



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

<b>DYDDIAD Y CYFARFOD:</b> <b>DATE OF MEETING:</b>	26 June 2025
<b>TEITL YR ADRODDIAD:</b> <b>TITLE OF REPORT:</b>	Savings and Investment Report
<b>CYFARWYDDWR ARWEINIOL:</b> <b>LEAD DIRECTOR:</b>	Huw Thomas, Executive Director of Finance
<b>SWYDDOG ADRODD:</b> <b>REPORTING OFFICER:</b>	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 in respect of the Health Board's recurrent savings plan against the Annual Financial Plan requirement, plus the status of investment cases.

Cefndir / Background

The Health Board 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 £44.4m.

At the time of presenting the Annual Plan to Board, recurrent savings identified across the Health Board totalled £19.0m. This included schemes at all levels of the BRAG categorisation, Blue, Red, Amber and Green; Blue representing ideas in development and Green reflecting confirmed savings ready to deliver in 2025/26.

The anticipated non-recurrent benefit factored into the Annual Plan was based on the level of non-recurrent savings and underspends which benefited the Health Board's finances in 2024/25 and an assumption that 75% of this amount would be delivered again in 2025/26.

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.

Asesiad / Assessment

## Savings

- **Latest position** – against the target of £44.4m, in year plans total £28.0m factoring in blue, red, amber and green, recurrent and non-recurrent schemes, summary table below. The full year estimate of recurrent schemes £25.8m. Further detail and a breakdown across CCGs and Directorates is included in **Appendix 1**, including the detail of blue and red schemes.

	Blue £m	Red £m	Amber £m	Green £m	Total £m
Recurrent	2.374	7.978	1.826	6.972	19.149
Non-recurrent	0.400	2.430	0.320	5.652	8.803
<b>Total</b>	<b>2.774</b>	<b>10.408</b>	<b>2.146</b>	<b>12.624</b>	<b>27.952</b>

- **Line tracking** – saving tracking is 'live' and the Finance team are facilitating weekly updates into the Executive team to ensure the progress is understood between the monthly cycle. The latest summary tables are reflected in the appendix.
- **Non-recurrent savings** – recognising the savings gap, as a further control, the Executive team have agreed the principle that any in month pay underspends will be transacted as non-recurrent savings each month. The aim being to encourage Clinical Care Groups (CCGs) and Directorates to declare non-recurrent savings for the year upfront or, failing that, to ensure underspends are transacted as they are realised each month, to avoid any underspend being spent in future months. At M2 2025/26 the approach enabled £1.6m in month underspends to be transacted as savings, in addition to £1.4m non-recurrent pay related schemes which were committed by services for the year.
- **Escalation** – a number of CCG/Directorates have yet to identify plans that would support delivery of their share of the £44.4m savings target, summary table below. All of these CCG/Directorates were escalated for Finance at either Level 2 or 3 as of M1 2025/26 financial results. Robust discussions are taking place through regular Escalation and Executive Improving Together meetings to ensure there is active work to de-risk plans, progress schemes through the BRAG categories and identify new schemes.

Delegated Officer	Annual Savings Target £m	In Year Cash Releasing Plans (BRAG) £m	Variance From Target £m
<b>Chief Operating Officer</b>	<b>39.048</b>	<b>19.927</b>	<b>19.121</b>
Chief Operating Officer Management	0.762	0.000	0.762
Community and Integrated Medicine	10.482	6.494	3.988
Mental Health and Learning Disabilities	5.851	2.972	2.879
Operational Allied Health and Health Sciences	3.785	0.760	3.025
Planned and Specialist Care	11.639	6.778	4.861
Primary Care, Community Strategy and Long Term Care	6.529	2.922	3.607
<b>Executive Director of Allied Health Professions and Health Sciences</b>	<b>2.063</b>	<b>0.718</b>	<b>1.345</b>
Estates and Facilities	2.053	0.718	1.335
Executive Allied Health Professions and Health Sciences	0.010	0.000	0.010

## Alert (may require discussion)

There is a lack of confidence currently that sufficient action is in place to identify and deliver adequate savings to meet the agreed Annual Plan assumptions. Engagement, action or intervention required.

