

Are NHS estates fit for purpose?

Digital Health and Care Wales

July 2026



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Audit snapshot

What we looked at

- 1 Our review looked at how well the Digital Health and Care Wales (DHCW) Special Health Authority manages its estate.

Why this is important

- 2 The NHS Estate in Wales provides the essential infrastructure to deliver healthcare services. It plays a key role in delivering safe, high-quality care. However, the NHS estate varies widely in age, condition and location across Wales. A poorly maintained estate creates health and safety risks, including fire safety issues and potential harm. An outdated estate can also affect service performance, be less energy efficient and be a barrier to providing modern healthcare.
- 3 The NHS in Wales needs to modernise its estate, deliver environmental improvements, improve access and adapt to meet the needs of modern healthcare. There are several NHS strategies and plans which are dependent on estate improvements. These range from immediate strategic priorities relating to infrastructure and capital investment, to the requirements to reduce carbon emissions and improve energy efficiency.
- 4 Welsh Government's 2018 long-term plan for health and social care – [A Healthier Wales](#) – highlighted the importance of the NHS estate as a key enabler for transforming health and social care. Including the need for modern facilities, supporting digital integration and a focus on energy efficiency and environmentally friendly practices. This is all against a backdrop of significant financial pressures across the NHS in Wales.

What we have found

- 5 DHCW has a clear vision for its estate and a strong estates plan that supports its wider goals. It has made good progress in reducing and making better use of its estate, while supporting hybrid working, sustainability and service delivery needs. Governance arrangements are clear and proportionate to the size of the organisation, with effective oversight from the Board, Audit and Assurance Committee and operational groups. However, the estates plan would benefit from clearer targets, milestones and stronger financial planning.
- 6 DHCW manages its estate well and operates from buildings that are safe, well used and generally in good condition. It performs strongly against national benchmarks for space utilisation, functional suitability and statutory compliance. The organisation has also reduced its estate footprint by ending leases on surplus accommodation. While it collects a range of estate data, it could make better use of this information to support investment decisions, improve space planning and drive continuous improvement.
- 7 DHCW has robust arrangements to manage compliance and estate safety. Estate incidents are low; compliance performance is strong and identified issues are addressed promptly. The estates team is stable, well supported and appropriately trained. However, estate risks are not always visible within corporate risk reporting. A formal operational estates risk register and a succession plan would strengthen risk management and help maintain resilience within the small estates team.

What we recommend

- 8 We have made six recommendations to DHCW. These focus on:
 - strengthening the estates plan;
 - formalising estates risk management;
 - developing prioritisation criteria for use of capital monies;
 - strengthening monitoring of estates spend;
 - gathering user feedback; and

- developing an estates succession plan.

Key facts and figures

5

Number of buildings managed by DHCW in 2024-25.

**£0.83
million**

Capital monies used to improve estates in 2025-26
(excluding year-end funding).

80%

Percentage of the 25 issues addressed following fire safety
assessments in 2024-25 at the end of September 2025.

7

Number of estates related health and safety incidents in
2024-25.

0.31%

Sickness absence rate at the end of March 2025,
compared to an all-Wales position of 6.0%.

Our findings

Strategic approach to estates

DHCW has a clear and well-aligned estates vision, but gaps in financial planning and performance monitoring reduce its effectiveness

- 10 DHCW has set out a clear vision for its estate.
- 11 In March 2025, the Board approved a new three-year estates plan. It built on the successful delivery of the 2022-25 plan, which reviewed locations, space requirements and the suitability of existing premises.
- 12 The 2025-28 estates plan focuses on using space more efficiently. It includes changes to office layouts and exploring the potential to share space with other NHS organisations. DHCW aims to maintain a small, flexible, lease-based estate that supports its role as a national digital organisation.
- 13 Positively the plan:
 - draws on reliable data;
 - covers all estate within DHCW's responsibility;
 - reflects opportunities to work with partners;
 - aligns with the organisation's wider strategic direction, including its digital service delivery model and hybrid working arrangements;
 - supports other enabling strategies, particularly digital transformation and workforce flexibility objectives;
 - reflects commitments to sustainability and efficiency, including improvements to energy performance and infrastructure; and
 - recognises the need to rationalise and optimise the estate and provides evidence of recent progress.

