the estate is being delivered to optimise outcomes around the acquisition and disposal of assets, and reducing our leased estate
- Support the UHBs ambition to work toward an estate that is focused on providing the right assets that are fit for purpose and in the right location, that aligns to the UHBs strategic and operational ambitions
- Support the aim to collaborate with the UHBs public sector partners
- To manage and maintain the estate effectively, efficiently, and sustainably so that the UHB optimises the public value options
- To provide a platform to support linked agenda, as examples can align to our Well-Being aims, meets our sustainable development goals through tackling climate change and environmental performance, supports the hybrid working agenda and a 'Digital First' approach, and ultimately aligns to the UHBs strategic and operational aims including providing care close to home ambitions, etc
- That progresses in a way that supports development of the UHB workplaces, providing the right, safe, and healthy environments that contribute to staff wellbeing, that improves operational efficiency and productivity

The Strategic Plan provides a summary overview of the impact on the existing estate and potential benefits of delivering estate change, in line with proposed and planned developments. This estate change will focus on changes to the estate footprint, our leased estate, the age profile, the impact on backlog and the financial cost of operating the estate. This will allow proper and effective challenge around estate performance, on a site-by-site basis approach, updated as required to reflect operational and strategic delivery plans.

3. Context

Estate Overview

The Hywel Dda University Health Board freehold estate currently covers circa 50 hectares across 31 sites throughout the three counties.

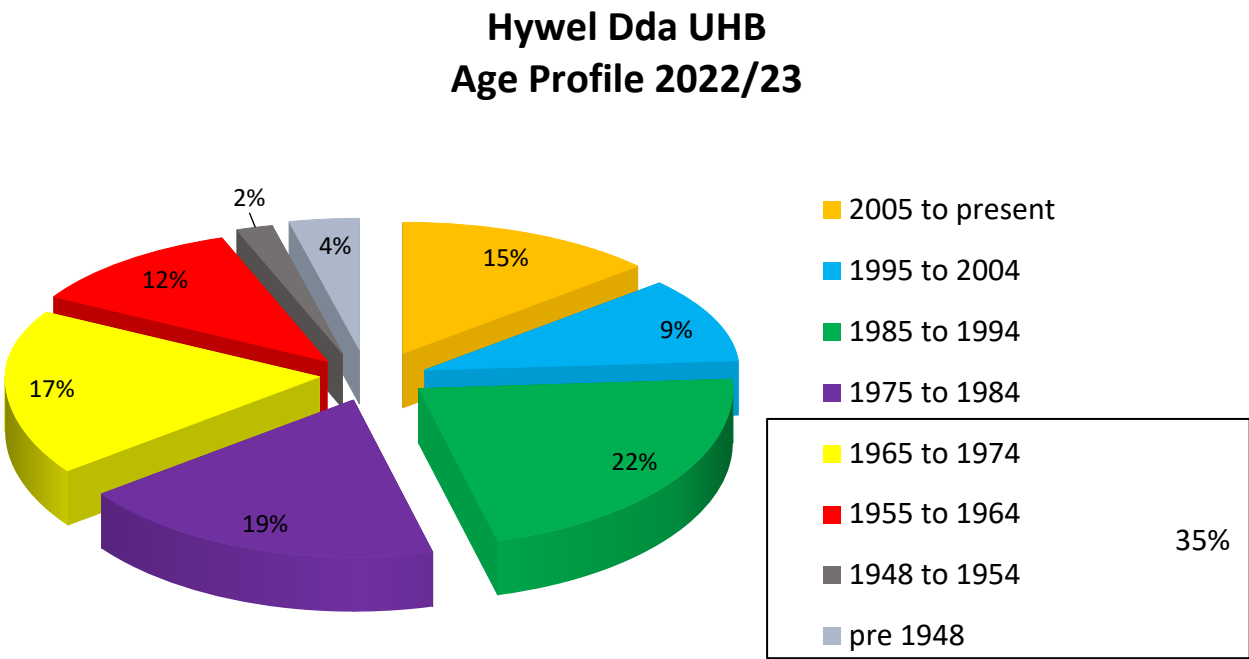
The current total gross internal floor area of the Health Board’s freehold estate stands at 186,610m².

Acute General Hospitals	148,753m²
Prince Philip Hospital	29,152m²
Glangwili General Hospital	52,817m²
Bronglais General Hospital	27,531m²
Withybush General Hospital	39,253m²
Additional Estate	37,858m²
Specialist Hospitals	12,087m²
Mental Health Learning Disabilities	2,912m²
Community Hospitals	10,045m²
Health & Treatment Centres	10,321m²
Support Services	2,492m²
Total Freehold Estate	186,610m²

The current leasehold estate amounts to circa 47 properties including two Covid vaccination and testing centres as well as six general medical services managed practices.

Age Profile

The age profile of the UHB estate directly impacts on the ability to effectively and efficiently deliver services, and modernising the estate is a key aim of this strategy and the AHMWW programme. As an example and highlighted in the chart below 35% of the estate will shortly be over 50 years old.



4. AHMWW Programme and Estate Infrastructure investment

Our strategy 'A Healthier Mid and West Wales: Our future generations living well', approved by the University Health Board in November 2018, sets out the 20 year vision for population health outcomes. The AHMWW programme will deliver the essential estates infrastructure of a new purpose built planned and urgent care hospital and the repurposing of Glangwili and Withybush hospitals plus a network of community facilities for the populations of Carmarthenshire, Ceredigion and Pembrokeshire. This model of service configuration supports the Board to meet its strategic goals:

- Starting and developing well,
- Living and Working Well, and
- Growing Older Well

The estates and capital planning requirements of the AHMMW programme will form part of the property strategic plan, reflecting the schemes targeted within the interim years, where new community projects are delivered alongside a supporting asset strategy. The UHB will continue to deliver a range of short and medium term estate developments to support service and operational delivery, and seek investment to maintain and develop our essential service infrastructure where necessary for the interim period. Our business continuity schemes, being delivered as part of a separate business case are critical to the on-going service delivery across our organisation. This approach is needed to sustain the estate infrastructure and estate in the interim period while the new hospitals and community facilities are built. While estate condition based on a 5-facet survey or critical risk analysis will be a key component in developing strategic estate solutions, there are a range of important principles which are targeted as part of the programme to ensure the UHB takes advantage of the opportunities available and develops the estate appropriate to needs. These include:

- Maximising the use and upgrading retained existing estate.
- Clear alignment with national and local planning priorities.
- Ensuring estate is functionally suitable for purpose.
- Ensuring estate is compliant with statutory requirements and latest clinical service and estate standards and guidance.
- Ensuring acute hospital site estate is prioritised for clinical purposes.
- The UHB will work with our partners to maximise opportunities to improve estate utilisation
- The UHB will dispose of unnecessary estate and maximise value;
- Innovative forms of finance will be explored to deliver service and estate modernisation.
- An overview of the current estate has been developed in alignment with the UHB plans to ensure a sound and improving financial footing.

The Strategic Plan will need to align to these strategic programmes of work, alongside estate plans that fall outside these programmes reflecting the short and medium term programmes. As part of transformational change and planned changes to the estate the UHB will strive to meet a number of key estate performance goals and challenges faced with the existing estate, as examples:

- Address a current fragmented estate ownership challenge, with a focus on reducing the leased estate.
- Address wide variations of use, an inflexible core estate and a lack of capacity on clinical sites, often caused by an in-balance stemming from of historical occupation arrangements.
- To target variations in site performance, condition, functionality, and estate efficiency.
- Drive towards improvements to estates efficiency and performance.

