



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

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 25 June 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) wish to **alert** the Board that:

- Since the last **Targeted Intervention Update** in April 2026, the Health Board has strengthened its planning framework through submission of the 2026/27 Annual Plan, further development of integrated planning arrangements and progression of the Clinical Services Plan (CSP) into implementation planning. These developments provided evidence of improving planning maturity and governance. However, Welsh Government (WG) has advised that the Annual Plan remains unacceptable due to concerns regarding deliverability, performance trajectories and financial recovery. In addition, there is limited evidence that planning arrangements are consistently translating into measurable outcomes and sustainable improvements. Assurance can be taken from progress with the CSP; however, an alert is warranted regarding the slower-than-expected progress in regional planning, and Board is requested to monitor the situation. Overall, the principal challenge remains delivery across the Targeted Intervention planning criteria, with further work required to strengthen implementation, demonstrate outcomes and progress the Annual Plan towards acceptability.

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

The SPC wish to **advise** the Board that:

- Whilst the **Annual Managed Practices Assurance Report** provided reasonable assurance overall, it highlighted that the wider strategic approach remained underdeveloped and identified the need for a clearer organisational strategy aligning managed practices with the Health Board's broader primary and community services model.
- The **NHS Hospital Resilience Survey Report 2025** highlighted well-known challenges with the Hywel Dda University Health Board (HDdUHB) estate, providing assurance that the main resilience issues were understood, being monitored, and were already aligned to ongoing infrastructure and risk-

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.

management work. However, as the previous comparable survey was undertaken in 2015, the report demonstrated that estate has continued to age and face increasing challenges, with the Health Board now having the oldest NHS estate in Wales.

Assure³ (to note)/ Sicrhau (i nodi)

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

- As outlined in the **SPC Annual Plan Update Report**, WG considers the 2026/27 Annual Plan unacceptable due to its planned £41.0m deficit against the £22.1m target control total. In response, the Health Board is implementing mitigation actions to improve financial and operational performance, particularly in Urgent and Emergency Care (UEC) and Planned Care. All four Planning Goals aligned to SPC remain on track and proposed a strengthened, evidence-based Planning Maturity Matrix process to address WG feedback, improve planning maturity, and support the Health Board's de-escalation ambitions and delivery of an approvable Integrated Medium Term Plan (IMTP) by 2028.
- The **Partnership Assurance Report** indicated that the Health Board continues to meet its statutory obligations through key partnerships supporting population health, service integration and innovation. Areas requiring continued oversight include Regional Integration Fund (RIF) successor arrangements, the Carmarthenshire and Ceredigion Public Service Board (PSB) merger, climate adaptation planning, Tier 2 substance misuse service procurement, and opportunities through university partnerships, the Centre for Social Innovation and Macmillan Cancer Support.
- The refreshed **Strategic Approach to Value Based Healthcare (VBHC)** sets a five-year vision to embed value into decision-making across the Health Board. Building on significant progress since 2019, including the use of Patient-Reported Outcome Measures (PROMs) and service redesign projects, the strategic approach focuses on delivering measurable impact, embedding VBHC in routine business, and adopting a system-wide, life-course approach to improving outcomes.
- As outlined in the **Planning Goal 4: Community by Design** report, the Health Board is progressing the transition from the current Primary Care Cluster model towards a more integrated, system-wide approach centred on Integrated Neighbourhoods. To support sustainable transformation, the Health Board is establishing a new Community by Design Transformation Group to provide strategic oversight of community-based services, Integrated Neighbourhood development, primary care transformation, the 20Four7 programme and UEC priorities, strengthening clinical leadership and alignment with wider organisational objectives.
- The **Healthy Weight Implementation Plan 2026/27–2028/29** set out a prevention-focused response to rising obesity levels across the region. Key priorities include expanding infant feeding and early years interventions, developing a Child and Youth Weight Management Service, improving access to

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

healthy food and physical activity, and establishing a sustainable approach to GLP-1 medications, with a particular focus on reducing health inequalities.