## Investments

Within the Annual Plan £11.9m was supported to afford priority investment cases, these plans are being scrutinised ahead of formal approval and award of funding. To date £6.6m 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 3 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, 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 Executives.
- **Status** – all submitted cases have been through the initial review process. Plans have been concluded and approved via Formal Executive Team in respect of Radiology, Digital, Endoscopy, Ophthalmology, Acute Oncology Service and multiple items within Estates and Facilities. Included in the appendix is a status update across all of the investment cases.
  - Two cases have been supported linked to fire warden requirements at Glangwili Hospital (GGH) and Bronglais Hospital (BGH), these weren't on the original list of proposals but have arisen linked to ongoing engagement with the Mid and West Wales Fire and Rescue Service and mitigation requirements attached to fire Enforcement Notices at hospital sites which will significantly contain the expense of associated capital works. This will create an additional pressure for the Health Board which will need to be managed (£0.2m 2025/26, £0.4m recurrently) the outcome of remaining investment cases will be monitored to assess scope to cover this pressure.
  - Two further additional cases have directed into the process in respect of Emergency Department (ED) nursing at GGH and BGH. Further work is being undertaken to ensure a complete financial assessment is reflected within the plans.
- **Next steps** – the immediate focus of the scrutiny process remains to complete the review of the original cases for 2025/26. This process has provided positive learning which the panel are keen to apply in framing the process for the 2026/27 planning cycle. Key aspects to be considered; standardised template for proposals to include deliver milestones and benefits realisation, also the timeline for investments to be considered, to ensure there is scrutiny of plans ahead of proposals being prioritised within the Annual Plan.

Recognising that of the 2025/26 investments, cases are only recently being granted approval, therefore further updates on delivery and benefits realised will be provided subsequently.

Whilst outcomes remain to be confirmed for a number of 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:

- **NOTE** that there is regular assessment of the savings position to facilitate active discussion and assess progress.
- **SEEK ASSURANCE** from the Executive Delegated Officer portfolios and Clinical Care Groups which remain adrift from delivery of the required savings target for 2025/26 that they have sufficient actions in place to identify and delivery adequate saving plans to achieve the target.
- **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. Also that this process has incorporated the consideration of essential proposals to enable key quality and safety priorities for the Health Board in respect of fire enforcement notices and review of nursing workforce in particular areas.

### 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.
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 <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	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: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply
---	---

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Monitoring returns to Welsh Government based on HDdUHB's financial reporting system.
Rhestr Termau: 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 MHLA – 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 – Worthy 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

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Financial implications are inherent within the report.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	The impact on patient care is assessed within the savings schemes.

<b>Gweithlu: Workforce:</b>	The report considers the financial implications of our workforce.
<b>Risg: Risk:</b>	Financial risks are detailed in the report.
<b>Cyfreithiol: Legal:</b>	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.
<b>Enw Da: Reputational:</b>	Adverse variance against HDdUHB's financial plan will affect its reputation with Welsh Government, Audit Wales, and with external stakeholders.
<b>Gyfrinachedd: Privacy:</b>	Not Applicable.
<b>Cydraddoldeb: Equality:</b>	Not Applicable.



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board



# Savings & Investment Report Appendix Finance & Performance Committee

26 June 2025

Appendix to Savings & Investment Report



Savings Update..... 3



Blue and Red Saving Scheme Detail ..... 6



Investment Update..... 10

# 2025/26 Savings Update: Latest in year figures, recurrent & non-recurrent cash releasing savings

## Key Commentary

The Health Board approved an Annual Plan on 27 March 2025 which represented a planned deficit of £31.5m. This includes expected recurrent savings of £19.0m, plus a non-recurrent benefit of underspends and non-recurrent savings of £25.4m to balance the saving requirement in year. Therefore total savings delivery for the year of £44.4m.

- To date plans totalling £28.0m have been identified for delivery within 2025/26 this includes both recurrent and non-recurrent schemes
- £14.8m are amber and green
- Blue and red schemes currently total £13.2m and require urgent conversion to amber and green
- A further £16.5m of schemes need to be identified and delivered to achieve the £44.4m target.