14 However, the plan does not:

- include clearly defined milestones, targets, or performance measures for estate optimisation;
- have an underpinned financial plan which is fully quantified and affordable, with limited links between strategic ambition and available capital funding;
- set out a clear and prioritised programme of investment or rationalisation activities; and
- fully integrate estates planning with risk and resilience planning.

15 It is also not clear how staff and external partners have been engaged in the development of the estates plan.

Governance arrangements for managing estates

DHCW has clear estate governance, accountability and oversight. Risk management is generally sound but estate risks could be tracked more formally and visibly

Lines of accountability

- 16 DHCW has clear lines of accountability for managing an estate of its size.
- 17 The Director of Corporate Affairs/Board Secretary has overall executive responsibility for estates. This approach fits the DHCW estate, which is small and fully leased.

Corporate oversight

- 18 There is clear oversight of estates at Board and committee level.
- 19 The Board receives estates information through a range of sources, rather than through a single paper. Estates matters are included in risk reports, planning papers and issues escalated from the Audit and Assurance Committee.
- 20 Prior to approving the estates plan in May 2025, the Board held a development session on the estates plan. The session considered estate rationalisation, decarbonisation and how the plan aligns with Welsh Government policy on non-clinical space. The Board also discussed how to balance space efficiency with organisational culture.
- 21 The Board will receive the 2025-26 national estates data return in July 2026. Reviewing the return will strengthen its oversight of estate risks. Members will be able to scrutinise issues, such as backlog maintenance and challenge how management is responding.
- 22 The Audit and Assurance Committee also oversees estate matters through a quarterly Estates, Decarbonisation and Compliance Report.

- 23 In January 2026, the report covered statutory compliance (fire, water and asbestos). It also covered planned maintenance, environmental performance and progress on decarbonisation. If performance drops below 95%, the Committee escalates the issue to the Board. While performance had fluctuated slightly, it has remained above the target level.

Operational management

- 24 There is a clear operational structure for managing its estates.
- 25 The Director of Corporate Affairs/Board Secretary manages estates, supported by the Head of Estates and Compliance. DHCW also has an Operational Projects and Compliance Lead, the Environmental Development and Estates Compliance Facilitator and a number of estate officers.
- 26 The Estates Development Group meets monthly and provides operational oversight. The Director of Corporate Affairs/Board Secretary chairs the group. The group brings together representatives from key functions, including estates, finance, operations, governance and digital services.
- 27 The Group manages day-to-day estate matters. This includes space use, workspace planning, estate development, accessibility and neurodiversity needs, equipment roll-out, accommodation requirements and lease management. The Group raises issues through the appropriate governance structure when needed.
- 28 There are also other governance groups in place to support estate management. These include a Safety, Health and Environment Group, an Estates and Compliance Group and a Water Safety Group supported by external specialists.
- 29 These groups escalate issues to the Audit and Assurance Committee and where necessary, to the Board.

Managing estate risks

- 30 DHCW has reasonable processes for managing its estate risks.
- 31 DHCW manages estate risks through its main risk systems, including the Board Assurance Framework (BAF) and the Corporate Risk Register. The BAF does not currently include any estates risks. This reflects the positive assurance reported in the Estates, Decarbonisation and Compliance Report.
- 32 The Corporate Risk Register focuses on organisation-wide and digital risks. It includes few estate-specific risks, apart from those linked to infrastructure and resilience. This may reflect the nature of DHCW's estate. However, it means estate risks such as statutory compliance, backlog maintenance and service impact are less visible.
- 33 The Audit and Assurance Committee should review this position from time to time. It should confirm that estate risks are still well managed and decide whether any should be reflected in the Corporate Risk Register. This includes risks linked to accommodation resilience, reliance on landlords, climate change and legal compliance.
- 34 DHCW does not have a dedicated operational estates risk register, that links operational risks to corporate risks. This may reflect strong compliance performance. However, the Estates Development Group would benefit from a formal risk management approach. The Group should carry out regular reviews to ensure it captures and addresses all risks.