5. Linked Performance Opportunities

The Strategic Plan information will provide many potential linked opportunities to target property management performance, such as links to the Agile Working Programme delivery, collaboration with our public sector partners' estate, links to Wellbeing, Sustainability and Decarbonisation target setting, or value based estate delivery. These are outlined below in more detail:

Estate Performance – the estate performance data is gathered and measured against a range of key performance indicators, including overall size of the estate, running costs and a range of other operational estate-based data fields. The UHB reports this data annually to Welsh Government on a range of estate performance indicators via the Estates, Facilities Performance Management System (EFPMS) returns. This return provides performance data on an annual basis on the UHB's own estate, but also includes data returns from across Health Boards in Wales. This data has previously formed the basis of performance benchmarking, internally as a site-by-site comparison, and as a comparison against other Health Boards. The Strategy can form the basis of future benchmarking on estate performance, including targeted reporting on the impact of the UHBs acquisition and rationalisation plans, and building efficiency reviews.

Agile Working Programme - The transition to new of working will provide the UHB with opportunities to support services and individuals to work anywhere and in an estate that is a modern vibrant workplace where creativity and collaboration is actively encouraged, and staff feel engaged and empowered to work to their best. The ambition is that:

- **People** - we will empower our people to work whenever and wherever is most appropriate for the delivery of their services and meeting patient need
- **Process** - we will streamline and digitise our processes and provide the appropriate technology to fully enable agile/hybrid working and exemplary service delivery
- **Place** - we will provide a network of flexible workspaces that provide an energised and innovative collaboration environment, local to where they are needed and will be the visual depiction of our values and culture

The Strategy can closely align to this agenda, whether through identification of sites to support estate change, utilisation efficiency improvements, allow staff to work anywhere, or through estate development opportunities around workplace design change.

Digital Ways of Working – The introduction of access from anywhere technology approach, a digital integration vision, and a continual drive to improve on the infrastructure are all working to enhance the way we work and the workplaces. It will be important that this strategy is aligned to the Digital approach.

Collaboration - The benefits of collaboration is well established. The UHB continues to work with its public sector partners via the Public Service Boards to develop joint work asset strategies. As an example, the Carmarthenshire Local Authority has established a public sector hub in Llandeilo, which allow employees and service to access as a 'touch down' office base within this locality. Plans to identify and deliver collaborative solutions will continue in terms of both co-location, use of surplus buildings and sites and for decarbonisation joint working projects. The strategy can be utilised, as a basis of exploring opportunities, and reporting outcomes.

Decarbonisation, Biodiversity, and wider sustainability aims – Managing the estate responsibly and sustainably can support with the achievement of Environmental performance objectives and be utilised as basis of performance reporting. Decarbonisation of the public sector by 2030 is a priority for Welsh Government and the UHB, and in response, the UHB has developed its own Decarbonisation Delivery Plan to set out the plan to respond to this ambition to meet NHS specific targets set in Wales. Alongside this links to utilities, water management and waste management consumption and cost reporting, and performance management activities can link to an effective estate plan, through the development of best-in-class estate, disposing of inefficient estate, developing in our retained estate, be it new technologies, renewable energy etc.

An effective strategy can support a range of linked environmental objectives, be it linking estate to tackling climate change, supporting Biodiversity projects and linking to the UHB ambitions around introducing Biophillic design. The overall aim of Biophillic Wales is to increase the well-being of people, biodiversity and the environment using three interconnecting areas, that will focus on greening our estate, by greening our spaces, increasing access, enhancing biodiversity and wildlife habitats. The Strategy can support delivery of this agenda, whether on site development plan alignment, site acquisition of rationalisation programmes and review on-site energy and carbon performance on a site-by-site basis.

On-site Residential and Key Worker Accommodation – The strategy around onsite residential accommodation and future key work accommodation will need to be closely linked to the Strategy to ensure alignment to the short, medium and long-term requirements of the organisation. The UHB continues it's business as usual (BAU) recruitment and has an average pipeline of overseas recruits of circa 50 international

recruits at any one time, and continues to support the recruitment of Internationally Educated Nurses (IENs) and welcomed over 100 IENs by end January 2023, and plan to recruit a further 140 IENs by March 2024. The UHB is unable to accommodate the current demands within its own residential accommodation and, as a short-term plan, has relied on outsourced arrangements, principally through University accommodation. Historically the UHB has disposed of off-site residential properties and converted a number of on-site residential blocks into offices, so the importance of estate alignment to this agenda is key.

DRAFT

6. Baseline Estate Portfolio

The following tables provide an overview of the UHBs current land and property estate baseline, but also captures the planned and proposed strategic property developments for the period 2023 – 2026, categorised into geographically by county, with Carmarthenshire split into Carmarthen and Llanelli regions for ease of reference.

Carmarthenshire County (Llanelli and Surrounding Areas)

Table 1 - Llanelli Property Portfolio Summary (Freehold estate)

Property	Services	Floor Area GIA m²	Land Area Hectares	Backlog	Age Profile	Site Plans & Linked Schemes
Prince Philip Hospital, Bryngwynmawr Road, Dafen, Llanelli	Acute Hospital Services	29,257	12.45	£13,487,405	1980s to Present	Retained - Subject to AHMWW plans
Amman Valley Hospital, Folland Road, Glanamman	Community Hospital. Elderly Care, Haematology, Maternity/Midwife Services, Ophthalmology, Physiotherapy, Podiatry Services and GP Branch Surgery	2,078	0.99	£820,651	1936 to 1990s	Retained - Subject to AHMWW plans
Elizabeth Williams Clinic, Mill Lane, Llanelli	Community Health Centre. Sexual Health, Dental Services, Podiatry and Child/Adolescent Mental Health	827	0.26	£143,348	1980s to 1990s	Retained - Potential link to Llanelli Hwb and AHMWW plans
Crosshands Health Centre, Carmarthen Road, Crosshands	Community Health Centre. Ophthalmology, Physiotherapy, Podiatry, GP Branch Surgery x 2 and District/Community Nurse base	641	0.234	£250,288	1970s	Disposal – Services linked to Crosshands Health & Wellbeing Centre
Swn-Y-Gwynt, Tir-y-Dail Lane, Ammanford	Mental Health Substance Misuse	329	0.02	£121,206	1980s	Retained
Brynmair Clinic, Goring Road, Llanelli	Mental Health Community Mental Health and Assisted Outpatient Treatment	830	0.29	£152,045	1900s to 1990s	Retained – Potential link to AHMWW plans

Table 2 - Llanelli Property Portfolio Summary (Leasehold estate)

Property	Services	Term	Break Options	Linked to Scheme
Llwynhendy Health Centre, Llwynhendy Road, Llanelli	GP Surgery Community Services District/Community Nurses, SALT, Leg Ulcer Clinic	21 years ending on 17.06.2028	-	Review at end of lease
Units 7 The Beacon, Dafen, Llanelli	Administrative Base.	5 years ending on 30.04.2024	3 month notice	Subject to future Service plans and need