## 2025/26 In year recurrent & non-recurrent cash releasing savings :

Delegated Officer (£'000)	Annual Savings	In Year Identified Cash Releasing Plans (Recurrent and Non-Recurrent)				Total	Variance From Target
	Target	Blue	Red	Amber	Green		
<b>Chief Executive</b>	<b>38</b>	<b>0</b>			<b>255</b>	<b>255</b>	<b>-217</b>
<b>Chief Operating Officer</b>	<b>39,048</b>	<b>2,624</b>	<b>7,628</b>	<b>1,336</b>	<b>8,338</b>	<b>19,927</b>	<b>19,121</b>
Chief Operating Officer Management	762						762
Community and Integrated Medicine	10,482	430	2,722	48	3,294	6,494	3,988
Mental Health and Learning Disabilities	5,851	500	319		2,153	2,972	2,879
Operational Allied Health and Health Sciences	3,785		301	108	351	760	3,025
Planned and Specialist Care	11,639	1,694	2,895	80	2,109	6,778	4,861
Primary Care, Community Strategy and Long Term Care	6,529		1,390	1,100	432	2,922	3,607
<b>Executive Director of Allied Health Professions and Health Sciences</b>	<b>2,063</b>	<b>150</b>	<b>252</b>	<b>20</b>	<b>296</b>	<b>718</b>	<b>1,345</b>
Estates and Facilities	2,053	150	252	20	296	718	1,335
Executive Allied Health Professions and Health Sciences	10						10
<b>Executive Director of Finance</b>	<b>377</b>	<b>0</b>	<b>478</b>	<b>384</b>	<b>539</b>	<b>1,401</b>	<b>-1,024</b>
Digital	271	0	478	384	344	1,206	-935
Finance	106				194	194	-88
<b>Executive Director of Nursing, Quality and Patient Experience</b>	<b>243</b>		<b>8</b>		<b>303</b>	<b>311</b>	<b>-68</b>
<b>Executive Director of Public Health</b>	<b>107</b>		<b>94</b>		<b>730</b>	<b>824</b>	<b>-717</b>
<b>Executive Director of Strategy and Planning</b>	<b>1,902</b>		<b>1,948</b>	<b>311</b>	<b>491</b>	<b>2,750</b>	<b>-848</b>
LTAs with other NHS Providers	1,841		1,948		483	2,431	-590
Strategy and Planning	61			311	8	319	-258
<b>Executive Director of Workforce and Organisational Development</b>	<b>247</b>			<b>94</b>	<b>551</b>	<b>645</b>	<b>-398</b>
<b>Executive Medical Director</b>	<b>74</b>				<b>74</b>	<b>74</b>	<b>0</b>
<b>Health Board Wide</b>	<b>303</b>				<b>1,048</b>	<b>1,048</b>	<b>-745</b>
<b>Grand Total</b>	<b>44,402</b>	<b>2,774</b>	<b>10,408</b>	<b>2,146</b>	<b>12,624</b>	<b>27,952</b>	<b>16,450</b>

# 2025/26 Savings Update: Latest in year figures, non-recurrent cash releasing savings

## Key Commentary

The Health Board's Annual Plan a non-recurrent benefit of underspends and non-recurrent savings of £25.4m.

- To date non-recurrent saving plans identified totalling £8.8m
- £6.0m are amber and green savings, £1.6m of this relates to in-month pay underspends realised in month 2
- Blue and red schemes currently total £2.8m and require urgent conversion to amber and green
- A further £16.6m of saving schemes or underspends need to be identified and delivered to achieve the £25.4m non-recurrent target.