Using financial resources to improve estates

DHCW manages its limited estates capital funding effectively but documenting prioritisation and strengthening scheme-level monitoring would improve transparency and oversight

Funding prioritisation process

- 35 DHCW has an appropriate approach to how it prioritises the capital funds available to improve its estate.
- 36 In 2025-26, DHCW allocated £0.83 million of discretionary funding to invest in its estate. This is slightly lower than in 2024-25, although no discretionary funds were made available for estates in 2023-24 (**Exhibit 1**). Due to the nature and condition of its estate, DHCW has not received any all-Wales capital funding for estates.

Exhibit 1: use of discretionary and dedicated funds for estates for 2023-24, 2024-25 and 2025-26 (£ million)

Fund	2023-24	2024-25	2025-26
Discretionary capital allocation	0	0.96	0.83
Estates and Facilities Advisory Board (EFAB) or Targeted Estates Fund (TEF) ¹	0	0	0
TOTAL	0	0.96	0.83

¹ A Welsh Government capital funding programme designed to address specific high-priority risks and deficiencies within the NHS Wales estate, particularly those affecting patient safety, statutory compliance and service resilience. The Targeted Estates Fund (TEF) replaced the Estates and Facilities Advisory Board (EFAB) funding in 2025-26.

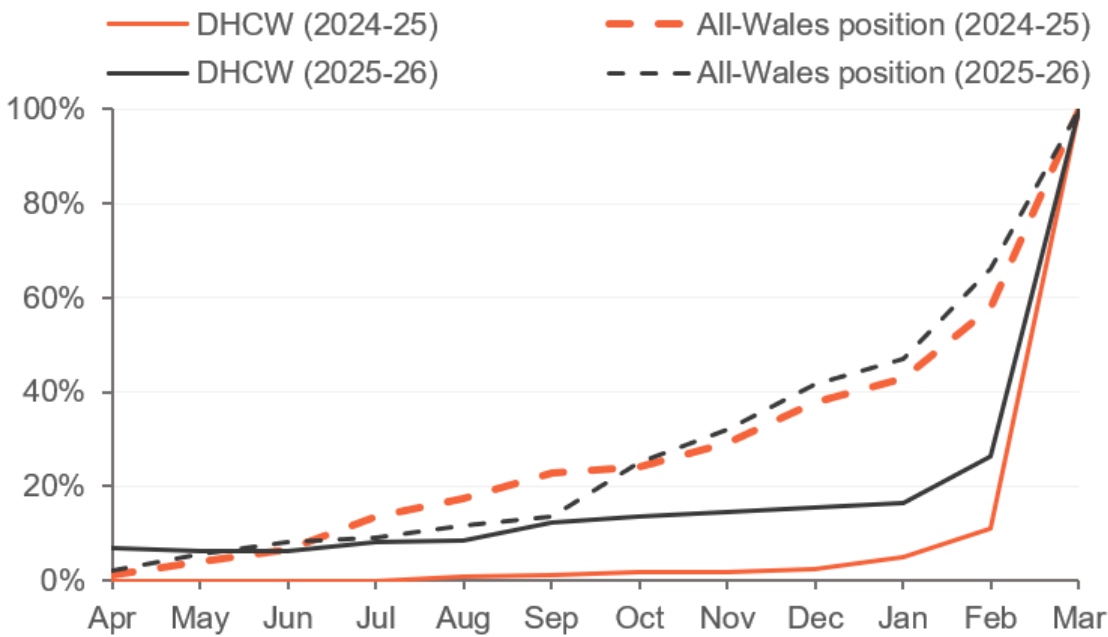
Source: Audit Wales analysis of financial monthly monitoring returns

- 37 DHCW manages estate capital investment through its existing corporate governance processes, including its Integrated Medium Term Plan process.
- 38 There is no dedicated estates capital forum or formal process for prioritisation schemes. Although decision-makers consider compliance, infrastructure needs and affordability, the criteria for assessing and ranking schemes are not documented. As a result, there is less transparency over how funding decisions are made.