Units 9 The Beacon , Dafen, Llanelli		Workforce & Occupational Development	Holding over	-	
Unit Dura Park , Bynea, Llanelli		Administrative Base, Engineering Lab & Stores. Research & Development and Clinical Engineering	5 years ending on 25.05.2026	3 rd Year	Lease Disposal – 2024/25 linked to Pentre Awel project delivery. Facility required albeit preference would always be to accommodate the Clinical Engineering service at an acute site
Felinfoel Resource Centre , Felinfoel, Llanelli		Administrative Base. Primary Care	Holding Over	-	Lease Disposal – Options linked to relocation into Primary Care estate
Antioch Centre , Copperworks Road, Llanelli		Blood Test Clinic. Phlebotomy	-	8 weeks’ notice	Subject to future Service plans and need
Unit 2 Stradey Business Centre , Mwrwg Road, Llangennech, Llanelli		Medical Records Stores.	Holding over	-	Review at break or end of lease – Linked to Medical Records scanning scheme. Unit 2 required indefinitely as supporting broader NHS demands for records storage. Creates no net financial pressure on HDUHB. Unit 4 required for a period of at least 10 years whilst scanning is progressed.
Unit 4 Stradey Business Centre , Mwrwg Road, Llangennech, Llanelli			10 years ending on 25.02.2030	Rolling option after 26.02.25 subject to 6 months’ notice	
Unit 24 Stradey Business Centre , Mwrwg Road, Llangennech, Llanelli		Administrative Base. School of Nurses	Holding Over	-	Subject to current review of community accommodation in the Llanelli locality
Unit 3 Dafen Industrial Estate , Heol Cropin, Dafen, Llanelli		Medical Records Stores.	10 years ending on 27.03.2032	5 th Year	Established as a base for scanning and required until such time that paper doesn’t feature as part of the health record.
Carmarthenshire C.C. Offices Ty Elwyn, Llanelli		Administrative Base. Carmarthenshire Drugs & Alcohol Team and Carmarthenshire Mental Health Team	Informal arrangement with LA re-charged per desk	-	Partial relocation of service linked to new site / possible link to current community accommodation review
Carmarthenshire C.C. Offices Eastgate, Llanelli		Administrative Base. Community Teams – District Nurses, Acute Response Team		-	Subject to current review of community accommodation in the Llanelli locality
Carmarthenshire C.C. Offices Ty Parc y rhyn, Ammanford		Administrative Base. Occupational Therapists, CPN’s, District Nurses, Specialist Nurses, Physiotherapy and Primary Care.		-	Retained
Unit 2a Dafen Industrial Estate , Heol Cropin, Dafen, Llanelli		COVID MV&T Centre.	3 years ending on 31.07.2024	3 month notice	Subject to current review of need
Meddygfa Minafon , Hillfield Villas, Kidwelly	Kidwelly Surgery	Health Board Managed Practice	Holding Over	Subject to Primary Care direction	Subject to Primary Care Service Plans
	Trimsaran Branch Surgery		Formal arrangements to be finalised		
Meddygfa’r Sarn , Heol y Menciau, Pontyates				6 years ending on 30.09.2023	
Ash Grove Surgery , Thomas Street, Llanelli		Health Board Managed Practice	Formal arrangements to be finalised	-	Subject to Primary Care Service Plans

Capital projects in Llanelli Locality

1. Pentre Awel project, South Llanelli. (Status – subject to ongoing scheme development and approval)



Pentre Awel is a landmark development forming the largest single site development proposed for Carmarthenshire.

Pentre Awel is a c. £200 million development located across 86 acres of brownfield land and will co-locate public bodies including the Local Authority and Health Board as well as academia, private and voluntary sectors.

The focus of the scheme is to create an environment for leisure, education, research and development, business incubation and health promotion. The substantial investment will create infrastructure including research and business development facilities, a learning academy, an Independence Centre of Excellence incorporating a state of the art care home and rehabilitation centre, extra care housing, a new leisure and aquatics centre with hydrotherapy pool, wellness hotel and outdoor leisure space. The UHB accommodation is planned to support the delivery of Research & Development and Community Therapies services.

2. Cross Hands Health & Wellbeing Centre, Cross Hands

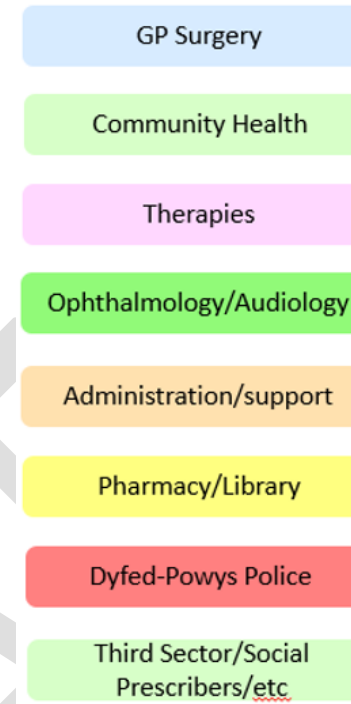


As part of the AHMWW aspirations to develop community hubs throughout the Hywel Dda estate the proposed new Health and Wellbeing centre at Cross Hands is an integral part of achieving this goal. The scheme will facilitate the purchase of land and development of a new Health and Wellbeing centre which aims to provide not only health care provision but in partnership with the Local Authority, Dyfed Powys Police, Third Sector partners and GP Surgeries a focus on securing an integrated service network in the Amman/Gwendraeth Valley locality.

The planned building usage will accommodate the following occupancies:

- Community Services incorporating – District Nursing Team and wider multidisciplinary professionals, Social Workers and support staff in the Amman/Gwendraeth area
- General Practitioner Services – The two GP surgeries currently occupying the existing Cross Hands Health Centre will be relocated to the new development
- Dyfed Powys Police – A new Police hub will be set up replacing the existing Cross Hands Police Station
- Library – Community library will be established
- Training and Education - Clinical Skills training can be delivered from the site
- Community Pharmacy
- Third Sector
- Family Centre

Proposed Floor Plan Layouts:



Planned co-location of public partners:

- Carmarthenshire C.C. – Library (operational service charges)
- Carmarthenshire C.C. – Social Care (operational service charges)
- Dyfed Powys Police – Police Station
- GMS Premises - Tumble and Penygroes GP Surgeries (operational service charges)

3. New site development to support a Health Improvement & Wellbeing Centre in the Llanelli area (Status – subject to scheme development and approval)

The proposed acquisition of a new site is subject to Welsh Government funding and Health Board approval, but is looking to establish a Health Improvement & Wellbeing Services within the Llanelli area. There is a statutory requirement on both the Health Board and Local Authority to provide effective Health Improvement & Wellbeing Services to address local needs in the following areas:

- Smoking Cessation
- Public health and preventative services
- Psychological and psychosocial support
- Drug and alcohol service provision

At present current services are accommodated across two main sites including Local Authority premises at Ty Elwyn, Llanelli and commercial premises located in Vaughn Street, Llanelli. Both of which are considered to be unsuitable in terms of accessibility, location and costs.

Centralising the service in a single location is considered to be essential to grow and develop the service and to encourage the involvement of Third Sector parties. The purchase of new premises is seen as the preferred option within the locality.

4. Llanelli Hwb, Llanelli Town Centre Project (Status – subject to scheme development and approvals)

The Local Authority have sought funding through the Swansea City Region deal and the Westminster Government's levelling up fund to develop an integrated care centre within the Llanelli town centre. This proposed scheme forms part of the Local Authority's plans to regenerate the Llanelli town centre and offers an opportunity to develop a "one stop shop" for health and social care serving the local population.

Preliminary proposals are currently being developed with our Local Authority partners which could see existing health related services relocating to this new facility.

It is envisaged the accommodation would offer clinical treatment and consultation space to undertake a range of clinics including leg ulcer, heart failure, frailty, continence, earwax and mental health clinics as well as a potential relocation and expansion of the phlebotomy service from the Antioch Centre by the station. Additionally this could support the collocation of the Intermediate Care multi-disciplinary Team with Delta on the first floor. The Intermediate Care multi-disciplinary Team works alongside Delta to support earlier discharge from hospital/avoid hospital admissions/keep people safe in the community. In the fullness of time, we anticipate that the multi-disciplinary Team will triage all new referrals to community health and social care if an intervention is needed.

The above is being as a phase 1 development plan by the Local Authority, with opportunities for further projects within the Llanelli town centre that the UHB can potentially link into.

5. Amman Valley

The longer-term focus for Amman Valley Hospital (AVH) forms part of the wider aspirations for community hospitals in the Healthier Mid and West Wales strategy, and the emerging community model. The UHB will work with partner organisations to identify potential site opportunities. This is intended to be developed to include a range of integrated community services.

Ongoing discussions with the council, GP practices, police and third sector and social care will lead to a truly integrated centre leading to significant improvements in patient pathways and community services in the future. A list of services will be developed and included as further work is undertaken during the scoping stage.

