



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 October 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Clinical Care Group Financial Savings
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Chief Operating Officer
SWYDDOG ADRODD: REPORTING OFFICER:	Keith Jones, Director of Operational Planning and Performance

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 Committee is requested to consider the progress achieved by Clinical Care Groups (CCGs) in respect of confirmed savings plans as at M6 2025/26 and to note the additional opportunities being explored by CCGs to further improve this position.

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. Subsequently in July the Board has approved a revision to the Annual Plan and a restated recurrent saving requirement of £46.4m.

The anticipated savings delivery was spread across the Health Board on the basis of all budget areas delivering a combination of 5% savings in 2024/25 plus a further 1.5% in 2025/26. Recognising that recurrent saving delivery was achieved to some extent through 2024/25, the remaining balance of 5% was carried forward for each budget area. As a result, the savings delivery required for the Chief Operating Officer portfolio is £39.0m. These figures remain unchanged by the revision to the Annual Plan and increased savings requirement.

Welsh Government continue to seek assurance that the Health Board will match the 2024/25 outturn of £24.1m deficit. Since July the Health Board has undertaken a review of expenditure to consider options to reduce spend in order to deliver an outturn deficit of £24.1m. The Board considered the outcome of this review at its In-Committee and Public Board meetings in September 2025.

Asesiad / Assessment

Savings Delivery to Month 6

In the August 2025 Committee report, the Committee was advised of further actions being pursued by CCGs to review additional opportunities, beyond the current schedule of blue and red savings schemes, including consideration of run rate contributions to the in-year savings target along with non-cash releasing opportunities. The Committee was advised that these opportunities had the potential to increase in-year cash releasing savings by a further £3.4m.

Latest Position:

The table below shows the updated position as at Month 6:

Delegated Officer (£'000)	Annual Savings Target	In Year Identified Cash Releasing Plans (Recurrent and Non-Recurrent)					Total	Variance From Target
		Blue	Red	Amber	Green			
Chief Operating Officer	39,048	481	3,681			23,109	27,271	11,777
Chief Operating Officer Management	762					561	561	201
Community and Integrated Medicine	10,482	150	1,448			5,533	7,131	3,351
Mental Health and Learning Disabilities	5,851	300	392			4,253	4,945	906
Operational Allied Health and Health Sciences	3,785		26			459	485	3,300
Planned and Specialist Care	11,639	31	1,405			8,162	9,597	2,042
Primary Care, Community Strategy and Long Term Care	6,529		410			4,142	4,552	1,977

Against the target of £39.0m, in year plans have further improved to £27.3m factoring in blue, red, amber and green (BRAG), recurrent and non-recurrent schemes. This represents a £5.4m (25%) improvement over the reported position at the last Committee meeting in August 2025.

Despite significant operational pressures experienced by Clinical Care Groups (CCGs), confirmed in year delivery in respect of amber and green cash releasing schemes has also increased by a further £6.1m (36%) to a current total of £23.1m compared to the position reported at the last Committee meeting in August 2025. This progress has been achieved despite:

- Pressures on surge capacity across Pembrokeshire and Carmarthenshire (costs in excess of £1.2m)
- Deteriorating medical staffing workforce availability (costs in excess of £3.4m)
- Increased RTT delivery costs including actions to mitigate the operational impact of theatre cancellations due to significant theatre staffing workforce challenges and non-pay costs associated with increased activity levels (costs in excess of £2.3m)

Recurrent Schemes

The table below shows the latest position as at Month 6 in relation to recurrent schemes:

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				
Chief Operating Officer	39,048	181	3,289			10,703	14,173	£17,044	
Chief Operating Officer Management	762							£762	
Community and Integrated Medicine	10,482	150	1,448			2,842	4,441	£2,166	
Mental Health and Learning Disabilities	5,851					1,375	1,375	£4,476	
Operational Allied Health and Health Sciences	3,785		26			459	485	£3,025	
Planned and Specialist Care	11,639	31	1,405			3,561	4,996	£2,978	
Primary Care, Community Strategy and Long Term Care	6,529		410			2,466	2,876	£3,637	

The full year estimate of recurrent schemes has also improved to £22.0m across all BRAG categories. This represents a £4.9m (29%) improvement over the reported position at the last Committee meeting in August 2025.

