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Our ref: IG/FOI/FOI.332.26

30 September 2026

Sent via email to: [redacted]

Dear [redacted]

Request under the Freedom of Information Act 2000

I write further to your request for information which was received on 11 August 2026 and subsequent clarification received on 17 and 21 August 2026, to confirm, in accordance with S.1(1)(a) of the Freedom of Information Act 2000, that Powys Teaching Health Board (PTHB) does hold the information that you require, but have applied an exemption to elements of this request. We apologise for our delayed response to your request. For ease of reference your request is set out below and the Health Board's response follows each question individually.

Your Freedom of Information (FOI) Request and Powys Response (Bold):
Under the Freedom of Information Act 2000, please provide the following information relating to the Better Together Programme, the Health Hub project, service integration proposals, bed reductions and workforce planning for the period 2021/22 to 2025/26.

To help with this request, where information is already published in Board papers, reports, audits or other public documents, I am happy to receive links, document references or summaries instead of duplicate copies.

Q1. Better Together Business Case
Please provide details of:
- Strategic Outline Cases.
- Outline Business Cases.
- Full Business Cases.
- Revised or updated business cases.
- Supporting appendices.
- Financial assumptions and financial modelling.

Please provide links, references, summaries or copies where available.

Phase 1 of Better Together (adult physical and mental health community services) is currently at Pre-Consultation Business Case (PCBC) stage.

The Pre-Consultation Business Case and its appendices are publicly available via: 16 September 2026 - Powys Teaching Health Board.

Later stages such as Full Business Case would be for future development subject to the decisions made following consultation.

Q2. Programme Plans, Appraisals and Risk Registers
Please provide details of:

- Programme plans.
- Delivery plans.
- Project timelines.
- Options appraisals.
- Feasibility studies.
- Risk registers.
- Mitigation plans.
- Programme assurance reviews.

Please provide links, references, summaries or copies where available.

Phase 1 of Better Together (adult physical and mental health community services) is currently at Pre-Consultation Business Case (PCBC) stage. The Pre-Consultation Business Case and its appendices are publicly available via: 16 September 2026 - Powys Teaching Health Board. This includes information on option appraisal documentation, financial modelling summaries and supporting impact assessments.

Later stages such as delivery plans would be for future development subject to the decisions made following consultation.

Q3. Bed Reduction Modelling
Please provide details of the modelling, analysis and evidence used to support the proposal to reduce inpatient bed numbers to approximately 60 beds.

This should include:

- Occupancy modelling.
- Demand forecasting.
- Length-of-stay analysis.
- Patient flow modelling.
- Community capacity assumptions.
- Benchmarking against other health boards.
- Consultant reports.
- Clinical evidence used to support the proposal.

Please provide links, references, summaries or copies where available.

This information can be found within the PCBC and supporting documents, link provided above.

Q4. Historical Hospital Bed Capacity and Bed Reductions (2000–2026)
Please provide details of hospital bed capacity within Powys Teaching Health Board and predecessor organisations from 1 January 2000 to 31 March 2026.

Please provide:

- Total number of hospital beds available in Powys for each year.
- Total number of inpatient beds available in Montgomeryshire for each year.
- Total number of beds available in:
    - Newtown Hospital
    - Welshpool Hospital
    - Llandrindod Wells Hospital
    - Other community hospitals in Powys

For each year, please provide:

- Number of beds opened.
- Number of beds closed or removed from service.
- Net gain or loss of beds.
- Temporary bed closures.
- Permanent bed closures.
- Beds unavailable due to staffing shortages.
- Beds unavailable due to building condition, maintenance issues or refurbishment.

Please also provide:

- Details of decisions to reduce, close or reconfigure beds.
- Any demand and capacity modelling used to justify bed reductions.
- Any assessments of the impact of bed reductions on waiting times, delayed discharges, emergency admissions and patient flow.
- Any assessments of future bed requirements for Powys residents.

In addition, please provide:

- Total number of beds lost in Powys since 1 January 2000.
- Total number of beds lost in Montgomeryshire since 1 January 2000.
- Total number of beds lost at Newtown Hospital since 1 January 2000.
- Total number of beds lost at Welshpool Hospital since 1 January 2000.
- Total number of beds lost at Llandrindod Wells Hospital since 1 January 2000.
- Any Board-approved plans, strategies or targets relating to reductions in bed numbers.