- Health Board Services to be located in the Amman Valley
 - Step up beds
 - Elderly Medicine
 - X-ray
 - Phlebotomy/POCT
 - Ophthalmology
 - Dental & Optometry
 - Community Midwifery
 - Community Nursing Services

- Occupational Therapy.
- Partnership services to be located
 - Third sector
 - Social Care
 - Public Health Wales
 - Patient Liaison Services
 - Looked After Children
 - Locality Community Resource Team
 - Services from acute sites in line with proposals for developing out of hospital care

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Carmarthenshire County (Carmarthen and North Carmarthenshire)

Table 3 – Carmarthen Property Portfolio Summary (Freehold estate)

Carmarthen Property Portfolio – Freehold						
Property	Services	Floor Area GIA m ²	Land Area Hectares	Backlog	Age Profile	Linked to Scheme
Glangwili General Hospital , Dolgwili Road, Carmarthen	Acute Hospital Services	51,294	9.64	£47,947,695	1950s to Present	Linked to AHMWW plans – Site to be re-purposed
Hafan Derwen , Parc Dewi Sant, Carmarthen	Specialist Hospital Mental Health Learning Disabilities Services, Corporate & Governance Offices	7,947	4.98	£1,146,745	1900s to 2000s	Retained - linked to Corporate Hub plans
Llandovery Cottage Hospital , Llanfair Road, Llandovery	Community Hospital MIU - Currently closed, In-Patient ward, X-Ray, Community Clinics, Community Adult Mental Health	1,162	0.51	£596,872	1900s to 2000s	Retained - Subject to AHMWW plans
Pond St. Clinic , Pond Street, Carmarthen	Community Health Centre Sexual Health, Dental Services, Child/Adolescent Mental Health	281	0.1	£374,112	1900s to 1970s	Disposal – Linked to Carmarthen Hwb
Penlan , Penlan Road, Carmarthen	Mental Health Learning Disabilities/Sexual Health Community Team Learning Disabilities, Sexual Health	1,240	0.25	£121,003	1900s to 1990s	
22 Wellfield Road , Carmarthen	Mental Health Community Mental Health Team & Assisted Outpatient Treatment	866	0.38	£53,534	1900s to 1990s	Retained - Subject to AHMWW plans
Ty Gwili , Bronwydd Road, Carmarthen	Mental Health Administration base	296	0.11	-	1900s to 1990s	Retained
79 Bro Myrddin , Jobswell Road, Carmarthen	Mental Health Child and adolescent Mental Health	273	0.21	£14,388	1980s	Retained – Subject to re-develop plans (WG funding approved)

Table 4 – Carmarthen Property Portfolio Summary (Leasehold estate)

Carmarthen Property Portfolio – Leasehold				
Property	Services	Term	Break Options	Linked to Scheme
Ty Myddfai , Cillefwr Ind. Est., Johnstown	Mental Health. Psychological Wellbeing	10 years ending on 01.09.2026	01.09.2021 Subject to 6 months' notice	Service review at end of lease – Freehold option to be explored

Glien House , Cillefwr Ind. Est., Johnstown	Administrative Base. Workforce and Training	5 years ending on 28.03.2027	29.03.2025	Service review at break/end of lease – Possible link to corporate hub
Ty Gorwel , Blk 14 St Davids Park, Carmarthen	Administrative Base Finance	10 years ending on 03.03.2029	03.03.2024 Subject to 6 months' notice	Service review at break/end of lease – Possible link to corporate hub
St Anne's , Blk 03 St Davids Park, Carmarthen	Administrative/Assessment Base Women & Children Services	Holding over on lease	-	Subject to service review – Freehold options to be explored
IAS , Blk 01 St Davids Park, Carmarthen	Administrative/Assessment Base Integrated Autism Service	Holding over on lease	-	Linked to Hafan Derwen/Tudor Hs. Plans
Blk 07 , St Davids Park, Carmarthen	Administrative Community Teams	Informal arrangement with LA re-charged per desk	-	To be reviewed as part of future community service need
Blk 08 , St Davids Park, Carmarthen	Administrative Base Planning Team	8 years ending on 17.05.2030	18.05.2025	Service review at break/end of lease – possible link to corporate hub
Blk 08 , St Davids Park, Carmarthen	Administrative Base Transformation Team	10 years ending on 17.05.2030	18.05.2025	
Blk 02 , St Davids Park, Carmarthen	Training Facility	1 year ending on 17.02.2023	-	Ongoing occupation subject to service need
Carmarthen Ambulance Station , Abergwili Road, Carmarthen	Administrative Base Research & Development	Memorandum of Agreement	-	Subject to Service need

Capital projects in Carmarthen Locality

1. Carmarthen Town Hwb, St Catherine’s Walk, Carmarthen

The Carmarthen town centre development provides an innovative centre for health, wellbeing, culture and learning. This is planned to create a new opportunity to co-locate and integrate a range of services to support preventative healthcare and to creatively link these with learning, community, cultural and leisure activities that will support lifetime wellbeing and economic opportunity.

The circa 2,500m2 space provided is geared to “providing a safe space to start well, giving every child the best start in life; live well; and age well”, bringing together integrated community health and social care services provided by the Health Board, Local Authority and third sector. These services will work alongside other Local Authority and University led services, and will include:

A start well zone, including a new family centre, clinical treatment rooms and meeting space

An age and live well zone, including community dental services, podiatry and orthotics, community optometry and primary care; alongside clinical treatment rooms to support delivery of therapies, specialist nursing clinics, sexual health clinics and other treatments

A reception and wellbeing zone, providing an open and welcoming environment in which people can access services from adult mental health and CAMHS, the Community Resource Team, and the Community Team Learning Disabilities. The wellbeing zone will also support access to information from a range of partners.

Access to 750m2 health and fitness suite, open to all and serving people using other health and wellbeing services as well as the wider public, and helping people access healthier lifestyles

Access to training and office facilities.

The Local Authority has secured funding from the national Levelling Up central Government scheme and has commenced work to deliver the scheme by summer 2024.