Monitoring and managing capital funds

- 39 DHCW has an appropriate approach to monitoring and managing how it spends capital funds.
- 40 The Board receives a finance report at each meeting. This report provides oversight of capital spend. The supporting finance briefing sets out the capital performance summary and clearly shows the estates annual forecast and current performance. Issues are highlighted by exception. However, it does not provide a breakdown of the specific schemes included in the plan.
- 41 We reviewed the spend profile for DHCW's discretionary allocation for 2024-25 and 2025-26. We found that most spending takes place towards the end of the financial year (**Exhibit 2**).

Exhibit 2: running total discretionary estate spend per month, compared with the all-Wales position, for 2024-25 and 2025-26 (percentage of total spend)



Source: Audit Wales analysis of financial monthly monitoring returns

42 Our analysis also found that DHCW remained within its capital resource limit, with small surpluses against its discretionary estate allocation. However, there was limited evidence of formal arrangements to monitor scheme-level spend, manage slippage, or reallocate funding. This would help with rebalancing the spend profile throughout the year.

Ensuring an efficient and productive estate

DHCW’s estate is in good condition and performs well. It uses space efficiently and is improving but could make better use of data to support planning

Condition of the estate

43 DHCW’s estate is generally in good condition and continues to improve. It has no backlog risks but was reporting a low percentage of the estate meeting physical condition B. The cost of achieving physical condition B was lower than the national average (**Exhibit 3**).

Exhibit 3: age and condition of the estate, compared to the all-Wales position, 2024-25

Indicator	DHCW	All-Wales position ²
% of estate built before 1948	0	10
% of estate built before 1995	60	60
Cost to remove high risk backlog per m ² occupied floor area (£)	0	£164.60
% of estate meeting physical condition standard	29	83
Cost to achieve physical condition B per m ² occupied floor area (£)	£203.84	£538.54

Source: Estates and Facilities Performance Management System (EFPMS)

² Also includes Public Health Wales NHS Trust, Health Education and Improvement Wales, and NHS Wales Shared Services Partnership, which were outside the scope of the audit.

- 44 DHCW assessed the total cost to achieve physical condition B as £1.2 million. Tŷ Glan-yr-Afon accounted for 75% of this.
- 45 The organisation has since reported that 90% of its estate is now meeting physical condition B. This reflects improvement work and a revised assessment approach based on benchmarking and updated assumptions.

Robust management information

- 46 DHCW is making appropriate use of management information to oversee its estate.
- 47 It uses a service desk system to record and manage estate issues. Staff log issues when they are reported and action is taken to resolve them. DHCW also uses an estates dashboard to monitor compliance and planned maintenance. The dashboard provides key information on estate condition, use, performance and statutory compliance. DHCW makes less use of this information to plan investment, or support service improvement.
- 48 DHCW is also monitoring occupancy of its buildings. This is in line with its approach to optimise the use of its space. Sensor data at Tŷ Glan-yr-Afon shows that average occupancy is around 41%, with peak occupancy below 53%. Occupancy varies significantly between floors and at different times of the day and week. This pattern reflects hybrid working.

Maximising productivity and efficiency

- 49 DHCW's estate performs well compared with the all-Wales position for productivity and operational efficiency.
- 50 Functional suitability and space utilisation are high. Performance in both areas has been consistently high over the past two years. In addition, energy performance is positive, with low energy use per m² than the all-Wales average (**Exhibit 4**).