The Health Board considers this request to be partially exempt under Section 12 of the Freedom of Information Act 2000, as compliance with the request in full would exceed the appropriate cost limit. The information requested spans a period of more than 26 years and covers multiple organisations, hospital sites, wards, and categories of bed capacity. To establish, retrieve, review and collate all information relating to annual bed numbers, bed openings and closures, temporary and permanent reductions, periods of bed unavailability, supporting demand and capacity modelling, impact assessments, future bed requirement assessments, and Board decisions relating to bed reconfiguration would require extensive searches across a significant volume of historical records held by numerous services and departments. The Health Board estimates that the time required to locate, retrieve and extract this information would exceed the cost limit prescribed by Section 12 of the Freedom of Information Act 2000.

Furthermore, given the age of part of the request and organisational changes over time, it is unlikely that the Health Board holds a complete and comprehensive record of all the information requested for the period from 2000 onwards. Establishing what information may be held would itself require substantial searches of historical records.

Under Section 16 of the Act, our duty to advise and assist, the Health Board is, however, able to direct you to information publicly available. Information relating to bed occupancy, beds open and bed closures for the period 2012-2026 can be found within the following published Freedom of Information responses available on the Health Board's Disclosure Log: Disclosure Log - Powys Teaching Health Board Related FOIs are as follows:

- **FOI.326.26 (August 2026)**
- **FOI.311.26 (July 2026)**
- **FOI.122.26 (March 2026)**
- **FOI.23.R.299 (August 2023)**
- **FOI.23.R.016 (January 2023)**
- **FOI.21.R.187 (2021)**
- **FOI.20.R.088 (2020)**

In addition, the recently published Better Together Phase 1 Pre-Consultation Business Case (PCBC) includes information relating to current bed utilisation, future demand modelling, case for change evidence and future service requirements.

Q5. Demand and Capacity Analysis
Please provide details of the demand and capacity analysis used to support service redesign proposals.
This should include:

- Historic demand data.
- Predicted future demand.
- Population growth assumptions.
- Demographic modelling.
- Waiting list projections.
- Community service capacity assessments.
- Winter-pressure planning and escalation modelling.

Please provide links, references, summaries or copies where available.

Relevant demand and capacity analysis informing the Better Together proposals can be found within the PCBC.
This includes:

- **Population projections.**
- **Demographic analysis.**
- **Future demand forecasts.**
- **Community service modelling.**
- **Acute demand analysis.**
- **Urgent care analysis.**
- **Mental health demand analysis.**

Information relating specifically to annual operational winter planning processes falls outside the scope of the PCBC but can be found in:

- **Powys Teaching Health Board Committees - Powys Teaching Health Board**

Q6. Risk Assessments and Equality Impact Assessments
Please provide details of:

- Risk assessments.
- Clinical risk assessments.
- Equality Impact Assessments.
- Health Impact Assessments.
- Rural Impact Assessments.
- Travel Impact Assessments.
- Community Impact Assessments.

relating to Better Together, bed reductions, service changes and the Health Hub project.
Please provide links, references, summaries or copies where available.

The PCBC is accompanied by a suite of supporting impact assessments including:

- **Equality Impact Assessment.**
- **Integrated Impact Assessment.**
- **Travel and Transport Assessment.**

These documents include Socio-economic and community impact considerations.

Q7. Current and Projected Staffing Levels
Please provide information on:

- Current staffing establishments.
- Current vacancies.
- Agency staffing usage.
- Bank staffing usage.
- Projected staffing requirements.

Where available, please provide a breakdown by:

- Nurses.
- Doctors and consultants.
- Allied Health Professionals.
- Healthcare support workers.
- Community staff.
- Administrative staff.
- Management staff.

The workforce challenges underpinning the case for change, including vacancies, recruitment difficulties, workforce sustainability and reliance on temporary staffing, are described within the Case for Change and Technical Case sections of the PCBC.

Supporting workforce assumptions informing the options appraisal process are also included. Additional workforce information is also available through publicly available Board reports and workforce

performance reporting - Powys Teaching Health Board Committees - Powys Teaching Health Board

Q8. Clinical Impact Assessments
Please provide details of clinical impact assessments relating to:

- Bed reductions.
- Service reconfiguration.
- Hospital-to-community service transfers.
- Changes to patient pathways.
- Integration of services within the Health Hub.

Please include any assessments of patient safety, quality of care and clinical outcomes.
Please provide links, references, summaries or copies where available.