Proposed Floor Plan Layouts

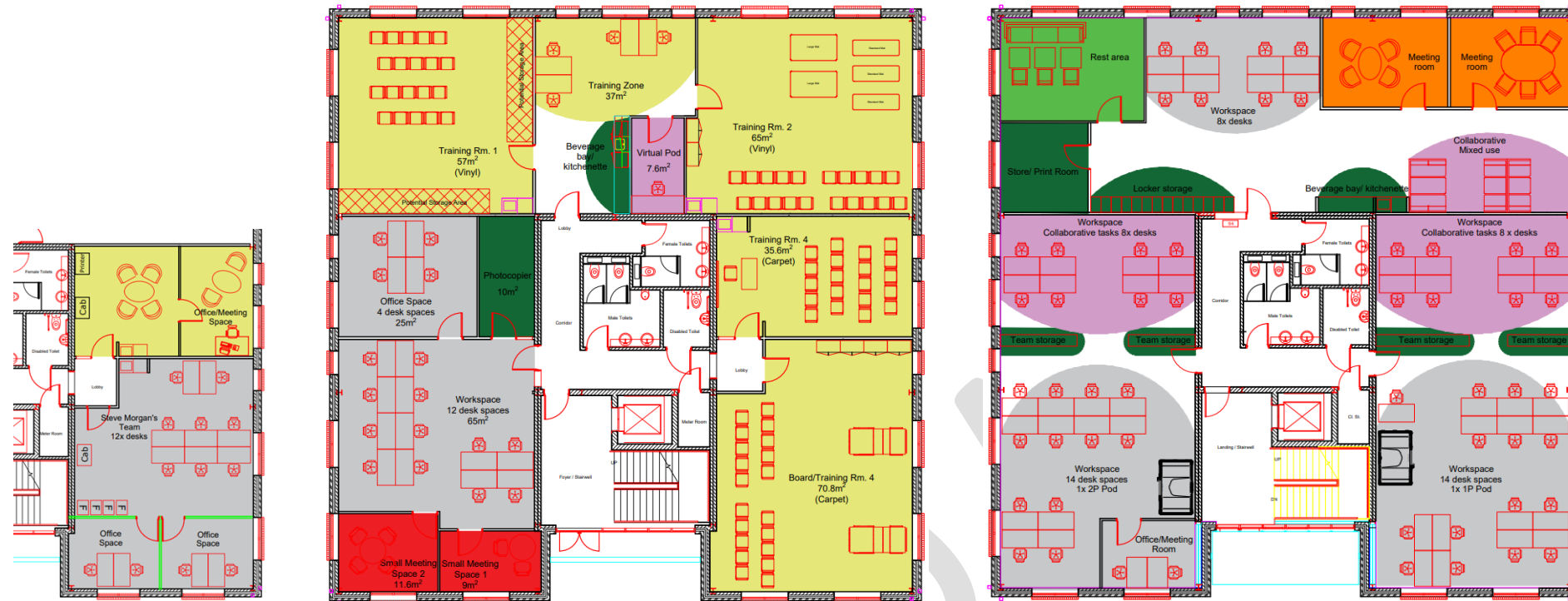


2. Hafan Derwen site (and linked moves)

Hafan Derwen Phase 1, 2 and 3 sets out to establish a road map of accommodation arrangements, as outlined below:

Phase 1 – Glien House Lease

This phase has been delivered and has seen the centralisation of Workforce & Occupational Development service, including a centralised training hub through the occupation of Glien House, which was identified as a “pathfinder site” as part of the agile working delivery programme. This project has supported the need and aims of the service to centralise and meet capacity needed, but also created capacity at Hafan Derwen site to support the delivery of a number of accommodation priorities as part of a phase 2 delivery plan.



Phase 2 –Hafan Derwen site

This phase focused on addressing a number of key accommodation priorities, as a short and medium term solution, on the Hafan Derwen site, subject to further development as part of phase 3 delivery plan. This will see the relocation and consolidation of a number of Services needing accommodation, some already occupying the Hafan Derwen site and others needing a base on site. The following accommodation arrangements are currently being arranged (Planned delivery by May 2023):

- **Command Centre** - to relocate from Tudor House to existing space occupied by Payroll & Pension team (preferred location given need to develop a call centre solution with open plan working). Capacity short to support wider desk us;
- **MHLD** – Planned reoccupation of Tudor House block (this solution is subject to separate scheme development plans and funding bid);
- **Payroll & Pension Team** - relocation to the former Planning Team office on the ground floor (agreed to reduce floor area from 284m² > 59m²);
- **Corporate Nursing Team** – H&S issues with existing accommodation, support centralisation of the team;
- **Public Health Wales** – forms part of the transfer of the PHW local team’s arrangements. This scheme will support the arrangement of new accommodation to allow the relocation of the PHW team from Building 1, St David’s Park, and support wider directorate team centralisation requirements;
- **Therapies accommodation** – services are expanding and this space would allow co-location of disparate staff to come together and work more efficiently (c. 22 staff on a hot desk / shared use basis);
- **Corporate Governance, Legal and Public Enquiry Office** - co-location of teams to support a centralised accommodation solution;
- **To provide meeting / coraboration /quiet spaces** – shared use facilities for use throughout building;
- **Building 08** – support relocation of the Capital Planning team from the main block to Building 08;

All services engaged in the process are being supported to adopt an agile working approach. In addition a review of agile working practices is also being arranged with all other existing services within the building to ensure all accommodation is being consistently managed, high utilisation is maintained and where capacity allows support further relocations.

Phase 3 - Corporate Hwb – Carmarthen (Subject to development and approval)

This phase is focused on the opportunity to develop a corporate hub in the Carmarthen Town locality. Options currently being explored to identify a site and to consider options around occupation with an aim to relocate services from Glangwili Hospital (to support on site clinical delivery), reduce our leasehold estate and provide opportunity to develop more community services on the Hafan Derwen. A project task & finish group is being arranged to move this project forward.

3. Llandovery

As part of the AHMWW ambitions the Llandovery area has been identified as a Hub location. As with the majority of proposed community plans the aim will be to achieve this goal through partnership working with the Local Authority and the 3rd Sector.

Types of services proposed for the locality will include:

- Health Care Services - Elderly Medicine, Step up beds, minor injury service for adults and children, X ray, Phlebotomy, Community Midwifery, Community Nursing Service, Occupational Therapy and Mental Health Services.
- Partnership Services - General Medical Services, Third Sector, Social Care and Public Health Wales.

Patient Liaison Services will also be considered and could potentially include - Locality Community Resource Teams, relocation of services from acute sites in line with proposals for developing out of hospital care, Carmarthenshire County Council's community type services etc.

Ceredigion Property Portfolio Summary

Table 5 – Ceredigion Property Portfolio Summary (Freehold estate)

Property	Services	Floor Area GIA m ²	Land Area Hectares	Backlog	Age Profile	Linked to Scheme
Bronglais General Hospital , Caradog Road, Aberystwyth	Acute Hospital Services	27,531	2.8	£7,779,498	1900s to Present	Retained
Tregaron Hospital , Dewi Road, Tregaron	Community Hospital In-Patient ward, Outpatients, Physiotherapy, Community Services	1,658	0.74	£2,035,903	1800s to 1970s	Disposal - Linked to the Cylch Caron joint scheme – Ceredigion C.C. and Housing Association Partner
Aberaeron Integrated Care Centre , Vicarage Hill, Aberaeron	Health & Treatment Centre. Audiology, Ophthalmology, Physiotherapy, SALT, GP Surgery. County Team and Community Teams offices	1,965	0.55	-	1960s to present / Purchased in 2019	Retained - The Integrated Care Centre was delivered as part of the AHMWW programme.
North Road Clinic , Queens Avenue, Aberystwyth	Health & Treatment Centre. Dental, Ophthalmology, Sexual Health, SALT, Podiatry	558	0.131	£637,674	1960s	Disposal - Site services linked to the development of the Aberystwyth Integrated Care Centre
Cardigan Integrated Care Centre , Rhodfa'r Felin, Cardigan	Health & Treatment Centre. Orthotics, Physiotherapy, Dental, X-Ray, MIU. Podiatry, Ophthalmology, Children's Therapy, SALT, Mental Health Assessment, GP Surgery. Community Office/Storage, GP Office accommodation	3,251	1.79	-	2019	Retained - The Integrated Care Centre was delivered as part of the AHMWW programme.
Llys Steffan , Temple Terrace, Lampeter	Mental Health. Primary Mental Health Team	291	0.1	£160,277	1970s	Disposal - Site services linked to the AHWMM plans in Lampeter
Gorwelion , Llanbadarn Road, Aberystwyth	Mental Health. North Ceredigion Community Mental Health Team and West Wales Substance Misuse Service	947	0.172	£8,824	1950s	Disposal - Site services linked to the development of the Aberystwyth Integrated Care Centre
Hafan Hedd , Lloyds Terrace, Adpar, Newcastle Emlyn	Mental Health. South Ceredigion Community Mental Health Team			£53,096	1980s	Retained
Ty Helyg , Caradog Road, Aberystwyth	Mental Health and Women & Children Services. Administration base	316	0.099	£41,445	Late 1800s	Disposal - Site services linked to the development of the Aberystwyth Integrated Care Centre
Y Wern , Caradog Road, Aberystwyth	Residential Accommodation	125	0.019	-	1900s	Property linked to the BGH Residential estate

Table 6 – Ceredigion Property Portfolio Summary (Freehold estate)