Green and Amber Schemes

Alongside the priority focus on closing the current gap to the total savings target for services within the Chief Operating Officer's service portfolio, individual CCG's have also continued to focus on expenditure controls within operating budgets.

Within the total green savings schemes, a portion of this value has been realised through the approved principle to routinely transact pay related underspends through the monthly cycle, totalling £3.9m between April and September. This reflects the increased grip and control applied by CCGs in managing their operating budgets and represents a £1.5m (62%) improvement over the reported position at the last Committee meeting in August 2025.

The summary table below presents the scale of savings generated through this process:

Delegated Officer (£'000)	M06 YTD Total	YTD Average
Chief Operating Officer	3,872	645
Chief Operating Officer Management	561	93
Community and Integrated Medicine	495	83
Mental Health and Learning Disabilities	605	101
Operational Allied Health and Health Sciences	0	0
Planned and Specialist Care	985	164
Primary Care, Community Strategy and Long Term Care	1,225	204

Current Blue and Red Schemes

The current list of red and blue schemes identified by CCGs are included in **Appendix 1**. These represent a potential £4.9m opportunity in year.

Progress updates are provided through CCG Executive Improving Together (EIT) and Recovery meetings. During July, supported by finance colleagues, CCGs have progressed completion of mini–Project Initiation Document (PID) templates for blue and red schemes to ensure clarity and ownership of actions required. Progress in converting blue and red schemes to amber and green is reflected in the improved position reported above.

In recognition of the workforce and related capacity challenges across its service areas, the Operational Allied Health and Health Sciences CCG has been encouraged via Executive Recovery reviews to focus its efforts on actions to maximise a forecast year end budget underspend given the extent to which the CCG budget reflects pay costs.

Additional Expenditure Reduction Actions

In addition to the progress described above, all CCGs continue to review opportunities to further reduce rates of variable pay expenditure not currently reflected in CCG forecasts. The outcome of these reviews will be incrementally added to non-recurrent schemes as opportunities are confirmed.

Argymhelliad / Recommendation

The Committee is requested to **NOTE** the further progress achieved by Clinical Care Groups (CCGs) in respect of confirmed savings plans as at M6 2025/26 and the additional opportunities being explored by CCGs to further improve this position.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.1 Receive assurances on the financial governance and control environment in operation across the Health Board. This will be achieved a programme of deep dive reviews into the following themes, which mirror the national Value and Sustainability Board.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	4. Efficient
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	2 Financial recovery and route map
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Contained within the body of the report.
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report.

Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Clinical Care Groups
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Contained within the body of the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Health Board financial stewardship.
Gyfrinachedd: Privacy:	Not Applicable