## 2025/26 In year non-recurrent cash releasing savings :

Delegated Officer (£'000)	In Year Identified Cash Releasing Plans (Non-recurrent only)				Total
	Blue	Red	Amber	Green	
<b>Chief Executive</b>	<b>0</b>			<b>217</b>	<b>217</b>
<b>Chief Operating Officer</b>	<b>250</b>	<b>319</b>	<b>70</b>	<b>2,475</b>	<b>3,115</b>
Community and Integrated Medicine				586	586
Mental Health and Learning Disabilities	250	319		896	1,466
Planned and Specialist Care			70	661	731
Primary Care, Community Strategy and Long Term Care				332	332
<b>Executive Director of Allied Health Professions and Health Sciences</b>	<b>150</b>	<b>178</b>			<b>328</b>
Estates and Facilities	150	178			328
<b>Executive Director of Finance</b>		<b>433</b>		<b>429</b>	<b>862</b>
Digital		433		344	777
Finance				85	85
<b>Executive Director of Nursing, Quality and Patient Experience</b>				<b>102</b>	<b>102</b>
<b>Executive Director of Public Health</b>				<b>623</b>	<b>623</b>
<b>Executive Director of Strategy and Planning</b>		<b>1,500</b>	<b>250</b>	<b>491</b>	<b>2,241</b>
LTA's with other NHS Providers		1,500		483	1,983
Strategy and Planning			250	8	258
<b>Executive Director of Workforce and Organisational Development</b>				<b>491</b>	<b>491</b>
<b>Health Board Wide</b>				<b>823</b>	<b>823</b>
<b>Grand Total</b>	<b>400</b>	<b>2,430</b>	<b>320</b>	<b>5,652</b>	<b>8,803</b>

# 2025/26 Savings Update: Latest recurrent cash releasing plans and full year figures

## Key Commentary

The Health Board's Annual Plan includes expected recurrent savings of £19.0m.

- To date plans totalling £19.1m have been identified for delivery within 2025/26
- Of these £8.8m are amber and green
- Blue and red schemes currently total £10.4m and require urgent conversion to amber and green
- If all schemes identified convert to amber and green this would realise the £19.0m framed in the plan, ultimately the goal would be to go beyond this, recognising that the overall saving target of £44.4m for the year has yet to be delivered, plus need to go further recurrently.
- The full year value of the recurrent schemes identified totals £25.8m, £18.6m short of the recurrent £44.4m target.

## 2025/26 In year recurrent cash releasing savings :

Delegated Officer (£'000)	Annual Savings Target	In Year Identified Cash Releasing Plans (Recurrent)					Total	Full Year Plan	Full Year Variance From Target
		Blue	Red	Amber	Green				
<b>Chief Executive</b>	<b>38</b>				<b>38</b>	<b>38</b>	<b>38</b>	<b>0</b>	
<b>Chief Operating Officer</b>	<b>39,048</b>	<b>2,374</b>	<b>7,309</b>	<b>1,266</b>	<b>5,863</b>	<b>16,812</b>	<b>23,355</b>	<b>£15,693</b>	
Chief Operating Officer Management	762							£762	
Community and Integrated Medicine	10,482	430	2,722	48	2,708	5,908	8,876	£1,606	
Mental Health and Learning Disabilities	5,851	250			1,257	1,507	1,757	£4,094	
Operational Allied Health and Health Sciences	3,785		301	108	351	760	760	£3,025	
Planned and Specialist Care	11,639	1,694	2,895	10	1,448	6,047	9,373	£2,266	
Primary Care, Community Strategy and Long Term Care	6,529		1,390	1,100	100	2,590	2,590	£3,939	
<b>Executive Director of Allied Health Professions and Health Sciences</b>	<b>2,063</b>	<b>0</b>	<b>74</b>	<b>20</b>	<b>296</b>	<b>390</b>	<b>390</b>	<b>£1,673</b>	
Estates and Facilities	2,053	0	74	20	296	390	390	£1,663	
Executive Allied Health Professions and Health Sciences	10							£10	
<b>Executive Director of Finance</b>	<b>377</b>	<b>0</b>	<b>45</b>	<b>384</b>	<b>109</b>	<b>538</b>	<b>572</b>	<b>-£195</b>	
Digital	271	0	45	384		429	462	-£191	
Finance	106				109	109	109	-£3	
<b>Executive Director of Nursing, Quality and Patient Experience</b>	<b>243</b>		<b>8</b>		<b>201</b>	<b>209</b>	<b>251</b>	<b>-£8</b>	
<b>Executive Director of Public Health</b>	<b>107</b>		<b>94</b>		<b>107</b>	<b>201</b>	<b>201</b>	<b>-£94</b>	
<b>Executive Director of Strategy and Planning</b>	<b>1,902</b>		<b>448</b>	<b>61</b>		<b>509</b>	<b>509</b>	<b>£1,393</b>	
LTA's with other NHS Providers	1,841		448			448	448	£1,393	
Strategy and Planning	61			61		61	61	£0	
<b>Executive Director of Workforce and Organisational Development</b>	<b>247</b>			<b>94</b>	<b>60</b>	<b>154</b>	<b>154</b>	<b>£93</b>	
<b>Executive Medical Director</b>	<b>74</b>				<b>74</b>	<b>74</b>	<b>74</b>	<b>£0</b>	
<b>Health Board Wide</b>	<b>303</b>				<b>224</b>	<b>224</b>	<b>224</b>	<b>£79</b>	
<b>Grand Total</b>	<b>44,402</b>	<b>2,374</b>	<b>7,978</b>	<b>1,826</b>	<b>6,972</b>	<b>19,149</b>	<b>25,768</b>	<b>18,634</b>	