Exhibit 4: productivity and efficiency performance of the estate, compared to the all-Wales position, 2024-25

Indicator	DHCW	All-Wales position ³
% of estate functionally suitable	100	84
% of space utilisation	100	92
energy performance (kilowatts)	120	367

Source: Estates and Facilities Performance Management System

- 51 However, DHCW’s two data centres are likely to contribute significantly to its energy use. These are not included in the EFPMS data submission.
- 52 DHCW does not own any property, so it has not disposed of any estate. It has, however, ended leases on two properties. This shows it is taking active steps to reduce its estate footprint, decrease leased space and vacate surplus sites.
- 53 In relation to the all-Wales position, 100% of DHCW’s internal floor space is covered by LED lighting, compared with 45.5% nationally.

³ Also includes Public Health Wales NHS Trust, Health Education and Improvement Wales, and NHS Wales Shared Services Partnership, which were outside the scope of the audit.

Supporting a safe working environment

DHCW manages staff risks and compliance well. Incidents are low, compliance is strong and safety issues are identified and addressed promptly

Minimising risk to staff

- 54 DHCW has suitable arrangements to manage and reduce risks to staff from its estate.
- 55 Estates incidents are low and stable, with five to seven reported each year since 2022. Most incidents happen at the Tŷ Glan-yr-Afon site, with few or none at other sites. This suggests that risks to staff are low and well controlled. This reflects the office-based, non-clinical nature of the estate and its small scale.
- 56 DHCW records estates incidents through formal systems and escalates them through health and safety and corporate assurance processes. It uses reporting systems and dashboards to manage incidents. However, it does not clearly show that it analyses incident data to spot trends, reduce risks, or improve performance.
- 57 DHCW has limited arrangements to gather staff feedback on estate condition or user experience beyond basic reporting. It is not clear how consistently it reviews or acts on this feedback. This approach is proportionate to the level of risk but limits its ability to show that it takes a proactive approach to managing staff risk over time.

Ensuring compliance

- 58 DHCW has robust arrangements for ensuring that its estate is compliant with relevant legislation and safety standards.

Exhibit 5: occupied floor space meeting statutory and safety requirements, compared to the all-Wales position, 2024-25 (percentage)

Indicator	DHCW	All-Wales position ⁴
% of occupied floor space meeting statutory health and safety requirements	100	87
% of occupied floor space meeting statutory fire safety requirements	100	84

Source: Estates and Facilities Performance Management System

- 59 DHCW manages compliance through structured processes. It uses dashboards and monitoring tools to track maintenance and statutory requirements. All sites comply with health and safety and fire safety laws. It has not received any enforcement action.
- 60 Fire safety processes are in place and working. In 2024-25, DHCW completed all required fire risk assessments. These identified 25 issues. It has resolved 20 (80%). The remaining issues are small in number and mostly affect its Tŷ Glan-yr-Afon and Technium 2 sites. This suggests issues are local, not widespread.
- 61 Water safety compliance is strong. DHCW has completed all required water risk assessments. These found 20 issues at the Tŷ Glan-yr-Afon site, all of which are now resolved. No issues were identified elsewhere. This shows risks are site-specific and managed through targeted action.
- 62 The Safety, Health and Environment Meeting receives the Estates, Decarbonisation and Compliance Report which monitors statutory compliance. Issues are escalated to the Audit and Assurance Committee.

