

COMMITTEE UPDATE REPORT/ ADRODDIAD DIWEDDARU'R PWYLLGOR – STRATEGY AND PLANNING COMMITTEE

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 22 April 2026

Quoracy/ Cworwm: Met

Report by/ Adroddiad gan: Winston Weir, Chair

KEY DISCUSSION POINTS AND MATTERS FROM THE DISCUSSION AT THE MEETING/ PWYNTIAU TRAFOD ALLWEDDOL A MATERION I'W HUWCHGYFEIRIO O'R DRAFODAETH YN Y CYFARFOD:

Alert¹ (may require discussion)/ **Rhybuddio** (efallai y bydd angen trafodaeth)

The Strategy and Planning Committee (SPC) had no matters of which to **alert** the Board.

Advise² (to monitor)/ **Cynghori** (i fonitro)

The SPC had no matters of which to **advise** the Board.

Assure³ (to note)/ **Sicrhau (i nodi)**

The SPC wish to **assure** members of the Board that:

- As outlined in the **SPC Annual Report**, 2025/26 marked the inaugural year of the SPC under Hywel Dda University Health Board's (HDdUHB) revised governance arrangements. During the year, the Committee established its role and provided effective strategic oversight, assurance and challenge across planning, finance, capital, estates, population health and long-term transformation, in line with its Terms of Reference.
- Since the last **Targeted Intervention Update** in February 2026, the Health Board has remained in Targeted Intervention at Level 4 for finance, strategy and planning, and performance and outcomes. Continued improvement has been demonstrated through de-escalation in leadership and governance, cancer and Child and Adolescent Mental Health Services (CAMHS). The principal concern remains the 2026/27 Annual Plan, submitted as a £41.0m deficit plan, which Welsh Government has confirmed cannot be supported, resulting in an increased corporate risk score. Assurance was provided on the robustness of the planning framework and governance, alongside a clear and credible roadmap for the Clinical Services Plan.
- The **Planning Objective (PO) 10 Population Health and Prevention Year End Report** indicated that the programme made strong progress in 2025/26, embedding prevention across services, partnerships and strategic planning..

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

- Assurance was provided that HDdUHB has a clear, coherent and well-governed approach to **Embedding the 20four7 Prevention Model in System Delivery** across the system in 2026/27, with a particular focus on readiness within Primary Care, clusters and Clinical Care Groups (CCGs).

The 20four7 model has progressed from development into early implementation, supported by strengthened executive leadership, an integrated delivery plan and enabling infrastructure. While variation in local delivery capacity remains a recognised risk, existing governance and prioritisation arrangements provide a credible framework for consistent system-wide delivery and measurable impact during 2026/27

- The **2025/26 Capital Programme and Governance Update** provided assurance on programme delivery, compliance with the Capital Resource Limit, and capital governance. Delays at Fishguard Health and Wellbeing Centre and the Atrium were acknowledged, with work ongoing to resolve land issues and progress commissioning. For future capital plans, constrained funding limits progress on backlog pressures, but robust prioritisation and oversight remain in place through the Capital Sub-Committee.

The Board has approved HDdUHB's capital allocation and programme of work, which requires the Health Board to enter into works and construction contracts, some of which need to be executed under seal. Annex 1 (attached).

- As outlined in the **Targeted Estates Fund (TEF) Project: Provision of Second Generator at Prince Philip Hospital**, following a compliant procurement process through the NHS Wales Shared Services partnership (NWSSP) Construction Framework, this investment will significantly improve site resilience and business continuity in the event of power failure, ensuring compliance with WHTM 06-01 and addressing a high-scoring estate risk linked to service safety and continuity.
- The **A Healthier Mid and West Wales Strategy Update** referenced the Programme Business Case (PBC) Addendum approved by Board in January 2026 and submitted to Welsh Government in February 2026, with initial consideration by the Infrastructure Investment Board in April 2026 and further decision-making expected post-election. Parallel preparatory work is underway to support future Outline Business Case (OBC) development.
- The **Annual Plan 2025-26 Closure Report** was developed in line with the NHS Wales Planning Framework and subsequently adapted to reflect revised Welsh Government requirements. Overall, the Plan delivered against its objectives.. All Planning Objectives aligned to the Committee were either achieved or on track, with the majority of enabling actions delivered or progressing into 2026/27.
- The **Clinical Services Plan** provides assurance on progress following Board decisions in February 2026. For stroke services, the Board agreed a preferred hybrid option that requires further appraisal and engagement, as it was not consulted on previously.