# 2025/26 Savings Update: Blue and Red Saving Plans £000

## Scheme detail of all blue and red schemes, split by CCG/CSG and Directorates

Description	Recurrent	Definition	BRAG	In Year Plan	Full Year Impact
<b>Cancer and Scheduled Care</b>				£4,294	£7,609
Centralisation of Trauma Care ( South of HDUHB): T&O On Call rota amalgamation	Recurrent	Cash-Releasing	Blue	£262	£262
Conclude 24/25 scheme: T&O: Appointment of substantive middle grade in WGH to reduce ADH premium costs	Recurrent	Cash-Releasing	Red	£96	£96
Cost avoidance of A&E attendances & IP admissions as a result to increased Acute Oncology service provision and triage	Recurrent	Cash-Releasing	Blue	£0	£0
Critical Care; Further review of beds and possible seasonal reduction in capacity. CSP Option 2	Recurrent	Cash-Releasing	Blue	£0	£0
CSP; centralise ENT	Recurrent	Cash-Releasing	Blue	£44	£44
CSP; Centralise General Surgery:	Recurrent	Cash-Releasing	Red	£200	£200
Efficiencies (Amorelle) SOS, PIFU, Theatre Efficiencies etc. Recurrent. Productivity opportunity, not cash releasing saving.	Recurrent	Cash-Releasing	Red	£0	£0
Enhanced Critical Care model PPH, in line with National Guidelines	Recurrent	Cash-Releasing	Red	£50	£200
Enzalutamide price drop (£0.7m) & Denosumab price drop (£0.04m)	Recurrent	Cash-Releasing	Red	£678	£740
Medical Stabilisation: Opportunity £7m across clinical group; Within Anaesthetics, Gen Surg and Orthopaedics.	Recurrent	Cash-Releasing	Red	£875	£3,500
New NICE Drugs efficiencies and impact on wider Health Board for efficiencies and cost avoidance (Rec/ Non Cash releasing)	Recurrent	Cash-Releasing	Blue	£0	£0
Nursing variable pay opportunity: IEN Cohort for Summer recruitment, IENs for Theatres	Recurrent	Cash-Releasing	Red	£90	£360
Optimising Drug switches and rebates (Rec/Cash releasing)	Recurrent	Cash-Releasing	Red	£199	£199
Outpatients Transformation – review staffing / skill mix in line with digital innovation opportunities and review of safe staffing levels	Recurrent	Cash-Releasing	Red	£292	£500
Theatres: Review PPH ICU	Recurrent	Cash-Releasing	Blue	£843	£843
Theatres: Review Theatres at GGH	Recurrent	Cash-Releasing	Blue	£60	£60
Theatres: Review Theatres WGH	Recurrent	Cash-Releasing	Blue	£154	£154
Theatres: Review NCEPOD / TRAUMA theatre on Saturday	Recurrent	Cash-Releasing	Blue	£79	£79
Theatres: Review NCEPOD / TRAUMA theatre on Sundays	Recurrent	Cash-Releasing	Blue	£98	£98
Theatres: Review DSU theatres and ward areas.	Recurrent	Cash-Releasing	Blue	£122	£122
Theatres: WGH of out of hours staffing review - Theatres	Recurrent	Cash-Releasing	Blue	£32	£32
Theatres; Review Theatres WGH Non Pay	Recurrent	Cash-Releasing	Red	£120	£120
<b>Children, Women and Family Health</b>				£295	£295
BGH Service provision changes for O&G, Maternity & Paediatrics	Recurrent	Cash-Releasing	Blue	£0	£0
Review tripartite agreement with Garreglwyd for CCC provision	Recurrent	Cash-Releasing	Red	£150	£150
Workforce resolution within O&G	Recurrent	Cash-Releasing	Red	£145	£145
Repatriation of PAS from SBU LTA	Recurrent	Cash-Releasing	Red	£0	£0

