



**PWYLLGOR CYLLID A PHERFFORMIAD
FINANCE AND PERFORMANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	16 December 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Investment and Benefits Realisation Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Executive Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Sian Jenkins, Deputy Director of Finance

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to provide an update on the status of investment cases. At this stage the investment cases are relatively recently approved therefore the benefits realisation has not been assessed.

Cefndir / Background

Hywel Dda University Health Board (HDdUHB) approved an Annual Plan on 27 March 2025 which represented a planned deficit of £31.5m. This includes provision for investments totalling £11.9m, expected recurrent savings of £19.0m, plus a non-recurrent benefit of underspends and non-recurrent savings of £25.4m. Therefore, total savings delivery for the year of £46.4m.

Recognising that appropriate scrutiny of investment plans is required ahead of final approval being granted, the Annual Plan earmarked funding to support a number of priority proposals which had been highlighted through the planning cycle, total value £11.9m. These cases have been routed through an investment scrutiny process lead by representatives of the Finance, Operations, Planning, Workforce functions, with recommendations reported through to Formal Executive Team for decision.

Asesiad / Assessment

Investments

Within the Annual Plan £11.9m was supported to afford priority investment cases, these plans have been scrutinised ahead of formal approval and award of funding. To date £10.2m has been approved on a recurrent basis, with a level of slippage identified in respect of in year spend for 2025/26 as a result of recruitment timescales and lead in times.

- **Process** – the cases included in the Annual Plan were split into three batches and a process of desktop review, feedback, follow-up meetings and recommendations to Formal Executive Team.

The intention had been to conclude the review process by early June 2025, however, to ensure robust cases are presented to Formal Executive Team it has been necessary to allow more time for further work to be done on some cases. A handful of additional cases were also referred into the scrutiny process by Executive Directors.

- **Status** – all submitted cases have been through the initial review process, the majority have been considered by Formal Executive Team for decision. Included in **Appendix 1** is a status update across all of the investment cases. Key updates since the previous report are noted below.
 - In respect of the £2.0m provision for the recurrent costs of the All-Wales Band 2/Band 3 Healthcare Support Worker (HCSW) changes, the national framework was signed off in November 2025. Alongside the work already done within the Health Board to review Band 2 roles, payment can progress for all aspects and be actioned in the New Year. This includes the recognition payment, corrective payment and update of current payment terms going forward. Final detail on associated funding from Welsh Government (WG) is due to be confirmed which will enable a full assessment of the financial implication.
 - A case that was added to the scrutiny process during 2025/26 has been concluded, this is in respect of Emergency Urgent Care Centre nursing at Bronglais Hospital (BGH), spanning the Emergency Department (ED), Minor Injuries Unit (MIU) and Clinical Decision Unit (CDU). The proposal seeks to substantiate a number of historic staffing elements already live within the rotas, as such a large portion of the expenditure is already being incurred. No budget provision was made in the 2025/26 Annual Plan, rather existing variable pay budget will be reviewed to enable the case as part of the annual planning cycle.
- **Next Steps** – this process has provided positive learning which the panel are keen to apply in framing the ongoing process for consideration of proposals. This coincides with a recent learning event with Swansea University Value-Based Health and Care Academy '*Building Better Cases for Change in Hywel Dda University Health Board*'.

The aim is to finalise a set of standardised templates to guide service leads in developing proposals and progressing them through the appropriate governance route. This will include delivery milestones and benefits realisation.

Recognising that of the 2025/26 investments, cases are relatively recently being granted approval and are currently being implemented, further updates on delivery and benefits realised will be provided subsequently. Whilst decision outcomes remain to be confirmed for some cases, the associated funding is being reviewed on a monthly basis and factored into the financial position as appropriate.

