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Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

Ein cyf/Our ref:

Gofynnwch am/Please ask for: Lee Davies

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Dyddiad/Date: 27.10.23

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By e-mail: [ian.gunney@gov.wales](mailto:ian.gunney@gov.wales)

Dear Ian,

### **Estates Rationalisation of Non-Clinical space (Ref: IG/MJ/ER-01)**

Thank you for your letter dated the 23<sup>rd</sup> of August 2023 regarding the estate rationalisation opportunities, 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

As you know Hywel Dda University Health Board (UHB) has been proactive in this area and recognised the need for an effective property strategy, with linked estate rationalisation. We see this as a key enabler to delivering our strategic intentions, set out in 'A Healthier Mid & West Wales', as well as an opportunity to improve clinical services, reduce estate backlog maintenance and support our financial recovery.

In response to these opportunities we have developed a 'Property Asset Strategic Plan' (Strategic Plan) to provide an overview of the UHB's baseline estate portfolio, incorporating both the freehold and leasehold sites across the three counties, Pembrokeshire, Ceredigion, and Carmarthenshire. The Strategy covers the period 2023 – 2026 and is a live document updated to reflect changes in the current estate and aligned to the Health Board's strategic plans, either in development or planned.

The Strategic Plan was agreed at public board on the 27<sup>th</sup> of July 2023. I have attached a copy of the document for your information. The aim of the Strategic Plan is to provide baseline information on the estate portfolio and explicit intentions for those properties to better inform decisions around future service and estate development, and ensure these plans align to the Health Board's transformation and business operations. The key outputs are to:

- Track progress on estate strategic development plans
- Provide updates on the acquisition and disposal programmes

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Cadeirydd /Chair  
**Miss Maria Battle**

Prif Weithredwr/Chief Executive  
**Mr Steve Moore**

Bwrdd Iechyd Prifysgol Hywel Dda yw enw gweithredol Bwrdd Iechyd Lleol Prifysgol Hywel Dda  
Hywel Dda University Health Board is the operational name of Hywel Dda University Local Health Board

Mae Bwrdd Iechyd Prifysgol Hywel Dda yn amgylchedd di-fwg Hywel Dda University Health Board operates a smoke free environment

- Provide the baseline information to identify and target property performance opportunities, as examples to align to Agile Working developments, provide a targeted approach to Decarbonisation, target a value-based estate, identify collaboration opportunities, etc
- Align to Welsh Government strategic objectives, from 'Town Centre First' approach and wider public sector collaboration plans to benefit around the economy, environment and well-being of the UHB communities

You will be aware of the four schemes being progressed in the Carmarthenshire locality namely, Cross Hands Integrated Care Centre, Pentre Awel and Carmarthen Hwb (Local Authority projects) and the Welsh Government Building Corporate Hub project. These schemes represent positive examples of our intentions to deliver on this agenda to reduce surplus freehold and leasehold estate and sharing space across NHS and other public sector partners. Through these four schemes we aim to reduce our estate in Carmarthen from 19 to 7 sites (rationalisation of 9 leases / 3 freehold). We have also identified benefits and greater value through modernising & improving the quality of our estate which include: improved alignment to service and patient need; aligning to the Town Centre first initiative; a carbon efficient estate supporting the route to net zero and further enables agile working practices etc.

There are many examples of this approach in the Strategic Plan, reflecting the many opportunities we have to rationalise and modernise our properties, underpinned by agile working practices. We also recognise the scale of our plans and the links to the delivery of our 'A Healthier Mid & West Wales'. It will be important for us to reach more certainty on our strategic programme to allow us to focus investment plans on our estate to successfully deliver on our objectives and avoid unnecessary spend on estate that will be disposed of, whilst taking account of the capital and revenue constraints facing NHS Wales.

On the matter of funding support, we would welcome a discussion around any funding opportunity as referenced in your letter. On the matter of the WG Building in Carmarthen we had hoped to secure revenue funding via the ACPW3 Grant Application to support with the project design and business case development but were informed this week that this bid was not successful. We are continuing to progress work on this project initially focusing on a lease of the rear block C, and are keen to work with you to understand the business case requirements and funding position as this project develops in-year.

I would be very happy to meet and discuss further or if helpful agenda a broader discussion.

I hope this is helpful and provides clarity on our position against a very important agenda. We look forward to working with you to continue to implement our Property Asset Strategic Plan.

Yours sincerely



**Lee Davies**  
Executive Director of Strategy and Planning