Finance and Performance Committee

Agenda

Date	27 October 2026
Time	09:30 - 12:30 Greenwich Mean Time (UTC+00:00)
Location	Microsoft Teams Meeting; HDD Picton - Dolau Cothi
Title	Finance and Performance Committee

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1 - GOVERNANCE

09:30,

1.1 - WELCOME AND APOLOGIES

Michael Imperato (Hywel Dda UHB - Independent Board Member)

1.2 - DECLARATION OF INTERESTS

Michael Imperato (Hywel Dda UHB - Independent Board Member)

HDdUHB Register of Board Members Interests 2026-27

1.3 - MINUTES OF FINANCE AND PERFORMANCE COMMITTEE HELD ON 27 AUGUST 2026 *For approval*

Michael Imperato (Hywel Dda UHB - Independent Board Member)

1.4 - MINUTES OF EXTRAORDINARY FINANCE AND PERFORMANCE COMMITTEE HELD ON 22 SEPTEMBER 2026 *For approval*

Michael Imperato (Hywel Dda UHB - Independent Board Member)

1.5 - REVIEW OF FINANCE AND PERFORMANCE COMMITTEE TABLE OF ACTIONS *For approval*

Michael Imperato (Hywel Dda UHB - Independent Board Member)

1.6 - ASSURANCE AND RISK REPORT *For assurance*

Joanne Wilson (Hywel Dda UHB - Director of Corporate Governance/Board Secretary), Huw Thomas (Hywel Dda UHB - Director of Finance), Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), James Severs (Hywel Dda UHB - Executive Director of Allied Health Professions and Health Science), Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning)

2 - ANNUAL PLAN 2026/27 AND ESCALATION UPDATE

09:45,

2.1 - ANNUAL PLAN 2026/27 AND ESCALATION PRIORITIES *For approval*

Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning), Shaun Ayres (Hywel Dda UHB - Director of Delivery)

3 - ESCALATION RESPONSE – RECOVERY ACTION PLANS AND IMPROVEMENT TRAJECTORIES

10:00,

3.1 - HOSPITAL FLOW PROCESSES *For assurance*

Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), James Severs (Hywel Dda UHB - Executive Director of Allied Health Professions and Health Science), Mark Henwood (Hywel Dda UHB - Executive Medical Director), Nadine Gould (Hywel Dda UHB - Deputy Director of Nursing, Quality & Patient Experience)

Split into the UEC Three Pillars Programme:

- **Pillar 1:** Pre-Hospital and Community (Executive Sponsor: James Severs)
- **Pillar 2:** Front Door and First 72 Hours (Executive Sponsor: Mark Henwood)
- **Pillar 3:** Ward-Based Flow and Discharge (Executive Sponsor: Sharon Daniel)

3.2 - PATHWAY OF CARE DELAYS *For assurance*

Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), Sharon Daniel (Hywel Dda UHB - Executive Director of Nursing, Quality & Patient Experience)

3.3 - PLANNED CARE PLAN *For assurance*

Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), Paula Goode (Hywel Dda UHB - Service Director for Planned and Specialist Care), Keith Jones (Hywel Dda UHB - Director of Operational Planning & Performance), Lisa Humphrey (Hywel Dda UHB - General Manager)

3.4 - OPERATIONAL RESPONSE TO VALUE AND PRODUCTIVITY *For approval*

Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), Keith Jones (Hywel Dda UHB - Director of Operational Planning & Performance)

3.5 - WORKFORCE IMPROVEMENT PROGRAMME *For assurance*

Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD/Deputy CEO), James Severs (Hywel Dda UHB - Executive Director of Allied Health Professions and Health Science), Mark Henwood (Hywel Dda UHB - Executive Medical Director), Nadine Gould (Hywel Dda UHB - Deputy Director of Nursing, Quality & Patient Experience)

