



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 April 2026
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:	Siân 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 for 2025/26 in ending the financial year with reference to associated benefits realisation.

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 £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 were 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. Subsequent approvals total £10.2m 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 Executive Directors.
- **Status** – Included in **Appendix 1** is a status update across all the investment cases at the end of 2025/26. 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. Alongside the work already done within the Health Board to review Band 2 roles, payment can progress for all aspects, and these are being actioned in February payroll.

An assessment of actual costs is being worked through with Payroll. This includes the recognition payment, corrective payment and update of current payment terms going forward. The data shared by Workforce to realise final payments has reflected a lower whole-time equivalent (WTE) compared to earlier estimates, the financial implications are being worked through.

- Two cases originally included as part of the 2025/26 process were subsequently considered through the planning process for 2026/27, namely Health Coaches and Children and Young People Weight Management.
 - Health Coaches will be progressed utilising core budget for the Corporate Public Health function, recognising this will deplete the functions scope to realise non-recurrent savings. Also, the expansion of the Health Coaches programme will have to be scaled to align with what can be afforded through the budget available.
 - Children and Young People Weight Management was paused during 2025/26 as the plan exceeded available budget. The shortfall has been addressed through the prioritisation process for 2026/27, so this plan is approved to proceed.

- **Next steps** – Approval of cases was staggered over the past 12 months as plans developed. The initial cases approved are approaching the 12-month mark in respect of confirmed approval. In respect of the strategic investments, service leads have been approached for feedback to ensure that the intended benefits have been realised.

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 were being progressed through a review and scrutiny process to inform a final approval decision at Formal Executive Team and all decision outcomes have been determined.
- **NOTE** that benefits realisation feedback for strategic investments has been sought.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	<p>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.</p> <p>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:</p> <p>3.1.13.1 Establishing the overall methodology, processes and controls which govern investments and disinvestments, including the prioritisation of decisions;</p> <p>3.1.13.2 Ensuring that robust processes are followed; and</p> <p>3.1.13.3 Evaluating, scrutinising and monitoring subsequent investments/ disinvestments.</p>
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
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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 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

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:	The Health Board 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 the Health Board'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 Appendix

Finance and Performance Committee

24 February 2026

2025/26 Investment Case Update (1 of 3)

Key Commentary

Priority cases within the 2025/26 Annual Plan for which investment funding was supported, progressed through an internal review and scrutiny process over the course of the year. The status update of each proposal in respect of the investment scrutiny process is outlined below and across the following 2 slides. The plans have been categorised between Strategic Investments and Statutory Compliance Investments.

CCG / Directorate	Description	Approved Recurrent £	Status	Formal Executive Team consideration
2025/26 Strategic Investments:				
Planned and Specialist Care	Acute Oncology Service (AOS) provision improvement	398,013	Approved	16/04/2025
Planned and Specialist Care	Ophthalmology IVT recovery plan - clinic staffing capacity	350,000	Approved	16/04/2025
Planned and Specialist Care	Ophthalmology IVT recovery plan - drug consumption	1,300,000	Approved	16/04/2025
Planned and Specialist Care	Endoscopy, two elements; surveillance backlog and diagnostic improvement	475,719	Approved	16/04/2025
Allied Health and Health Scientists	Radiology diagnostic improvement	1,500,000	Approved	16/04/2025
Digital	Integrated Digital Care Programme (e-Flow, e-Obs and ePMA solutions)	1,800,000	Approved	16/04/2025
Director of Nursing	Legal Service	324,945	Approved	21/05/2025

2025/26 Investment Case Update (2 of 3)

2025/26 Statutory Compliance Investments:				
Estates and Facilities	RAAC revenue pressure	150,000	Approved	04/06/2025
Estates and Facilities	Additional fire wardens required at WGH	178,000	Approved	21/05/2025
Estates and Facilities	Additional fire wardens required at BGH	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
Estates and Facilities	Additional fire wardens required at GGH	205,000	Approved In the absence of reserve funding, costs in 25/26 generate a deficit variance - budget will be aligned through the 26/27 planning cycle.	04/06/2025
Central Reserves	Nurse Staffing 25b Provisional Autumn 2024 Review	164,551	Approved	N/A
Central Reserves	Nurse Staffing 25a Provisional MH&LD	988,657	Approved	N/A
Central Reserves	Band 2/3 HCSW Pay Dispute		National/HR/corporate nursing process enabled this, not an investment case per se. National framework agreed, majority of staff paid from February, ongoing process to resolve queries. Recurrent budget adjustment for B2 transferring to B3 being actioned for financial reporting M01 April 2026.	N/A
Community and Integrated Medicine	BGH EUCC Nursing	2,210,000	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 committed.	12/11/2025

2025/26 Investment Case Update (3 of 3)

2025/26 Deferred Investments:					
Estates and Facilities	Maintenance Volume	0	Deferred. 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	
Director of Workforce	International Recruitment (Medical)	0	Deferred. Subsequent confirmation of WG funding to support recruitment. No investment required, funding reserve released as a recurrent saving scheme.	N/A	
Medical Director	VBHC - Heart Failure	0	Financial reserve converted to a non-recurrent saving scheme for 25/26. VBHC fund replenished for 2026/27.	21/05/2025	
Director of Public Health	Child Obesity PH	0	Proposal exceeds funding available. 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. Plan considered through 26/27 planning priorities and additional funding approved to support full proposal. Approved.	TBC	
Director of Public Health	Health Coaches		Exec decision to pause potential investment until latter stages of 25/26, dependent on availability of funding. Plan considered as part of 26/27 planning cycle, funding not prioritised through planning cycle, intention to consider level of investments through Public Health budget.	TBC	
Community and Integrated Medicine	GGH ED Nursing		Deferred, pending paper	TBC	