Assure (to note)

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

Argymhelliad / Recommendation

The Finance and Performance Committee is asked to:

- **ACKNOWLEDGE** that investment cases for 2025/26 are being progressed through a review and scrutiny process to inform a final approval decision at Formal Executive Team; and
- **NOTE** that the process for investment cases is being reviewed in a bid to standardise the approach and support service leads in navigating the process of developing cases for change, presenting the associated business implications and subsequent benefits realisation.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.3 Receive assurance on the development and realisation of opportunities. This will be achieved through scrutiny of the bi-monthly savings and opportunities report to the Committee. 3.1.13 Review any investment/disinvestment strategy, including Procurement and Contracting Strategy, maintaining oversight of the investments and disinvestments, ensuring compliance with policies by: 3.1.13.1 Establishing the overall methodology, processes and controls which govern investments and disinvestments, including the prioritisation of decisions; 3.1.13.2 Ensuring that robust processes are followed; and 3.1.13.3 Evaluating, scrutinising and monitoring subsequent investments/disinvestments.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	2086 (score 20) Risk of the Health Board not being able to meet the statutory requirement of breaking even in 2025/26 due to significant deficit position.
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Monitoring returns to Welsh Government based on HDdUHB's financial reporting system.
Rhestr Termiau: Glossary of Terms:	BGH – Bronglais General Hospital CHC – Continuing Healthcare EOY – End of Year FNC – Funded Nursing Care FYE – Full Year Effect GGH – Glangwili General Hospital GMS – General Medical Services HSCEY – Health, Social Care and Early Years MHLD – Mental Health & Learning Disabilities NICE – National Institute for Health and Care Excellence OCP – Organisational Change Policy/Process OOH – Out of Hours PPH – Prince Philip Hospital PSPP – Public Sector Payment Policy RTT – Referral to Treatment Time T&O – Trauma & Orthopaedics TCT – Target Control Total WG – Welsh Government WGH – Worthybush General Hospital WRP – Welsh Risk Pool WTE – Whole Time Equivalent YTD – Year to date
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Finance Team Management Team Executive Team

Effaith: (rhaid cwblhau)
Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	Financial implications are inherent within the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	The impact on patient care is assessed within the savings schemes.
Gweithlu: Workforce:	The report considers the financial implications of our workforce.
Risg: Risk:	Financial risks are detailed in the report.
Cyfreithiol: Legal:	HDdUHB has a legal duty to deliver a breakeven financial position over a rolling three-year basis and an administrative requirement to operate within its budget within any given financial year.
Enw Da: Reputational:	Adverse variance against HDdUHB's financial plan will affect its reputation with Welsh Government, Audit Wales, and with external stakeholders.
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board



Investment and Benefits Realisation Report Finance and Performance Committee

16 December 2025

2025/26 Investment Case Update (1 of 3)

Key Commentary

Priority cases within the 2025/26 Annual Plan for which investment funding was supported, have been progressing through an internal review and scrutiny process during Q1.

- All cases considered through the initial review process
- To date 14 cases have been approved through Formal Executive Team
- 1 case has been updated and resubmitted for the scrutiny process to continue and will be considered as part of the 2026/27 planning cycle

The status update of each proposal in respect of the investment scrutiny process is outlined below and across the following 2 slides.

Annual Plan Category	CCG / Directorate	Description	Annual Plan Provision £	Approved 25/26 £	Approved Recurrent £	Status	Formal Executive Team consideration
Local Future Investments	Planned and Specialist Care	Acute Oncology Service (AOS) provision improvement	398,013	174,407	398,013	Approved	16/04/2025
Local Future Investments	Planned and Specialist Care	Ophthalmology IVT recovery plan - clinic staffing capacity	350,000	350,000	350,000	Approved	16/04/2025
Local Future Investments	Planned and Specialist Care	Ophthalmology IVT recovery plan - drug consumption	1,300,000	1,300,000	1,300,000	Approved	16/04/2025
Local Future Investments	Planned and Specialist Care	Endoscopy	700,000	439,796	475,719	Approved	16/04/2025
Local Future Investments	Allied Health and Health Scientists	Radiology diagnostic improvement	1,500,000	1,500,000	1,500,000	Recommendation made to Execs. Subsequent follow up to finalise approval. Approved	16/04/2025
Local Future Investments	Digital	Modular Electronic Health Record	1,800,000	1,540,000	1,800,000	Recommendation made to Execs. Subsequent follow up to finalise approval. Approved	16/04/2025
Local Pre-Commitment	Estates and Facilities	Additional fire wardens required at WGH	178,000	153,922	178,000	Approved	21/05/2025
Local Pre-Commitment	Director of Nursing	Legal Service	324,945	269,842	324,945	Approved	21/05/2025

2025/26 Investment Case Update (2 of 3)