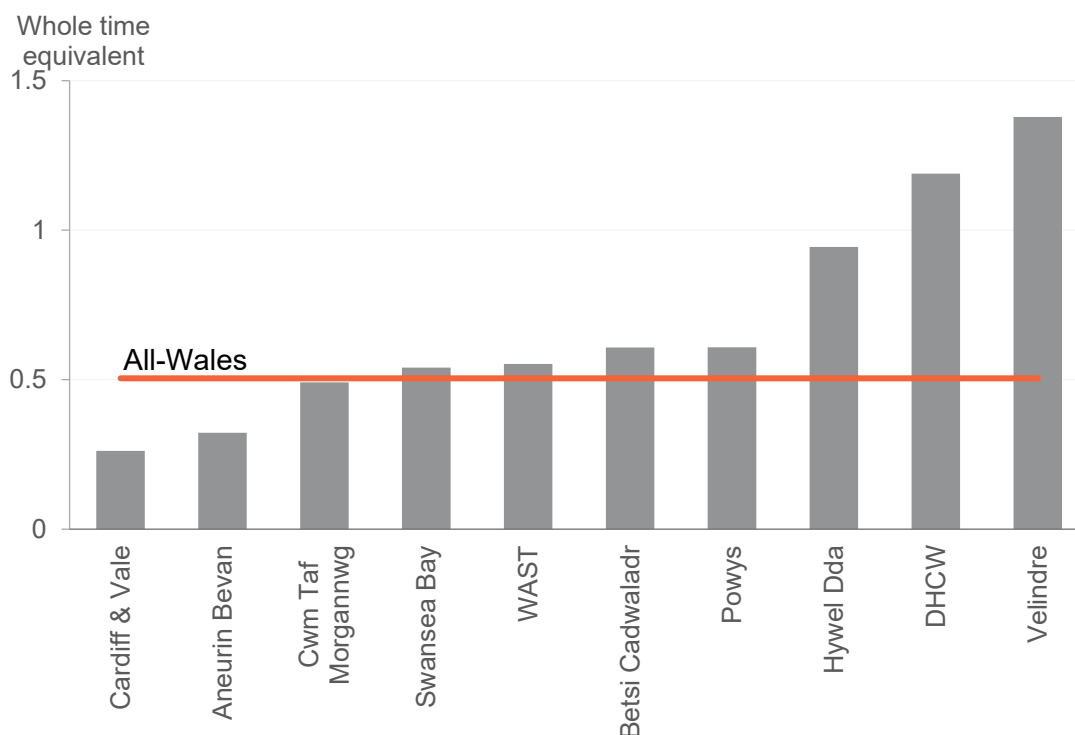
⁴ Also includes Public Health Wales NHS Trust, Health Education and Improvement Wales, and NHS Wales Shared Services Partnership, which were outside the scope of the audit.

Managing the estate workforce

The estates team is stable and well supported, although a succession plan would help protect key knowledge and ensure continuity

63 Despite its small size, DHCW's estates team is proportionately larger than the all-Wales average. At the end of March 2025, it employed 1.2 whole time equivalent staff per 1,000 m² of occupied floor space, compared with 0.5 across Wales (**Exhibit 6**).

Exhibit 6: size of the estates function per 1,000 m² occupied floor area, by NHS body on 31 March 2025 (whole time equivalent)



Source: Audit Wales analysis of NHS data

- 64 However, the estates team's role differs from that of estates teams in other NHS bodies. This is because the organisation operates from leased properties and therefore needs to retain in-house expertise in compliance, estates management and health and safety, rather than in technical estates specialisms.
- 65 DHCW reports no vacancies within its estates team. This compares with the all-Wales average of 10.3% (at the end of March 2025). It also reports a low sickness absence rate of 0.3%, compared with 6.8% across Wales.
- 66 DHCW does not have a workforce plan for its estates team, which is consistent with the team's small size and focused operational remit. However, a succession plan could help ensure continuity of skills and knowledge should staffing changes occur.
- 67 DHCW ensures that its estates team completes required training. It is also starting to use digital tools to support estate management. Systems record issues and manage compliance activity and analytical tools such as occupancy monitoring help inform decisions.

Recommendations

68 We have made six recommendations because of our work.

R1 DHCW should strengthen its estates plan by

- setting clear milestones and timescales;
- including performance measures and targets;
- identifying a prioritised programme of estate activities; and
- quantifying financial implications, making clearer links with the available capital resources (**paragraph 14**).

R2 DHCW should set up a formal operational estates risk register and regularly review estate related risks through the existing operational governance framework (**paragraphs 33 to 34**).

R3 DHCW should document its arrangements for prioritising estate capital investment and set out clear criteria for assessing, ranking and approving schemes. This should include making greater use of the estate data it collects to inform investment decisions (**paragraph 38**).