**Cydraddoldeb:
Equality:**

Not Applicable

Appendix: Blue and Red Saving Schemes

CCG	CSG	Scheme Name	Recurrent	RAG	Values £'000	
					In Year Plan	Full Year Plan
Community and Integrated Medicine	Carmarthenshire Integrated System	Relocation of stroke services to PPH to align to CSP.	Recurrent	Red	526	2,105
Community and Integrated Medicine	Carmarthenshire Integrated System	Reduction in variable pay for Doctors from changing the front door model GGH	Recurrent	Red	90	120
Community and Integrated Medicine	Carmarthenshire Integrated System	Impact of Emergency General Surgery (Scheduled Care Scheme on GGH)	Recurrent	Blue	0	0
Community and Integrated Medicine	Carmarthenshire Integrated System	MIU Future Model PPH	Recurrent	Red	84	504
Community and Integrated Medicine	Carmarthenshire Integrated System	Biosimilar switches for USC	Recurrent	Red	19	25
Community and Integrated Medicine	Carmarthenshire Integrated System	LOS reduction and associated bed efficiencies - Bed closure GGH (2 year plan)	Recurrent	Blue	100	400
Community and Integrated Medicine	Carmarthenshire Integrated System	Close Preseli ward (15 bed surgical ward GGH) - med and surgical outliers	Recurrent	Red	350	1,400
Community and Integrated Medicine	Carmarthenshire Integrated System	WARD 6 PPH (orthopaedic) reduce from 21 beds to 14	Recurrent	Red	40	80
Community and Integrated Medicine	Carmarthenshire Integrated System	LOS reduction and associated bed efficiencies - bed closure PPH (2 year plan)	Recurrent	Blue	50	200
Community and Integrated Medicine	Carmarthenshire Integrated System	Review the bereavement service GGH	Recurrent	Red	0	0
Community and Integrated Medicine	Carmarthenshire Integrated System	Evaluation of opportunity to provide alternative care provision for LCH	Recurrent	Blue	0	0
Community and Integrated Medicine	Carmarthenshire Integrated System	Review SLA of Ty Bryngwyn and responsible owner	Recurrent	Blue	0	0
Community and Integrated Medicine	Carmarthenshire Integrated System	Review operating model of community hospitals	Recurrent	Blue	0	0
Community and Integrated Medicine	Pembrokeshire Integrated System	Deep dive of medical rotas	Recurrent	Red	85	85
Community and Integrated Medicine	Pembrokeshire Integrated System	Risk - Emergency General Surgery being removed from WGH	Recurrent	Blue	0	0
Community and Integrated Medicine	Pembrokeshire Integrated System	Development of the Ambulatory Trauma Pathway from GGH to Withybush	Recurrent	Blue	0	0
Community and Integrated Medicine	Pembrokeshire Integrated System	Community Nursing OCP	Recurrent	Red	0	0
Community and Integrated Medicine	Pembrokeshire Integrated System	Contract review of Community inpatient beds	Recurrent	Red	212	425
Community and Integrated Medicine	Pembrokeshire Integrated System	Optimise utilisation of Community Estate	Recurrent	Red	29	35
Community and Integrated Medicine	Pembrokeshire Integrated System	Optimise utilisation of Community Estate	Recurrent	Red	13	15
Community and Integrated Medicine Total					1,598	5,394

CCG	CSG	Scheme Name	Recurrent	RAG	Values £'000	
					In Year Plan	Full Year Plan
Mental Health and Learning Disabilities	Mental Health and Learning Disabilities	Ref 159 continued - MHL non-recurrent pay savings (Oct-Mar)	Non Recurrent	Red	392	0
Mental Health and Learning Disabilities	Mental Health and Learning Disabilities	MHL non-recurrent pay savings (Oct-Mar)	Non Recurrent	Blue	300	0
Mental Health and Learning Disabilities Total					692	0
Operational Allied Health and Health Sciences	Pathology	Reduction to Agency Locum	Recurrent	Red	0	90
Operational Allied Health and Health Sciences	Pathology	Haem Drug Biosimilar	Recurrent	Red	26	105
Operational Allied Health and Health Sciences	Pathology	OOH Service	Recurrent	Red	0	56
Operational Allied Health and Health Sciences	Pathology	Outsourced Income	Recurrent	Red	0	50
Operational Allied Health and Health Sciences Total					26	301
Planned and Specialist Care	Cancer and Scheduled Care	Outpatient Transformation	Recurrent	Red	292	500
Planned and Specialist Care	Cancer and Scheduled Care	Nursing variable pay opportunity	Recurrent	Red	0	360
Planned and Specialist Care	Cancer and Scheduled Care	Medical Stabilisation: Opportunity £7m across clinical group.	Recurrent	Red	875	3,500
Planned and Specialist Care	Cancer and Scheduled Care	Enhanced Critical Care model PPH, in line with National Guidelines	Recurrent	Red	0	200
Planned and Specialist Care	Cancer and Scheduled Care	Theatres: Review and reconfigure of DSU South theatre and patient flow ward areas to support formal closure and decommissioning DSU Amman Valley theatre and ward areas.	Recurrent	Blue	31	122
Planned and Specialist Care	Children, Women and Family Health	Ceasing tripartite agreement with Garreglwyd for CCC provision (Rec/Cash Releasing)	Recurrent	Red	238	238
Planned and Specialist Care	Children, Women and Family Health	Medical Workforce Review	Recurrent	Red	0	145
Planned and Specialist Care Total					1,435	5,065
Primary Care, Community Strategy and Long Term Care	Pharmacy and Medicines Management	Bulk purchase of chemotherapy	Recurrent	Red	188	188
Primary Care, Community Strategy and Long Term Care	Pharmacy and Medicines Management	Bosutinib	Recurrent	Red	113	113
Primary Care, Community Strategy and Long Term Care	Pharmacy and Medicines Management	Dimethyl fumarate	Recurrent	Red	110	110
Primary Care, Community Strategy and Long Term Care Total					410	410