# 2025/26 Savings Update: Blue and Red Saving Plans £000

Description	Recurrent	Definition	BRAG	In Year Plan	Full Year Impact
<b><u>Carmarthenshire Integrated System</u></b>				<b>£2,312</b>	<b>£5,241</b>
Admin review	Recurrent	Cash-Releasing	Red	£28	£28
Biosimilar switches for USC	Recurrent	Cash-Releasing	Red	£25	£25
Review Preseli ward (15 bed surgical ward GGH) - med and surgical outliers	Recurrent	Cash-Releasing	Red	£700	£1,400
Communication Hub - Admin reconciliation (year 2)	Recurrent	Cash-Releasing	Red	£100	£100
Community vision development Eastgate model and 50 day challenge	Recurrent	Cash-Releasing	Blue	£0	£0
Evaluation of opportunity to provide alternative care provision for LCH	Recurrent	Cash-Releasing	Blue	£0	£0
Impact of Emergency General Surgery (Scheduled Care Scheme on GGH)	Recurrent	Cash-Releasing	Blue	£0	£0
LOS reduction and associated bed efficiencies - Bed closure GGH (2 year plan)	Recurrent	Cash-Releasing	Blue	£100	£400
LOS reduction and associated bed efficiencies - bed closure PPH ( 2 year plan)	Recurrent	Cash-Releasing	Red	£100	£200
MIU Future Model PPH	Recurrent	Cash-Releasing	Red	£294	£504
Reduction in variable pay for Doctors from changing the front door model	Recurrent	Cash-Releasing	Red	£192	£192
Reduction in variable pay for Doctors from changing the front door model GGH	Recurrent	Cash-Releasing	Red	£192	£192
Reduction in variable pay for Doctors from changing the front door model PPH	Recurrent	Cash-Releasing	Red	£0	£0
Review of stroke services to PPH to align to CSP.	Recurrent	Cash-Releasing	Red	£526	£2,105
Review DN and ART support in to Residential homes	Recurrent	Cash-Releasing	Blue	£0	£0
Review of CCU capacity in Carmarthenshire	Recurrent	Cash-Releasing	Blue	£0	£0
Review operating model of community hospitals	Recurrent	Cash-Releasing	Blue	£0	£0
Review operating model of community hospitals	Recurrent	Cash-Releasing	Red	£15	£15
Review SLA of Ty Bryngwyn	Recurrent	Cash-Releasing	Blue	£0	£0
Review the bereavement service GGH	Recurrent	Cash-Releasing	Red	£0	£0
Review WARD 6 PPH (orthopaedic)	Recurrent	Cash-Releasing	Red	£40	£80
<b><u>Pembrokeshire Integrated System</u></b>				<b>£840</b>	<b>£840</b>
Alignment of bed capacity from Sunderland Ward to Withybush	Recurrent	Cash-Releasing	Blue	£280	£280
Community Nursing OCP	Recurrent	Cash-Releasing	Red	£0	£0
Contract review of Community inpatient beds	Recurrent	Cash-Releasing	Red	£425	£425
Deep dive of medical rotas	Recurrent	Cash-Releasing	Red	£85	£85
Development of the Ambulatory Trauma Pathway from GGH to Withybush	Recurrent	Cash-Releasing	Blue	£0	£0
Optimise utilisation of Community Estate	Recurrent	Cash-Releasing	Blue	£50	£50
Respiratory services	Recurrent	Cash-Releasing	Blue	£0	£0
Risk - Emergency General Surgery being removed from WGH	Recurrent	Cash-Releasing	Blue	£0	£0