R4 DHCW should introduce more formal monitoring of individual estate schemes, including arrangements to identify slippage, reprofile spend and reallocate funding where appropriate (**paragraph 42**).

R5 DHCW should introduce more systemic arrangements for gathering and responding to user feedback on its estate (**paragraph 57**).

R6 DHCW should develop a succession plan for the estates team (**paragraph 66**).

Appendices

1 About our work

Scope of the audit

We looked at the following areas, as they relate to estates, during the period February – June 2026:

- strategic planning;
- governance arrangements;
- utilisation of financial resources;
- estate productivity and efficiency;
- implications on staff safety; and
- workforce management.

We did not look at:

- major estates projects funded (or potentially funded) through the All-Wales Capital Health Programme;
- operational management of estates, including the management of leased estate; and
- ‘soft facilities management’ services such as cleaning or security services, which are also key to supporting a fit-for-purpose estate.

Audit questions and criteria

Questions

Our audit addressed the following questions:

- Does the NHS body have a clear planning approach for its estate in the medium to longer term?
- Does the NHS body have effective governance arrangements for estates management?

- Is the NHS body utilising its financial resources available for estates appropriately?
- Does the NHS body have an efficient and productive estate?
- Does the NHS estate support the experience of staff?
- Does the NHS body have effective arrangements for managing its estate workforce?

Criteria

We assessed DHCW's approach against audit criteria shaped by:

- NHS Wales planning frameworks and other relevant NHS Wales planning documents, including the NHS Wales Decarbonisation Strategic Delivery Plan 2021-30;
- legislation, including the Well-being of Future Generations Act (2015), the Equality Act 2010 and the Public Sector Equality Duty (PSED);
- relevant guidance from NHS Shared Services Partnership;
- previous audit work on the management of NHS estates.

Methods

We reviewed a range of documents, including:

- board and committee papers and minutes;
- key governance documents and reporting frameworks for relevant committees and operational groups, including corporate risk management, audit and assurance arrangements and compliance reporting structures;
- corporate planning documents, including the Integrated Medium Term Plan, annual plans and relevant estates-related elements of wider organisational strategies;
- key risk management documents including the Corporate Risk Register and Board Assurance Framework relating to infrastructure, estate condition, compliance and resilience;

- relevant operational information and management reports, including compliance dashboards, utilisation analysis, estates performance reporting and capital monitoring information;
- local data packs and analytical materials, including estates returns, utilisation datasets and supporting analysis.

We interviewed the following key stakeholders:

- Director of Corporate Governance/Board Secretary;
- Head of Estates and Compliance;
- Senior operational staff with responsibility for compliance, health and safety and estate-related functions.

We held a mini focus group with the:

- Fire Safety Lead/Head of Estate Maintenance;
- Health and Safety Lead/Water Safety Lead.

We reviewed national data available from the Estates and Facilities Performance Management System (EFPMS), monthly financial monitoring returns submitted to the Welsh Government and local data provided to us by DHCW. We have not audited the data from these sources.

2 Key terms in this report

Term	Description
<u>2018 Estatecode Wales</u>	Gives detailed advice on how to manage land and buildings used for healthcare services.
Backlog maintenance	A measure of the investment needed to restore a building to a set standard, based on assessed risk.
Discretionary capital	Funds that an organisation can allocate at its own discretion.
Estates and Facilities Advisory Board (EFAB)	A Welsh Government capital funding programme that supported targeted estates improvements across NHS Wales, including infrastructure, decarbonisation and fire safety. It was replaced by the Targeted Estate Fund (TEF) in 2025-26.
Estates and Facilities Performance Management System (EFPMS)	An all-Wales system used to collect and report data on NHS estates and facilities. It supports monitoring, benchmarking and improving performance and informs planning and decision-making.
Functionally suitable	The percentage of occupied floor area that meets the <u>2018 Estatecode Wales</u> Condition B standard.
High-risk backlog	Issues that need urgent action to prevent serious failure, major service disruption, or safety risks that could cause harm or legal action.
Occupied floor area	The total floor area of buildings in use to deliver NHS services, including spaces owned, leased, or used under agreements.