Clinical Leads to Present on their Professions

4 - FINANCE

11:35,

4.1 - FINANCIAL PERFORMANCE ASSURANCE REPORT *For approval*

Andrew Spratt (Hywel Dda UHB - Deputy Director of Finance), Jennifer Thomas (Hywel Dda UHB - Head of Corporate Reporting and Planning)

4.2 - FINANCIAL ROUTE MAP VERBAL UPDATE *For assurance*

Huw Thomas (Hywel Dda UHB - Director of Finance)

4.3 - PROCUREMENT SCRUTINY *For assurance*

Gemma Deverill (NWSSP - Procurement)

4.4 - PLANNING GOALS UPDATE REPORT Q2 2026-27 *For assurance*

Angharad Lloyd-Probert (Hywel Dda UHB - Senior Project Manager)

5 - PERFORMANCE

12:00,

5.1 - INTEGRATED PERFORMANCE ASSURANCE REPORT *For assurance*

Huw Thomas (Hywel Dda UHB - Director of Finance)

5.2 - PUBLIC SECTOR EMISSIONS REPORTING *For assurance*

Douglas Wilson (Hywel Dda UHB - Senior Performance Management Analyst)

6 - FOR APPROVAL

12:10,

6.1 - BUSINESS CASES *For approval*

Huw Thomas (Hywel Dda UHB - Director of Finance), Ardiana Gjini (Hywel Dda UHB - Executive Director of Public Health), Bruce Bolam (Hywel Dda UHB - Deputy Director Public Health/Consultant in Public Health), Bethan Lewis (Hywel Dda UHB - Assistant Director of Public Health Strategic Business and Operations), Rhian Evans (Hywel Dda UHB - Principal Project Manager (VBHC)

- Macmillan Cancer Support Neighbourhood Investment Partnership Business Case returning for approval ahead of submission to November Board

Due to commercial sensitivity, Appendix 8 will be considered during the In-Committee session of the meeting

7 - FOR INFORMATION

12:30,

7.1 - ALL-WALES CAPITAL PROGRAMME 2026/27, CAPITAL RESOURCE LIMIT AND CAPITAL FINANCIAL MANAGEMENT UPDATE *For information*

Huw Thomas (Hywel Dda UHB - Director of Finance)

7.2 - CASH-RELEASING INTERVENTIONS: EVIDENCE AND IMPLICATIONS FOR FINANCIAL RECOVERY AND VALUE *For information*

Huw Thomas (Hywel Dda UHB - Director of Finance)

7.3 - BALANCE SHEET ANALYSIS *For information*

Huw Thomas (Hywel Dda UHB - Director of Finance)

7.4 - JCC PLANNING, PERFORMANCE AND FINANCE SUB-COMMITTEE REPORTS *For information*

Huw Thomas (Hywel Dda UHB - Director of Finance)

7.5 - NWSSP SHARED SERVICES PARTNERSHIP COMMITTEE ASSURANCE REPORT *For information*

Huw Thomas (Hywel Dda UHB - Director of Finance)

7.6 - FINANCE AND PERFORMANCE COMMITTEE WORK PLAN 2026/27 *For information*

Huw Thomas (Hywel Dda UHB - Director of Finance)

8 - ANY OTHER BUSINESS

12:30,

9 - DATE OF NEXT MEETING

12:30,

- Tuesday 15 December 2026; 09:30 - 12:30

10 - IN COMMITTEE SESSION

12:30,
In accordance with the Committee's Terms of Reference, which permit the Committee to operate an in-committee function for the consideration of sensitive and/or confidential information, the next part of the meeting will be held in private session. Attendance will be restricted to Committee Members and those individuals (or their nominated deputies) identified in the Terms of Reference.

This session will consider the following items:

- ***Approval of Minutes of Extraordinary In-Committee Finance and Performance Committee Meeting***
- ***Macmillan Business Case (Commercially-sensitive element)***

A summary of matters considered will be reported to the next appropriate Committee meeting.