# 2025/26 Savings Update: Blue and Red Saving Plans £000

Description	Recurrent	Definition	BRAG	In Year Plan	Full Year Impact
<b><u>Mental Health and Learning Disabilities</u></b>				£819	£500
Non-recurrent staffing underspend	Non Recurrent	Cash-Releasing	Blue	£0	£0
Non-recurrent staffing underspend	Non Recurrent	Cash-Releasing	Red	£319	£0
Potential savings from efficiencies in utilisation of WPAS and Comms hub	Recurrent	Cash-Releasing	Blue	£0	£0
Potential savings from redesign including Digital solution	Recurrent	Cash-Releasing	Blue	£0	£0
Redesign legacy arrangements with LAs	Recurrent	Cash-Releasing	Blue	£250	£500
Review and release CHC LA accruals	Non Recurrent	Cash-Releasing	Blue	£250	
Single access point for MHLA services / 111 press 2	Recurrent	Cash-Releasing	Blue	£0	£0
<b><u>Pathology</u></b>				£301	£301
Haem Drug Biosimilar	Recurrent	Cash-Releasing	Red	£105	£105
OOH Service	Recurrent	Cash-Releasing	Red	£56	£56
Outsourced Income	Recurrent	Cash-Releasing	Red	£50	£50
Reduction to Agency Locum	Recurrent	Cash-Releasing	Red	£90	£90
<b><u>Pharmacy and Medicines Management</u></b>				£1,390	£1,390
Bosutinib	Recurrent	Cash-Releasing	Red	£113	£113
Bulk purchase of chemotherapy	Recurrent	Cash-Releasing	Red	£188	£188
Dimethyl fumarate	Recurrent	Cash-Releasing	Red	£110	£110
DOAC Switch	Recurrent	Cash-Releasing	Red	£100	£100
DPP-4 inhibitors	Recurrent	Cash-Releasing	Red	£300	£300
Housekeeping	Recurrent	Cash-Releasing	Red	£150	£150
National Prescribing Indicators	Recurrent	Cash-Releasing	Red	£30	£30
ScriptSwitch	Recurrent	Cash-Releasing	Red	£400	£400