Term	Description
Physical condition B	Defined by the 2018 Estatecode Wales as below an acceptable standard, or unacceptable in its current condition and often requiring full replacement.
Space utilisation	The percentage of occupied floor space that is being used as defined in the 2018 Estatecode Wales .
Targeted Estates Fund	A Welsh Government capital fund that targets high priority estate risks in the NHS, including safety, compliance and resilience. It provides £80 million (2025-27), with NHS bodies contributing 30%.

3 Management response

Ref	Recommendation	Commentary on planned actions	Completion date	Responsible officer
R1	DHCW should strengthen its estates plan by • setting clear milestones and timescale; • including performance measures and targets; • identifying a prioritised programme of estate activities; and • quantifying financial implications, making clearer links with the available capital resources.	DHCW will review and update their Estates Plan, to include milestones and targets, including performance measures, which will contain a programme of activity managed by capital resources	End March 2027	Head of Estates and Compliance

Ref	Recommendation	Commentary on planned actions	Completion date	Responsible officer
R2	DHCW should set up a formal operational estates risk register and regularly review estate related risks through the existing operational governance framework	Estates and Compliance is set up as a department within the Corporate Governance Directorate partition of Manage My Risks. The Estates and Compliance Risk Register will be reviewed monthly at Directorate SLT Meetings and bi-monthly by the DHCW Estates Development Group.	End September 2026	Estates Operational Projects and Compliance Lead
R3	DHCW should document its arrangements for prioritising estate capital investment and set out clear criteria for assessing, ranking and approving schemes. This should include making greater use of the estate data it collects to inform investment decisions.	An Estates Capital Investment Prioritisation Framework will be developed and implemented to provide a consistent and transparent approach to the assessment, ranking and approval of estate capital schemes. The framework will establish clear criteria against which all investment proposals will be evaluated, including statutory and regulatory compliance requirements, health and safety risks, business continuity, operational impact, backlog	End November 2026	Senior Estates Officer

Ref	Recommendation	Commentary on planned actions	Completion date	Responsible officer
		maintenance priorities, sustainability objectives, service benefits, and value for money.		
R4	DHCW should introduce more formal monitoring of individual estate schemes, including arrangements to identify slippage, reprofile spend and reallocate funding where appropriate.	A more formalised scheme monitoring framework will be implemented (Estates Planner) and reported on at the Estates Development Group, incorporating regular review of programme milestones, expenditure profiles, risks, and forecast completion dates. This will enable the early identification of project slippage and provide greater visibility of emerging issues that may impact delivery or capital spend.	End November 2026	Estates Operational Projects and Compliance Lead
R5	DHCW should introduce more systemic arrangements for gathering and responding to user feedback on its estate.	User Feedback will be summarised via ServicePoint and presented to future meetings of the Estates Development Group.	End of September 2026	Estates Operational Projects and

Ref	Recommendation	Commentary on planned actions	Completion date	Responsible officer
				Compliance Lead
R6	DHCW should develop a succession plan for the estates team.	Development pathways are in place within the Estates Team and will be regularly reviewed at future PDRs to ensure that critical roles can be fulfilled should posts become vacant. As part of DHCW's longer term strategic workforce planning, the Corporate Governance Directorate will ensure all functions including Estates and Compliance are considered.	End September 2026	Head of Estates and Compliance

About us

The Auditor General for Wales is independent of the Welsh Government and the Senedd. The Auditor General's role is to examine and report on the accounts of the Welsh Government, the NHS in Wales and other related public bodies, together with those of councils and other local government bodies. The Auditor General also reports on these organisations' use of resources and suggests ways they can improve.

The Auditor General carries out their work with the help of staff and other resources from the Wales Audit Office, which is a body set up to support, advise and monitor the Auditor General's work.

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