Review of Risks/ Adolygiad o Risgiau

The Committee discussed concerns related to the following:

- Risk 2212: *There is a risk that the Health Board will not have an approvable Integrated Medium-Term Plan (IMTP) by March 2028:* The 2026/27 Annual Plan shows increased maturity through risk-led prioritisation and improved demand and capacity modelling, however does not meet the requirements for an approvable IMTP and remains in breach the NHS (Wales) Act 2006. The absence of an approvable IMTP is associated with significant quality, safety, workforce and estate pressures, reflected in the 656 identified organisational risks and an increase in the current corporate risk score from 12 to 16.
- Risk 2204: *Risk of the Health Board being unable to meet statutory Capital Resource Limit (CRL) due to uncertainties around funding provision and capital commitments:* Approximately 60% of the capital programme spend remained outstanding at the end of January 2026, reflecting planned quarter-four delivery and the late approval of around £8m of Welsh Government capital funding, which has increased delivery risk given the scale and value of schemes.

Sharing of learning/ Rhannu dysgu

Not Applicable

Recommendation/ Argymhelliad

The Board is asked to:

- **Approve** application of the seal for all schemes listed in Annex 1
- **Approve** award of the contract at £1,197,665.00 (exc. VAT) for Prince Philip Hospital to 'T. Richard Jones (Betws) Ltd', with call-off agreement to be prepared and executed by the Health Board.
- **Note** the items the Committee is advising them of
- **Take assurance** from the items that the Committee is providing assurance on

Date of next meeting/ Dyddiad y cyfarfod nesaf: 25 June 2026.

Agenda, papers and minutes are available on our website/ Mae agenda, papurau a chofnodion ar gael ar ein gwefan: [Strategy and Planning Committee \(SPC\) - Hywel Dda University Health Board](#).