Clinical quality, patient safety and service sustainability considerations form a core component of the options appraisal process and are described within the PCBC. Relevant impact assessments published alongside the PCBC address the anticipated implications of service reconfiguration and pathway redesign.

Q9. Service Integration Plans
Please provide information explaining how services are expected to work together under the proposed model.
This should include:

- Integrated care models.
- Patient pathways.
- Governance arrangements.
- Staffing structures.
- Partnership agreements.
- Information-sharing arrangements.
- Community service integration plans.

Please provide links, references, summaries or copies where available.

The future integrated care model forms a central part of the Better Together Phase 1 PCBC and are described throughout the consultation documentation.
This includes:

- **Integrated community models.**
- **Future care pathways.**
- **Clinical service integration.**
- **Governance arrangements.**
- **Partnership working arrangements.**

In addition, information regarding the North Powys Health and Wellbeing Hub has already been placed in the public domain through Board-approved Strategic Outline Case and Outline Business Case documentation. These were approved through the Health Board, Regional Partnership Board, Welsh Government and Powys County Council governance processes and are available through published

Board papers - Powys Teaching Health Board Committees - Powys Teaching Health Board

More detailed operational arrangements will continue to be developed through the Full Business Case (FBC) stage of the North Powys programme.

Q10. Room Booking and Space Allocation
Please provide copies of, or details of, policies and procedures relating to:

- Room booking.
- Room allocation.
- Priority access arrangements.
- Use of shared spaces.
- Community access arrangements.
- Charging arrangements, where applicable.

Clarification Requested:
Please provide a more detailed explanation regarding this question along with the facilities and/or locations to which this part of your request relates.

Clarification Response:
Q10 relates specifically to all Powys Teaching Health Board buildings and facilities located in Newtown, including:

- Newtown Hospital
- Newtown Primary Care Centre
- Newtown Mental Health facilities
- Any temporary or modular buildings used in Newtown
- Any leased or rented buildings used for clinical or administrative purposes in Newtown
- Any buildings previously used by PTHB in Newtown that have since been closed

The question seeks all information relating to building condition, safety, structural assessments, and any designation of "not fit for purpose" or "condemned" for each individual building listed above.

Following receipt of your clarification, this question appears to duplicate Q3 of your Freedom of Information request, 'Building Costs, Condemned Buildings and Safety (2021-2026)' (FOI.331.26). We will therefore address this question as part of our response to that request.

Q11. Management of Room Conflicts
Please provide details of how competing demands for rooms and facilities will be managed, including:

- Escalation procedures.
- Conflict resolution processes.
- Priority criteria.
- Service allocation arrangements.
- Governance arrangements for shared spaces.

Following receipt of your clarification, this question appears to duplicate Q4 of your Freedom of Information request, 'Building Costs, Condemned Buildings and Safety (2021-2026)' (FOI.331.26). We will therefore address this question as part of our response to that request.

Q12. Third-Sector Activities and the Health Hub
Please provide information explaining why third sector and community-led activities are being delivered from, relocated to, or encouraged to operate from the Health Hub rather than existing community venues.
This should include activities such as:

- Exercise classes.
- Yoga sessions.
- Community support groups.
- Wellbeing programmes.
- Social prescribing activities.
- Advice and information services.

Please identify any relevant reports, assessments, business cases or Board papers and provide links, references, summaries or copies where available.

The Health Board understands this request may relate to the North Powys Health and Wellbeing Hub programme. The approved Strategic Outline Case (SOC) and Outline Business Case (OBC), explain the strategic rationale for co-location, integration and partnership working within the Hub model. Detailed service occupancy arrangements, operational planning and accommodation proposals continue to be developed through the Full Business Case stage, which is currently in progress. The Full Business Case is intended for future publication.

Q13. Impact on Existing Community Provision
Please provide details of any assessments relating to:

- Duplication of existing services.
- Displacement of community groups.
- Impact on village halls.
- Impact on community centres.
- Impact on voluntary organisations.
- Impact on existing third-sector providers.

Please provide links, references, summaries or copies where available.

Relevant assessments undertaken as part of the development of the North Powys Health and Wellbeing Hub are documented within the approved Strategic Outline Case and Outline Business Case and accompanying supporting assessments linked in Q12. Further assessment work will continue through development of the Full Business Case which is intended for future publication.

Q14. Phase One Development and Building Condition
Please provide information explaining whether Phase One of the Health Hub project is being progressed wholly or partly because of:

- Condemned buildings.
- Unsafe buildings.
- Structural concerns.