Annual Plan Category	CCG / Directorate	Description	Annual Plan Provision £	Approved 25/26 £	Approved Recurrent £	Status	Formal Executive Team consideration
Local Pre-Commitment	Estates and Facilities	Maintenance Volume	400,000	0	0	Deferred, awaiting paper. Exec decision to release funding reserve, recognising new leadership arrangements for CCG and need for wider review of function to inform an investment plan. Any subsequent proposal will feed in through planning cycle. Funding reserve released as a recurrent saving scheme.	N/A
Local Pre-Commitment	Director of Workforce	International Recruitment (Medical)	200,000	0	0	Deferred, awaiting paper. Subsequent confirmation of WG funding to support recruitment. No investment required, funding reserve released as a recurrent saving scheme.	N/A
Local Pre-Commitment	Medical Director	VBHC - Heart Failure	624,000	0	0	Exec recommendation made. Exec ask to service that savings assessment re-visited, reassess and determine future, VBHC funding extended. Review of options in respect of service mitigation plans and recurrent cost requirement being assessed through Value & Sustainability Group, timeline set for end of October. Financial reserve converted to a non-recurrent saving scheme for 25/26.	21/05/2025
Local Pre-Commitment	Estates and Facilities	RAAC revenue pressure	150,000	150,000	150,000	Approved	04/06/2025
Local Future Investments	Director of Public Health	Child Obesity PH	300,000	80,000	0	Progressed through batch 2, require greater clarity ahead of making recommendation, awaiting paper. Exec decision to pause potential investment until latter stages of 25/26, non-recurrent saving to be transacted month on month in the interim. Non-recurrent funding allocated to support dietician capacity for selective eating disorders £80k.	TBC
Local Future Investments	Central Reserves	Nurse Staffing 25b Provisional Autumn 2024 Review	380,030	164,551	164,551	Progressed directly through Executive Team, Spring Review 25b. Approved	N/A
Local Future Investments	Central Reserves	Nurse Staffing 25a Provisional MH&LD	988,657	988,657	988,657	Progressed directly through Executive Team. Approved	N/A

2025/26 Investment Case Update (3 of 3)

Annual Plan Category	CCG / Directorate	Description	Annual Plan Provision £	Approved 25/26 £	Approved Recurrent £	Status	Formal Executive Team consideration
Local Future Investments	Central Reserves	Band 2/3 HCSW Pay Dispute	2,261,379			National/HR/corporate nursing process will determine appropriate costs, not an investment case per se. Provision scaled back from £2.3m to £2.0m Q1. November update: National framework agreed, recognition and corrective payments, plus ongoing payments to be transacted in new year. An element of WG funding anticipated, detail TBC.	N/A
Not included in the financial plan	Estates and Facilities	Additional fire wardens required at WGH	0	0	205,000	Approved (costs start Sept '26) In the absence of reserve funding, budget will be aligned through the 26/27 planning cycle.	04/06/2025
Not included in the financial plan	Estates and Facilities	Additional fire wardens required at GGH	0	153,922	205,000	Approved In the absence of reserve funding, costs in 25/26 will generate a deficit variance - budget will be aligned through the 26/27 planning cycle.	04/06/2025
Not included in the financial plan	Director of Public Health	Health Coaches - pursuing VBHC funding initially	0			Linked to VBHC funding to pilot. Progressed through batch 2, further work required, updated proposal submitted - scrutiny process to recommence aligned to the annual plan 26/27. Exec decision to pause potential investment until latter stages of 25/26, dependent on availability of VBHC funding.	TBC
Not included in the financial plan	Community and Integrated Medicine	BGH EUCC Nursing	0	1,330,000	2,210,000	Case considered at Executive team in November and supported, minimal impact 25/26 given recruitment timelines and existing staffing provision - level of costs already being incurred in the current run rate. Approved. Funding implications being reviewed in respect of existing variable pay budget through the 26/27 annual plan process. N.B. Total investment required £2,210k to substantiate existing workforce and expand in certain areas, £1,660km cost already	12/11/2025
Not included in the financial plan	Community and Integrated Medicine	GGH ED Nursing	0			Deferred, pending paper	TBC
Total			11,855,024				
Approved Total				8,595,097	10,249,885		