Property	Services	Term	Break Options	Service Charge	Linked to Scheme
Lampeter Clinic/Medical Practice , Taliesin, Llanbeder-Pont-Steffer, Lampeter	Community Services. Podiatry	10 years ending on 04.02.2028	05.02.2022	-	Service review at end of lease – Possible link to Lampeter plans
Padarn Health Centre , Penglais Road, Aberystwyth	Community Services. District Nurses/Health Visitors Admin base.	20 years ending on 31.03.2032	-	£5,119	Review at end of lease
	Health & Treatment Centre. Aberystwyth Sexual & Reproductive Healthcare Centre	5 years ending on 23.01.2023	-		Disposal Site services linked to the development of the Aberystwyth Integrated Care Centre

	Renal Services. Renal Dialysis centre	20 years ending on 31.03.2032	-	£2,892	Subject to Renal Service review
National Library of Wales , Herbert Morgan Offices, Aberystwyth	Administrative Base. Ceredigion County Team Offices	Occupation was ended end of March 2023			
Pant-y-Fedwen , 9 Market Street, Aberystwyth	Administrative & Treatment Centre. Community Services	5 Years ending on 12.06.2026	-	-	Disposal - Site services linked to the development of the Aberystwyth Integrated Care Centre
Teifi Surgery , New Road, Llandysul	Administrative & Treatment Centre. Community Services	Holding over	-		Linked to AHMWW plans
2 Dan-y-Coed , Aberystwyth	Residential Accommodation	99 Years Ending on 30.06.2064	-		Property linked to the BGH Residential estate
4 Dan-y-Coed , Aberystwyth			-		
46 Plas Dan-y-Coed , Aberystwyth		99 Years Ending on 30.06.2062	-		

Capital projects in Ceredigion Locality

1. Aberystwyth Integrated Care Centre

The advancement of a multi-disciplinary/Multi-agency facility within the Aberystwyth locality is well established. Working with partnership organisations, including Ceredigion County Council and the Welsh Government potential site opportunities have been identified and assessed for their suitability. The continued delivery of many of the Health Board's community based plans will be in partnership and will see the development of a Health and Wellbeing centre and administrative hub developed in the heart of the community.

The use of both Welsh Government and adjacent Ceredigion County Council buildings will see the re-purposing of both buildings at the Llanbadarn Fawr site. Potentially, the Welsh Government building will be reconfigured to provide a health and social care facilities, whilst the adjacent Local Authority building will see the establishment of an administrative hub for the Health Board, Local Authority and Welsh Government.

It is anticipated that this type of joint working between partnership organisations will see the delivery of a truly integrated centre leading to significant improvements in patient pathways and community services in the future.

Outline Health Board service occupation could include:

- Community Teams
- Community Mental Health Teams, Mental Health Drugs and Alcohol, Community Nursing, Community Therapies
- Women and Children's Services – Community & Therapies, Women & Children Services
- Sexual Reproductive Health, General Out Patient Clinics
- Public Health – Health Visiting & School Nursing, Dental & Optometry, Ophthalmology, Education & Training for Staff, Workforce, Hotel Services
- Potential Partnership Services - General Medical Services, Sexual Assault & Rape Centre (SARC), Third Sector, Social Care, Public Health Wales

2. Sexual Assault Referral Centre (SARC) / Therapies services, Rheidol Building, Aberystwyth

The UHB is exploring the estate options with our public sector partners to identify and develop a base in Aberystwyth. The SARC arrangement is being progressed with Project board and project group established to develop a business case to arrange a long occupation within the building, via a capital delivery project. The Therapies accommodation arrangement provides accommodation to deliver community services from the site, on a short-term licence arrangement.

3. Cylch Caron Project

The UHB, in partnership with Ceredigion County Council, Tregaron GP Surgery and Tregaron Pharmacy are looking to develop a purpose built centre for the integrated delivery of health and social care services, together with specialist housing for individuals with care needs within the Tregaron area. The project is led by the Local Authority who aim to develop a new site within the local community, this will be achieved through engagement with a Housing Association, yet to be appointed, to deliver the proposed hub. The proposed scheme aims to deliver extra care accommodation including 34 extra care and 6 Flexible Integrated Health and Social Care Units, Intermediate Care and Rehabilitation/Reablement, a more accessible GP surgery and community pharmacy.

4. South Ceredigion/North Carmarthenshire – Llandysul and Lampeter

The UHB has identified a requirement to develop services at the heart of the Health Board's estate, in south and north Carmarthenshire, in the localities of Llandysul and Lampeter. The aims of the AHMWW set out to deliver these ambitions through the development of a local hub. Again, the goals set out within the AHMWW plan will be achieved through close partnership working with Local Authorities and General Medical Services.

Services that could be provided include: Community Teams – Mental Health, Drug & Alcohol, Community Nurses, Therapies, Women & Children Services – Maternity, Sexual & Reproductive Health, General Out Patient/Public Health Clinics – Health Visitors, School of Nurses, Ophthalmology.

Partnership Services – General Medical Services, Social Care, PHW, Third Sector.

Pembrokeshire Property Portfolio Summary

Table 7 – Pembrokeshire Property Portfolio Summary (Freehold estate)

Property	Services	Floor Area GIA m ²	Land Area Hectares	Backlog	Age Profile	Linked to Scheme
Withybush General Hospital , Fishguard Road, Haverfordwest	Acute Hospital Services.	39,477	8.238	£26,819,687	1970s to Present	Linked to AHMWW plans – Site to be re-purposed
Canolfan Bro Cerwyn St Nons & St Caradog , Fishguard Road, Haverfordwest	Specialist Hospital. Older Adult Mental Health Service & Pembs Community Mental Health Team base. Conference Centre	4,159	1,511	£817,658	1980s to 2000s	Linked to AHMWW plans - Subject to Community hub review to develop services in Haverfordwest locality
South Pembrokeshire Hospital , Fort Road, Pembroke Dock	Community Hospital. Outpatients, X-Ray, Podiatry, Physiotherapy, Social Care, Community Heart Failure Specialist Nurse/Frailty Nurse, SALT, Leg Ulcer Clinic, Dietitians, Day Unit. In-Patient ward areas Haven Way; S. Pembs Community Mental Health Team	5,356	1,96	£1,053,154	1900s to 2007	Retained - Linked to AHMWW plans
New Tenby Hospital , Gas Lane, Tenby	Health & Treatment Centre. Nurse Led Walk in Centre, Audiology, Day Unit, Dental, Outpatients, Physiotherapy, Podiatry and X-Ray.	1,080	0.374	£81,706	2006	Retained - Linked to AHMWW plans
Haverfordwest Health Centre , Winch Lane, Haverfordwest	Health & Treatment Centre. District Nurses, Dietician, Dental, Podiatry, Family Planning, Cardiac & CNS, Macmillan.	421	0.26	£304,505	1960s	Disposal (not approved) - Subject to Community hub review to develop services in Haverfordwest locality
Pembroke Dock Health Centre , Water Street, Pembroke Dock	Health & Treatment Centre. SALT, Dental, Paediatric and Family Planning.	365	0.214	£92,109	1990s	Retained
Milford Haven Health Centre , Yorke Street, Milford Haven	Health & Treatment Centre. SALT/Audiology, Dental, Community Nurses, Chiropody, Leg Ulcer Clinic and Podiatry.	366	0.28	£46,647	1990s	Retained
Fishguard Health Centre , Ropewalk, Fishguard	Health & Treatment Centre. Physiotherapy, Ante Natal, District Nursing Team, Health Visitors, Mid Wives, Podiatry, GP Surgery.	524	0.14	£189,432	1960s	Linked to Fishguard ICC Partnership scheme with Local Authority

Table 8 – Pembrokeshire Property Portfolio Summary (Leasehold estate)