- Backlog maintenance issues.
- Estates compliance risks.
- Buildings considered unfit for purpose.

Please identify any relevant reports, surveys, risk assessments, business cases or Board papers and provide links, references, summaries or copies where available.

Information relating to estate condition, fitness for purpose, backlog maintenance considerations, compliance issues and the strategic rationale for investment is contained within the approved Strategic Outline Case and Outline Business Case for the North Powys Health and Wellbeing Hub. These documents have been approved by Welsh Government, the Regional Partnership Board, Powys County Council Cabinet and Powys Teaching Health Board.

Q15. Legacy Issues Affecting Planning
Please provide details of any financial, operational, workforce, estate, governance or strategic issues originating during 2019–2020 that continued to affect planning, decision-making or implementation of the Better Together Programme between 2021 and 2026.

This should include:

- Audit findings.
- Historic service pressures.
- Workforce shortages.
- Property constraints.
- Financial commitments.
- Previously identified risks.

Clarification Requested: Further clarification/information is needed around what is meant by legacy issues and also please specify the particular issues and information you are seeking, as it is unclear what information would fall within the scope of this question.

Clarification Received: "Legacy issues from 2019–2020" refers to any problems, risks, failures, or unresolved issues that began in 2019–2020 and continued to affect services during 2021–2026.

This includes, but is not limited to:
- Building condition issues
(e.g., structural deterioration, RAAC, damp, electrical faults, safety defects)
- Governance failures
(e.g., ignored warnings, unresolved risks, delayed decisions)
- Financial issues
(e.g., deficits, overspends, abandoned projects, unaddressed inefficiencies)
- Clinical issues
(e.g., waiting list backlogs, delayed treatments, cross-border dependency)
- Mental health issues
(e.g., CAMHS delays, crisis care gaps, staffing shortages)
- Operational issues
(e.g., staffing shortages, recruitment failures, service gaps)

- Infrastructure issues
(e.g., IT failures, equipment failures, building safety problems)

The request is for any documented issue that began before 2021 but continued to have an impact during 2021–2026, regardless of category.
This wording ensures the FOI remains specific, narrow, and legally valid, while preventing the use of COVID as a blanket exemption.

I can confirm that should such instances occur these would be discussed through the appropriate committee or board, links to which are as follows:

- **Powys Teaching Health Board Committees - Powys Teaching Health Board**
- **Key Documents - Powys Teaching Health Board**

Q16. Supporting Information
Please identify any relevant:

- Board papers.
- Committee reports.
- Strategic reviews.
- Audit reports.
- Independent reviews.
- Consultant reports.
- Welsh Government correspondence.
- Programme assurance reports.
- Risk register entries.

Relevant published information is available through the links provided above including Board and committee papers, Key Documents and PCBC publications. Section 21 applies to this published information. PTHB has not identified any additional centrally held document falling within the categories listed beyond the sources referenced in this response.

If you are dissatisfied with the handling or response to your request, you have the right to ask for an internal review. Should you wish an internal review, please quote the reference number and send your correspondence to the above address.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at:

Address: Information Commissioner's Office (Wales), 2nd Floor, Churchill House, Churchill Way, Cardiff, CF10 2HH.
Telephone: 0330 414 6421
Complaints Portal: www.ico.org.uk/foicomplaints
Web site: https://ico.org.uk/

Re-use of Public Sector Information

All information supplied by the Health Board in answering a request for information (RFI) under the Freedom of Information Act 2000 will be subject to the terms of the Re-use of Public Sector Information Regulations 2015.

Under the terms of the Regulations, the Health Board will licence the re-use of any or all information supplied if being used in a form and for the purpose other than which it was originally supplied. This license for re-use will be in line with the requirements of the Regulations and the licensing terms and fees as laid down by the Office of Public Sector Information (OPSI). Most licenses will be free; however, the Health Board reserves the right, in certain circumstances to charge a fee for the re-use of some information which it deems to be of commercial value.

Further information including a sample license terms and fees can be found at Open Government Licence.

Yours sincerely



Lucie Cornish
Director of Improvement & Transformation

Rydym yn croesawu derbyn gohebiaeth yng Nghymraeg. Byddwn yn ateb y fath ohebiaeth yng Nghymraeg ac ni fydd hyn yn arwain at oedi.

We welcome receiving correspondence in Welsh. We will reply to such correspondence in Welsh and this will not lead to a delay.