- The **Deep Dive: Healthy Domain Metrics** report provided assurance on governance, accountability, business continuity planning and staff flu vaccination uptake. It also highlighted ongoing challenges relating to obesity, smoking cessation, long-term conditions and health inequalities, reinforcing the need for targeted prevention activity and enhanced population health intelligence. The report proposed strengthening escalation metrics and using benchmarking and outcome data to better target interventions, improve population health outcomes and reduce inequalities across the region.
- The **Capital Programme for 2026-27 and Capital Governance** report provided assurance on the Health Board's 2026/27 Capital Programme, including a total Capital Resource Limit of £34.589m and the allocation of £11.228m in Discretionary Capital Funding to support priority investment in estates, equipment, digital infrastructure and statutory compliance. Despite an increase in funding, the Health Board continues to experience significant capital pressures arising from an estimated backlog of around £300m across estates, medical equipment and digital infrastructure, creating ongoing risks to service delivery, safety and sustainability. However, the report confirmed progress on major capital schemes and highlighted additional WG funding secured for mental health estates and diagnostic equipment. While the overall programme remains on track, challenges remain around emerging cost pressures, infrastructure requirements and delays to some strategic developments, including the Fishguard Health and Wellbeing Centre and Atriwm Carmarthen projects, which continue to be closely monitored through established capital governance arrangements.

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).

- The **Sustainability Report** highlighted an 11% reduction in greenhouse gas emissions, continued ISO 14001 accreditation with no non-conformances, and progress with a £7.576m energy efficiency programme. Challenges remain in achieving recycling targets and managing energy resilience risks, although robust improvement and governance arrangements are in place.
- The **Regional 5th Linear Accelerator (LINAC) Business Case** supported investment in additional radiotherapy capacity to meet growing demand across south-west Wales, which is forecast to exceed current capacity by 2027/28, with existing performance pressures already evident through average waits of 27 days and 86% of patients being treated outside target times. The proposal includes a £6.832m WG-funded capital investment led by Swansea Bay University Health Board (SBUHB) and a recurring revenue commitment of £2.8m per annum, shared equally between SBUHB and HDdUHB, with HDdUHB's contribution increasing by approximately £0.4m beyond the £1m previously agreed in principle. The scheme will provide additional treatment, planning and CT-simulation capacity, support delivery of more advanced radiotherapy techniques, improve service resilience, reduce reliance on outsourced treatments and contribute to better patient outcomes, while failure to proceed would risk worsening delays, reduced capacity, increased financial pressures and adverse impacts on patient safety and cancer outcomes.

Review of Risks/ Adolygiad o Risgiau

The Committee noted that there were nine principal risks and 15 operational risks, of which six met the reporting threshold for SPC.

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
- In respect of the additional 5th LINAC Business Case, **approve** the recurring revenue commitment of £2.8m, shared equally at £1.4m each. For HDdUHB this is circa £0.4m more than previously agreed in principle by the Board, and **support** the £6.832m capital investment, led by SBUHB and funded by WG
- **Respond** to the items that they are being alerted to
- **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	15/07/2026
Provision 2nd generator at Wilthybush	WGH	WG - TEF	TR Jones	24/02/2026	13/08/2026
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	12/01/2026
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	20/05/2026	29/06/2026
S136 Adult and Young Person Stepdown Carmarthen	HD	WG - TEF	Lewis Construction	23/04/2026	01/06/2026
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	17/11/2025
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
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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	Funding 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	Lewis Construction	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
SDEC - Puffin Ward	WGH	DCP	TR Jones	to be added when known	to be added when known
Paediatric Consultation changes	WGH	DCP	to be added when known	to be added when known	to be added when known
AVH Wellness and Patient Focus Garden	AVH	Charitable Funds	TRJ	to be added when known	to be added when known
MH Funded Projects - Canolfan Gwili, ECT & St Carradogs	GGH/HD/WGH	WG	Lewis Construction	to be added when known	to be added when known
IPC Sluice Rooms at PPH	PPH	DCP	John Weaver	to be added when known	to be added when known