Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Pwyllgor Cyllid a Pherfformiad/ Finance and Performance Committee

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 August 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Finance Deep Dive: Clinical Care Group Savings Plans
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)
Er Sicrwydd/ For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The Finance and Performance Committee is requested to consider savings plan progress to date achieved by Clinical Care Groups (CCGs) and to note the actions required in support of Executive-led Finance Recovery reviews scheduled for 25 August 2026 at which further progress will be assessed.

Cefndir / Background

As of 11 August 2026, the Health Board has identified £35.8m of in-year cash releasing savings. This leaves a Health Board-wide £7.0m gap against the £42.8m savings target.

Of the savings identified, £29.8m is currently rated Green or Amber and considered achieved. A Health Board-wide delivery shortfall of £13.0m remains against required in-year delivery.

There remains a further £11.3m saving opportunity within Blue and Red schemes across both cash releasing and run-rate categories.

Two CCGs (Community and Integrated Medicine CCG and Planned and Specialist Care CCG) have been escalated to Level 4 for finance/savings. Initial Level 4 reviews, led by the Chief Executive Officer, were conducted on 9 July 2026.

A parallel finance-focused Executive-led challenge and recovery process has been established, with all CCGs required to provide further detailed updates on overall finance and savings progress, including updated assessments of Blue and Red schemes, at Finance Recovery review meetings scheduled on 25 August 2026.

Asesiad / Assessment

The slides appended to this paper provide a summary of Health Board and Operations function and CCG progress towards savings target requirements for 2026/27. This report highlights the key issues for consideration.

Progress to August 2026

Since the previous (17 July 2026) update, the Operations portfolio and CCGs in-year cash releasing savings plans have improved by a further £0.96m. Changes by function and CCG are shown in Table 1 below:

Table 1: Operations Function and CCG In-Year Cash Releasing Savings Movement July-Aug 2026:

Function / CCG	Blue	Red	Amber	Green	In Year Total
COO Mgt	0	0	0	313	313
C&IM	-293	1,613	0	-301	1,020
MHLD	0	-61	0	689	628
AH&HS	0	-571	0	1,439	868
P&SC	0	-531	0	562	31
Primary Care	0	0	0	-1,898	-1,898
TOTAL	**-293**	**451**	**0**	**804**	**962**

Notwithstanding positive progress achieved, several schemes have been reclassified with £1.6m within Community Integrated Medicine moving from Green to Red, and removal or reclassification of £1.9m Dental savings following Welsh Government feedback.

Overall Position

The position by CCG is highlighted in Table 2 below:

- Of the £35.8m all BRAG rated in-year cash releasing savings identified Health Board wide, £20.2m lie within the Operations portfolio or CCGs.
- Of the £29.8m Green or Amber in-year cash releasing savings identified, £15.5m lie within the Operations portfolio or CCGs.

Table 2: Operations Function and CCG BRAG rated In-Year Cash Releasing Savings

Delegated Officer (£'000)	Annual Savings Target	In Year Identified Cash Releasing Plans						Full Year Impact	
		Blue	Red	Amber	Green	In Year Total	Variance From Target	Total Savings Identified	Variance From Target
Chief Executive	**-25**		**0**		**124**	**124**	**-149**	**0**	**-25**
Chief Operating Officer	**30,675**	**2,591**	**2,183**	**637**	**14,820**	**20,231**	**10,444**	**25,403**	**5,272**
Chief Operating Officer Management	749	0	0		386	386	363	0	749
Community and Integrated Medicine	12,524	75	1,872		8,012	9,960	2,564	13,430	-906
Mental Health and Learning Disabilities	6,441	0	86		3,002	3,087	3,353	1,093	5,348
Operational Allied Health and Health Sciences	4,848		135		1,680	1,815	3,034	1,334	3,514
Planned and Specialist Care	5,890	100	90	637	1,485	2,312	3,578	4,714	1,176
Primary Care	223	2,416			256	2,671	-2,448	4,831	-4,608
Executive Director of Allied Health Professions and Health Sci	**2,715**	**0**	**100**		**692**	**792**	**1,923**	**752**	**1,963**
Estates and Facilities	2,705	0	100		648	748	1,957	752	1,953
Executive Allied Health Professions and Health Sciences	10				44	44	-34	0	10
Executive Director of Finance	**238**	**0**	**71**	**76**	**422**	**569**	**-330**	**863**	**-625**
Digital	373	0	71	76	239	386	-13	744	-372
Finance	-134				183	183	-317	119	-253
Executive Director of Nursing, Quality and Patient Experience	**0**				**130**	**130**	**-130**	**0**	**0**
Executive Director of Public Health	**131**		**132**		**834**	**966**	**-835**	**0**	**131**
Executive Director of Strategy and Planning	**2,035**			**125**	**989**	**1,114**	**921**	**74**	**1,961**
LTAs with other NHS Providers	1,961			125	530	655	1,306	0	1,961
Strategy and Planning	74				459	459	-385	74	0
Executive Director of Workforce and Organisational Developm	**-481**				**2,902**	**2,902**	**-3,383**	**302**	**-783**
Executive Medical Director	**5,952**		**900**	**361**	**3,068**	**4,329**	**1,623**	**3,420**	**2,532**
Medical	72				202	202	-130	75	-3
Pharmacy and Medicines Management	5,880		900	361	2,867	4,128	1,752	3,345	2,535
Health Board Wide	**1,560**				**4,665**	**4,665**	**-3,105**	**1,546**	**14**
Grand Total	**42,800**	**2,591**	**3,386**	**1,199**	**28,647**	**35,822**	**6,978**	**32,361**	**10,440**
			5,977		**29,846**				