Property		Services	Term	Break Options	Linked to Scheme
Bro Preseli Community Resource Centre, Heol Parc Y Ffair, Crymych		Health & Treatment Centre CPN’s, School Nurses, District Nursing Team, Health Visitors, Mid Wives and Podiatry	20 years ending on 20.07.2034	-	Service review at end of lease
		GP Surgery		-	
Manchester Square Health Centre, Manchester Square, Milford Haven		Health & Treatment Centre District Nursing Team, Health Visitor and Midwives	20 years ending on 28.10.2032	-	
Narberth Health Centre, Northfield Road, Narberth		Health & Treatment Centre District Nursing Team, Health Visitor and Community Nurses	20 years ending on 31.12.2040	At the end of the 5 th , 10 th and 15 th years on giving 6 months’ notice	Service review at end of lease
Llanion House, Llanion Park, Pembroke Dock		Mental Health Learning Disabilities South Pembrokeshire Community Learning Disabilities Team	15 years ending on 30.03.2034	30.03.2023	Options to break lease being explored.
Unit 1 Honeyborough, Industrial Estate, Neyland		COVID Testing Centre Pembrokeshire testing facility	3 years ending on 01.03.2025	01.04.2023 / 3 month rolling break	Subject to current review
Tenby Surgery, Gas Lane, Tenby		Health Board Managed Practice	Formal arrangements to be finalised	-	Subject to Primary Care Service Plans
Neyland GP	St Clements Surgery, Neyland				
	Johnston Surgery, Johnston				
10 Church Close, Begelly		Mental Health Learning Disabilities Residential accommodation	Client Management SLA	-	Retained
2 Greville Court, Albion Square, Milford Haven				-	
Unit 11 Honeyborough, Industrial Estate, Neyland		Shapes Equipment Store	Section 33 Joint Service Occupation	-	Retained

Capital projects in Pembrokeshire Locality

Within the Pembrokeshire locality the majority of the Health Board's AHMWW aspirations will be delivered through existing estate improvements. Where new developments are proposed this will see the continued progression towards partnership working and the use of colocation sites to deliver an integrated Community, Social Care and Health offering.

New hub type schemes within the Pembrokeshire locality include the following:

1. South Pembrokeshire Integrated Care Centre

Redevelopment of the South Pembrokeshire Hospital site will transform current service provision to reflect the AHMWW plans through the established hub model for partnership service delivery. In addition the development of the site will create a Rehabilitation Centre of Excellence.

Improvements to the site will see the development of virtual community clinics, Out-Patient clinics, community diagnostics, Out-Patient rehabilitation suite, In-Patient rehabilitation suite, Joint Equipment Store, Mortuary improvement and Bereavement Suite.

2. Fishguard Integrated Health & Wellbeing Centre – Project group established to review and develop proposals for new Integrated Care project, as part of AHMWW plans;

3. Haverfordwest Health & Wellbeing Centre - Project group established to review and develop proposals for new community development, as part of AHMWW plans;

4. Neyland Hwb – forms part of AHMWW plans to develop a community development in the locality

5. Tenby Integrated Health & Wellbeing Campus - part of AHMWW plans to develop community services in this locality;

7. Summary of estate change opportunities

The Strategy will be updated as required, through ongoing review and engagement with service teams. For ease of reference a review of potential changes to the estate is summarised below, set out in the following tables:

- Freehold estate – potential / planned rationalisation programme.
- Leasehold estate – potential rationalisation programme.
- Summary of Strategic Development projects (approved or in development, subject to approval).

These summary table set out the position on a number of short and medium term estate plans that can potentially be delivered over the period 2023- 2026, some approved and progressing through the business case process and others proposed subject to ongoing review, development and approval. The position outlined below will be subject to regular review and updated as part of the annual reporting of this strategy.

Table 9 - Freehold estate – potential / planned rationalisation programme / opportunity:

Property	County	Floor Area GIA m ² reduction	Backlog Reduction	Site Plans & Linked Schemes	Timescales	Comments
Cross Hands Health Centre , Carmarthen Road, Cross Hands	Carmarthenshire (Llanelli)	641	£250,288.00	Disposal – Services linked to Cross Hands Health & Wellbeing Centre	2025/26	Disposal included as part of OBC WG approval. FBC currently being developed
Pond St. Clinic , Pond Street, Carmarthen	Carmarthenshire (Carmarthen)	281	£374,112.33	Disposal – Linked to Carmarthen Hwb Project	2024/25	Levelling Up Funding secured via Carmarthenshire Local Authority bid
Penlan , Penlan Road, Carmarthen	Carmarthenshire (Carmarthen)	1,240	£121,003.08	Disposal – Linked to Carmarthen Hwb	2024/25	Levelling Up Funding secured via Carmarthenshire Local Authority bid
Tregaron Hospital , Dewi Road, Tregaron	Ceredigion	1658	£2,035,903	Disposal - Linked to the Cylch Caron joint scheme with Ceredigion Local Authority and appointed Housing Association Partner	TBC	Project group working with Local Authority and Welsh Government to progress scheme and secure funding. Timescales being reviewed.
North Road Clinic , Queens Avenue, Aberystwyth	Ceredigion	558	£637,674	Disposal - Site services linked to a potential scheme to develop an Aberystwyth Integrated Care Centre in Aberystwyth	TBC	Subject to scheme development and approvals
Llys Steffan , Temple Terrace, Lampeter	Ceredigion	291	£160,277	Disposal - Site services linked to a potential scheme to develop an Aberystwyth Integrated Care Centre in Aberystwyth	TBC	Subject to scheme development and approvals
Gorwelion , Llanbadarn Road, Aberystwyth	Ceredigion	947	£8,824	Disposal - Site services linked to a potential scheme to develop an Aberystwyth Integrated Care Centre in Aberystwyth	TBC	Subject to scheme development and approvals

Ty Helyg , Caradog Road, Aberystwyth	Ceredigion	316	£41,445	Disposal - Site services linked to a potential scheme to develop an Aberystwyth Integrated Care Centre in Aberystwyth	TBC	Subject to scheme development and approvals
Haverfordwest Health Centre , Winch Lane, Haverfordwest	Pembrokeshire	421	£304,505	Disposal (not approved) - Subject to Community hub review to develop services in Haverfordwest locality	TBC	Subject to scheme development and approvals
Fishguard Health Centre , Ropewalk, Fishguard	Pembrokeshire	524	£189,432	Linked to Fishguard ICC Partnership scheme with Local Authority	TBC	Project Group established to develop and progress the ICC project – timescales unknown at this stage

A number of the above schemes remain subject to ongoing project development, so delivery timescales remain subject to change. The rationalisation programme will be closely aligned to the AHMWW programme plans and delivery of fit for purpose estate, and the net change to the estate baseline captured.