Potential Contracts requiring the use of the UHB Seal						
Project Name	Site	Funding Source	Supplier	Contract sealing date	Start on Site	
Phase 2 Fire Works	WGH	AWCP	TR Jones	October (end)	December / January	
Phase 2 Fire Works	GGH	AWCP	to be added when known	to be added when known	to be added when known	
Flouroscopy Room	WGH	AWCP	TR Jones	24/02/2025	15/06/2026	
Provision 2nd generator at Glangwili Site	GGH	WG - TEF	TR Jones	24/02/2026	15/06/2026	
Provision 2nd generator at Withybush	WGH	WG - TEF	TR Jones	24/02/2026	13/07/2026	
Provision 2nd generator at Prince Philip	PPH	WG - TEF	TR Jones	to be added when known	12/02/2027	
AHU Refurbishment Works all sites		WG - TEF	TR Jones	to be added when known	to be added when known	
Replacement & upgrades to passenger lifts		WG - TEF	Otis	to be added when known	to be added when known	
Glangwili Roof related projects	GGH	WG - TEF	TR Jones	23/12/2025	12/01/2025	
South Pembrokeshire roof related project Combined with scheme above	SPH	WG - TEF	Edmunds Webster	to be added when known	to be added when known	
PPH IPS UPS Installation (Project Cancelled)	PPH	WG - TEF	Weavers	to be added when known	to be added when known	
Theatre Lights upgrade		WG - TEF	Lewis Construction	to be added when known	to be added when known	
Chiller replacement ITU	WGH	WG - TEF	Edmunds Webster	12/11/2025	08/12/2025	
LV Electrical Infrastructure		WG - TEF	TR Jones	to be added when known	to be added when known	
Chiller refurbishment	PPH	WG - TEF	Weavers	24/02/2026	02/03/2026	
Replacement Fire dampers PPH	PPH	WG - TEF	Weavers	to be added when known	Anticipated 12/10/26	
Cause and effect upgrade programme		WG - TEF	TR Jones	to be added when known	to be added when known	
Replacement programme obsolete fire alarms and detection system		WG - TEF	Lewis Construction	to be added when known	to be added when known	
Ty Bryn Scheme	HD	WG - TEF	Lewis Construction	to be added when known	29/06/2026	
S136 Adult and Young Person Stepdown Carmarthen	HD	WG - TEF	Lewis Construction	23/04/2026	18/05/2026	
St Non's Point of Ligature		WG - TEF	Lewis Construction	12/01/2026	09/02/2026	
Private Wire Solar Farm enabling works	PPH	WG - TEF	to be added when known	to be added when known	to be added when known	
Phased replacement of single glazed windows		WG - TEF	to be added when known	to be added when known	to be added when known	
Electrical vehicles Charging Points	GGH & PPH	WG - TEF	to be added when known	to be added when known	to be added when known	
Replacement Surgical Instrument Washers	GGH	WG - TEF	to be added when known	to be added when known	to be added when known	
Replacement endoscope washers and centralisation into HSDU	BGH	WG - TEF	Edmunds Webster	21/01/2026	26/01/2026	
Low Voltage Breaker replacements	GGH & PPH	WG - TEF	to be added when known	to be added when known	to be added when known	
Picton Terrace	Picton Terrace	AWCP	TR Jones	21/05/2025	27/05/2025	
Sensory Garden	PPH	Charitable Funds	TR Jones	05/02/2026	23/02/2026	
Aseptic Project	WGH	AWCP	Lewis Construction	04/11/2025	01/12/2025	
Fire Doors	AVH/PPH		Lewis Construction	to be added when known	to be added when known	
Morlais Ward inc Fire Doors	GGH		Edmunds Webster	to be added when known	to be added when known	
Concrete Cladding Remedial Works	WGH		Lewis Construction	24/02/2026	25/08/2025	
Cwm Seren Fire Doors	Cwm Seren	WG - TEF	John Weaver	22/01/2025	30/06/2025	
Point of Ligature Works MH bedrooms (TEF Cwm Seren)	Multiple Sites	WG - TEF	Lewis Construction	12/11/2025	24/11/2025	
Fire Doors	Multiple Sites		to be added when known	to be added when known	to be added when known	
St Brynach Day Hospital Roof Replacement	WGH	WG - TEF	to be added when known	to be added when known	to be added when known	
Gamma Camera Upgrade patient experience (Nuclear Medicine) - Section 2 National Imaging Programme	WGH	Diagnostic	Lewis Construction	to be added when known	02/03/2025	
GGH Front Door	GGH	AWCP	John Weaver	12/11/2025	17/11/2025	
MRI Upgrade in Glangwili - Section 1 National Imaging Programme	GGH	Diagnostic	Lewis Construction	to be added when known	to be added when known	
Chiller Works	PPH	WG - TEF	Weavers	to be added when known	to be added when known	
Works to residences	WGH	DCP	to be added when known	to be added when known	to be added when known	
Works to residences	PPH	DCP	to be added when known	to be added when known	to be added when known	
Dinefwr Ward Works	GGH	DCP	Lewis Construction	15/01/2026	02/02/2026	
Boiler Replacement	SPH	DCP	to be added when known	to be added when known	to be added when known	
Mains gas works	WGH	DCP	to be added when known	to be added when known	to be added when known	
Chiller Works	BGH	DCP	to be added when known	to be added when known	to be added when known	
LTHW Heating Boiler, Prince Philip General Hospital & Low-Pressure Hot Water (LPHW), Glangwili General Hospital	PPH/GGH	TBC	to be added when known	to be added when known	to be added when known	
Dexa Scanner BGH	BGH	TBC	to be added when known	to be added when known	to be added when known	
Body Storage BGH	BGH	DCP	to be added when known	to be added when known	to be added when known	
Nurse Call Derwen	GGH	DCP	to be added when known	to be added when known	to be added when known	
Chiller Works	GGH	DCP	to be added when known	to be added when known	to be added when known	
Energy Performance Contract	Multiple Sites	programme	Vital Energi	10/12/2025	Mar-26	
MIIP Survey Investigations for Workstream 1 Projects	Multiple Sites	WG - MIIP Fees	Lewis Construction	TBC	TBC	
Microbiology	WGH	DCP	to be added when known	to be added when known	to be added when known	
Bandi Project	TBC	IRCF	to be added when known	to be added when known	to be added when known	
Cross Hands Health and Wellbeing Centre	Cross Hands	IRCF & AWCP	to be added when known	to be added when known	to be added when known	
Fishguard Health and Wellbeing Centre	TBC	IRCF	to be added when known	to be added when known	to be added when known	
Fire Precaution - BGH - Contractor	BGH	AWCP	to be added when known	to be added when known	to be added when known	
Fire Precaution - BGH - Project Manager	BGH	AWCP	to be added when known	to be added when known	to be added when known	
Fire Precaution - BGH - Cost Advisor	BGH	AWCP	to be added when known	to be added when known	to be added when known	
MIIP Water Tower - PPH	PPH	AWCP	to be added when known	to be added when known	to be added when known	
MIIP PPH HV/LV	PPH	AWCP	to be added when known	to be added when known	to be added when known	
MIIP WGH Roof	WGH	AWCP	to be added when known	to be added when known	to be added when known	