# 2025/26 Savings Update: Blue and Red Saving Plans £000

Description	Recurrent	Definition	BRAG	In Year Plan	Full Year Impact
<b>Digital</b>				£478	£45
Digital Waiting Lists and Productivity	Recurrent	Cash-Releasing	Red	£11	£11
Foundational Digital Systems – Patient Flow / eOBs / ePMA	Recurrent	Cash-Releasing	Blue	£0	£0
Managed Print Service	Recurrent	Cash-Releasing	Red	£34	£34
Microsoft VAT reclaim 24-25	Non Recurrent	Cash-Releasing	Red	£433	
Operational Command Centre	Recurrent	Cash-Releasing	Red	£0	£0
Patient Services Centre (SPOC)	Recurrent	Cash-Releasing	Blue	£0	£0
Shadow IT / Application Rationalisation	Recurrent	Cash-Releasing	Blue	£0	£0
<b>Estates and Facilities</b>				£402	£74
Centrica Underperformance payments	Non Recurrent	Cash-Releasing	Red	£80	£0
Compass - Share of profits	Non Recurrent	Cash-Releasing	Red	£78	£0
Consequential Savings - Other directorate decisions	Recurrent	Cash-Releasing	Blue	£0	£0
Cook Freeze at WGH and GGH	Recurrent	Cash-Releasing	Red	£0	£0
Estates - rationalisation - Ty Parc yr Ynn, Ammanford. Carmarthenshire County budgets	Recurrent	Cash-Releasing	Red	£22	£22
Estates rationalisation - Relocation of community clinics in Carmarthenshire	Recurrent	Cash-Releasing	Red	£19	£19
Focused review of profitability of restaurants	Recurrent	Cash-Releasing	Red	£0	£0
Income from retail covenant restricting food sales in the retail park near Witybush	Non Recurrent	Cash-Releasing	Blue	£150	£0
Market review of rents charged in residences	Recurrent	Cash-Releasing	Red	£20	£20
Steam trap installs	Non Recurrent	Cash-Releasing	Red	£20	£0
Utilities reduction in line with NWSSP 25/26 forecast	Recurrent	Cash-Releasing	Blue	£0	£0
WGH Helipad	Recurrent	Cash-Releasing	Red	£13	£13
<b>LTAs with other NHS Providers</b>				£1,948	£448
SBU Orthopaedic regional funding	Non Recurrent	Cash-Releasing	Red	£1,500	
Swansea Bay SLA and LTA double funding	Recurrent	Cash-Releasing	Red	£448	£448
<b>Nursing, Quality and Patient Experience</b>				£8	£8
Vacancy Hold	Recurrent	Cash-Releasing	Red	£8	£8
<b>Public Health</b>				£94	£94
Workforce Pay Saving	Recurrent	Cash-Releasing	Red	£94	£94

# 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 have been through the initial review process
- To date 10 cases have been approved through Formal Executive Team
- 2 cases is pending conclusion following receipt of recommendations at Formal Executive Team
- 1 case has been updated and resubmitted for the scrutiny process to continue
- Updated proposals for 5 cases are awaited.

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			Progressing - FET outcome awaited	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	Medical Director	VBHC - Heart Failure	624,000			Exec recommendation made. Exec ask to service that savings assessment, reassess and determine future, VBHC funding extended to June 30th. Potential cessation of scheme 30/09/25.	21/05/2025
Local Pre-Commitment	Estates and Facilities	RAAC revenue pressure	150,000	150,000	150,000	Approved	04/06/2025
Not included in the financial plan	Estates and Facilities	Additional fire wardens required at GGH	0	153,922	205,000	Approved	04/06/2025
Not included in the financial plan	Estates and Facilities	Additional fire wardens required at WGH	0	0	205,000	Approved (costs start Sept '26)	04/06/2025
Not included in the financial plan	Director of Public Health	Health Coaches - pursuing VBHC funding initially	0			Progressed through batch 2, further work required, updated proposal submitted - scrutiny process to recommence	TBC
Not included in the financial plan	Community and Integrated Medicine	GGH ED Nursing	0			Reviewed as part of batch 3, lacking adequate financial assessment, deferred to allow further work, awaiting paper	TBC
Not included in the financial plan	Community and Integrated Medicine	BGH EUCC Nursing	0			Reviewed as part of batch 3, lacking adequate financial assessment, deferred to allow further work, awaiting paper	TBC
Local Pre-Commitment	Director of Workforce	International Recruitment (Medical)	200,000			Deferred, awaiting paper - latest update from WG suggests review of next overseas visit to enable this due to low numbers across Wales. May require review of overseas plan if Hywel Dda pursuing an solo approach.	TBC

# 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 Pre-Commitment	Estates and Facilities	Maintenance Volume	400,000			Deferred, awaiting paper	TBC
Local Future Investments	Director of Public Health	Child Obesity PH	300,000			Progressed through batch 2, require greater clarity ahead of making recommendation, awaiting paper	TBC
Local Future Investments	Central Reserves	Nurse Staffing 25b Provisional Autumn 2024 Review	380,030			No paper received. Acute nursing papers x 2 submitted for ED, GGH and BGH	N/A
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	N/A
Local Future Investments	Central Reserves	Nurse Staffing 25a Provisional MH&LD	988,657			Progressed directly through Executive Team	N/A
<b>Total</b>			<b>11,855,024</b>				
<b>Approved Total</b>			<b>6,376,013</b>	<b>5,762,048</b>	<b>6,561,732</b>		