Table 10 - Leasehold estate – potential rationalisation programme / opportunity:

Property	County	Earliest Break option	Linked to Scheme	Comments
Unit Dura Park , Bynea, Llanelli	Carmarthenshire (Llanelli)	May 2024	Lease Disposal – 2024/25 linked to Pentre Awel project delivery	Includes a proposal to relocate to Pentre Awel.
Felinfoel Resource Centre , Felinfoel, Llanelli	Carmarthenshire (Llanelli)	Rolling break on giving 1 months notice	Lease Disposal – Options being explored to relocate the team to Ashgrove Surgery.	Primary Care team exploring options around occupying existing Primary care site.
Antioch Centre , Copperworks Road, Llanelli	Carmarthenshire (Llanelli)	8 weeks notice	Subject to future Service plans and need but potential link to Llanelli Community development plan	
Unit 24 Stradey Business Centre , Mwrwg Road, Llangennech, Llanelli	Carmarthenshire (Llanelli)	Notice can be served at any time (1 – 2 months recommended)	Subject to current review of community support staff accommodation in the Llanelli locality	Work ongoing to review the accommodation within the Llanelli locality. Options being explored to identify a base and consolidate community support services
Carmarthenshire C.C. Offices Ty Elwyn, Llanelli	Carmarthenshire (Llanelli)	Informal arrangement with LA re-charged per desk	Partial relocation of service linked to delivery of the proposed Health Improvement & Wellbeing Services within the Llanelli area	Development work ongoing to deliver this scheme. Additionally options around community support accommodation can be explored
Carmarthenshire C.C. Offices Eastgate, Llanelli	Carmarthenshire (Llanelli)	Informal arrangement with LA re-charged per desk	Subject to current review of community accommodation in the Llanelli locality, as a medium option, pending a future plan for town centre developments	Scoping and negotiations ongoing with the LA to confirm short and medium term arrangements at East Gate

Ty Myddfai , Cillefwr Ind. Est., Johnstown	Carmarthenshire (Carmarthen)	01.09.2021 Subject to 6 months' notice	Service review at end of lease – Freehold option to be explored	Possible links to Corporate hub opportunity and capacity released on Hafan Derwen. Subject to service review and engagement.
Glien House , Cillefwr Ind. Est., Johnstown	Carmarthenshire (Carmarthen)	29.03.2025 Break / 5 years ending on 28.03.2027	Service review at break/end of lease	Possible links to Corporate hub opportunity and capacity released on Hafan Derwen. Subject to service review and engagement.
Ty Gorwel , Blk 14 St Davids Park, Carmarthen	Carmarthenshire (Carmarthen)	03.03.2024 Subject to 6 months' notice	Service review at break/end of lease – Possible link to corporate hub	Service indicated intention to break lease and relocate if alternative options can be provided
St Anne's , Blk 03 St Davids Park, Carmarthen	Carmarthenshire (Carmarthen)	Notice can be served at any time	Subject to service review – Freehold options to be explored	Possible links to Corporate hub opportunity and capacity released on Hafan Derwen. Subject to service review, as this is a joint Local Authority led service
IAS , Blk 01 St Davids Park, Carmarthen	Carmarthenshire (Carmarthen)	Notice can be served at any time	Linked to Hafan Derwen/Tudor Hs. Plans	MHLD team planning to remain in occupation until alternative sites are arranged – review ongoing with existing buildings on Hafan Derwen site
Blk 07 , St Davids Park, Carmarthen	Carmarthenshire (Carmarthen)	Informal arrangement with LA re-charged per desk	To be reviewed as part of future community service need	Possible links to Corporate hub opportunity and capacity released on Hafan Derwen. Subject to service review, as this is a joint Local Authority led service
Blk 08 , St Davids Park, Carmarthen	Carmarthenshire (Carmarthen)	18.05.2025 break (lease ends May 30)	Service review at break/end of lease	Possible link to corporate hub opportunity
Blk 02 , St Davids Park, Carmarthen	Carmarthenshire (Carmarthen)	1 year ending on 17.02.2023	Currently utilised for OSCE training for international nurses	A review ongoing to arrange Manual Handling training, that could support relocation of OSCE to Glein House
Padarn Health Centre , Penglais Road, Aberystwyth (Health & Treatment Centre . Aberystwyth Sexual & Reproductive Healthcare Centre)	Ceredigion	5 years ending on 23.01.2023	Disposal Site services linked to the development of the Aberystwyth Integrated Care Centre	Review ongoing with the service to negotiate extension of lease (interim while ICC plans are progressed)
National Library of Wales , Herbert Morgan Offices, Aberystwyth	Ceredigion	Until either party terminates the agreement	Arrangement to be terminated by the site management team	Previously utilised as a temporary office base to alleviate pressures on the BGH site
Pant-y-Fedwen , 9 Market Street, Aberystwyth	Ceredigion	5 Years ending on 12.06.2026	Disposal Site services linked to the development of the Aberystwyth Integrated Care Centre	Arrangements at end of lease term to be reviewed with the service team
Llanion House , Llanion Park, Pembroke Dock	Pembrokeshire	30.03.2023 / March 2034	Notice to break served to vacate the site by March 2024	
Unit 1 Honeyborough , Industrial Estate, Neyland	Pembrokeshire	01.04.2023 / 3 month rolling break / March 25	Subject to current review by PHW team on future need.	

The above programme identifies the opportunity to rationalise 19 current leasehold sites, subject to approvals and delivery plans. The lease terms will dictate when this can be achieved, and any disposal will need to consider any dilapidation claims from the landlord. The key aim is to reduce the lease estate and target investment to our retained estate.

Table 11 - Summary of Strategic Development projects (approved or in development subject to approval):

The information outlined is subject to change and revision, to be updated as schemes are progressed and developed:

Project	County	Project approval status	Floor Area GIA m ²	Freehold (FH) / Leasehold (LH)	Linked estate change	Timescales	Comments
Pentre Awel project	Carmarthenshire (Llanelli)	In development / pending UHB approval	c. 1,500	LH (outline terms agree / subject to contract completion)	Linked to R&D and Community Therapy services accommodation provision / linked sites - Prince Philip / Llanelli community sites links	2024/25	UHB has submitted letter of support for the scheme / Scheme progression remains subject to UHB approval and lease completion
Cross Hands Health & Wellbeing Centre, Cross Hands	Carmarthenshire (Llanelli)	OBC submitted / awaiting WG approval to proceed to FBC	c. 3,900	FD	Disposal of Cross Hands Health Centre linked to the scheme delivery	2025/26	Welsh Government OBC approved
Llanelli Hwb, Llanelli Town Centre Project	Carmarthenshire (Llanelli)	Subject to LA Levelling Up funding bid	1,500 – 2,500	LH – outline terms not yet agreed	Linked to Community services clinical delivery / linked sites Pentre Awel, Elizabeth Williams, Brynmair and support community clinical support leased sites	TBC	UHB has submitted letter of support for the scheme / scheme remains subject to UK Government funding approval
New Health Improvement & Wellbeing centre project, Llanelli	Carmarthenshire (Llanelli)	In development / pending UHB & WG approval	710	LH (999 years)	Linked leases – current Local Authority community lease disposals	TBC	Subject to approval and ongoing due diligence / design development to identify a suitable base
Carmarthen Town Hwb	Carmarthenshire (Carmarthen)	LA led capital project/ funding approved	c.2,500	LH	Disposal of Penlan and Pond Street sites, plus relocation of community services is planned	2024/25	UHB has submitted letter of support for the scheme / subject to lease completion and UHB approvals
Accommodation Plans Phase 3 - Corporate Hwb – Carmarthen	Carmarthenshire (Carmarthen)	Early scoping work	TBC	TBC	Rationalisation of 5 - 9 existing leases in the Carmarthen locality could be targeted as part of the plan	TBC	Project Task & Finish group being arranged to progress this project
Aberystwyth Integrated Care Centre	Ceredigion	Project in development	TBC	TBC	Rationalisation of 4 freehold sites and 3 leasehold sites are targeted as part of the ICC project delivery plan	TBC	Project Board and groups established to progress this project
Cylch Caron Project	Ceredigion	Project previous developed but currently being reviewed	TBC	TBC	Disposal of Tregaron Hospital site		Project Board and groups established to progress this project

Fishguard Integrated Health & Wellbeing Centre	Pembrokeshire	Project in development	TBC	TBC	Disposal of existing Fishguard site is being targeted as part of the project delivery		Project group established to progress this project
Haverfordwest Health & Wellbeing Centre	Pembrokeshire	Project in development	TBC	TBC	Disposal of existing Haverfordwest Health Centre site is being targeted as part of the project delivery. Additionally to develop a solution to address estate issues and centralise community services from Withybush and Bro Cerwyn sites.		Project group established to progress this project

Note – a number of the schemes remain in development and once further information is available a review of the net change to the estate baseline undertaken to confirm the position.

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