The in-year variance against the Operations function / combined CCG savings target of £30.6m has consequently reduced from £11.4m to £10.4m.

Risk-Adjusted Underspends

In addition to the cash -releasing savings identified in Table 2 above, £5.9m Green/Amber risk-adjusted underspends have been converted into non-recurrent savings to date. Of this total, the Operations functions and CCGs have contributed £5.3m (92%) as illustrated in Table 3 below:

Table 3: Operations Function and CCG Non-Cash Releasing Savings

Delegated Officer (£'000)	Identified Non Cash Releasing Savings					
	Blue	Red	Amber	Green	In Year Total	Full Year Total
Chief Operating Officer	**1,026**	**1,610**	**1,785**	**3,559**	**7,981**	**30,564**
Community and Integrated Medicine	0	923	1,036	1,963	3,922	20,043
Mental Health and Learning Disabilities	93	120			213	570
Operational Allied Health and Health Sciences	0			97	97	3,725
Planned and Specialist Care	933	566	750	1,499	3,749	6,226
Executive Director of Allied Health Professions and Health Sciences	**20**	**0**		**244**	**264**	**763**
Estates and Facilities	20	0		244	264	763
Executive Director of Strategy and Planning		**2,650**			**2,650**	**4,058**
LTAs with other NHS Providers		2,650			2,650	4,058
Executive Medical Director				**300**	**300**	**300**
Pharmacy and Medicines Management				300	300	300
Grand Total	**1,046**	**4,260**	**1,785**	**4,103**	**11,195**	**35,685**

While these schemes do not contribute directly to the £42.8m cash-releasing target, they remain important mitigations against overspending and should be reviewed alongside Blue and Red cash-releasing schemes.

Further Blue / Red Scheme Opportunities:

Alongside existing actions to secure delivery of Green/Amber savings schemes, remaining Blue and Red scheme opportunities (both cash releasing and non-cash releasing run rate reduction opportunities) represent the principal opportunity to further improve CCG savings delivery during the remainder of FY26/27.

Of the remaining £11.3m saving opportunities within Blue and Red schemes across both cash releasing and non-cash releasing run-rate categories, £7.4m opportunities have been identified by Operations functions / CCGs as summarized in Table 4 below:

Table 4: Operations Function amd CCG Blue/Red Scheme Opportunities (Cash/Non-Cash Releasing)

Function / CCG	Cash Releasing		Non-Cash Releasing		In Year Total
	Blue	Red	Blue	Red	
C&IM	75	1,872	0	923	2,870
MHLD	0	86	93	120	299
AH&HS	0	135	0	0	135
P&SC	100	90	933	566	1,689
Primary Care	2,416	0	0	0	2,416
Total	**2,591**	**2,182**	**1,026**	**1,610**	**7,409**

In preparation for the Executive-led reviews on 25 August 2026, each CCG has been requested to:

- Undertake a scheme-by-scheme review of remaining Blue and Red scheme opportunities, including current RAG status, value, implementation milestones and barriers.
- Provide an evidence-based assessment of deliverability and revised in-year savings forecasts.
- Identify Health Board support required to unblock delivery challenges
- Assess opportunities to accelerate Blue/Red schemes into Amber/Green status before Month 6.
- Identify options to replace non-deliverable Red schemes with alternative recurring savings opportunities.
- Undertake and assessment of recurrent impact, supporting the wider objective of reducing structural financial risk going into 2027/28.

Argymhelliad / Recommendation

The Finance and Performance Committee is asked to:

- **CONSIDER** savings plan progress to date achieved by Clinical Care Groups; and
- **NOTE** the actions required in support of Executive-led Finance Recovery reviews scheduled for 25 August 2026 at which further progress will be assessed.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)		
Cyfeirnod Cylch Gorchwyl y Pwyllgor: Committee ToR Reference:	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: 3.1.1.1 Workforce 3.1.1.2 Non-pay and procurement 3.1.1.3 Medicines value and sustainability 3.1.1.4 Commissioned care 3.1.1.5 Clinical variation and service configuration
Cyfeirnod Cofrestr Risg Datix, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference and Score:	2326 'Risk to achieving 26/27 Target Control Total due to underlying deficit, insufficient savings & reliance on non recurrent funding'
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	1. Safe 2. Timely 6. Person-Centred
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	2. Culture and valuing people 5. Whole systems persepctive
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Striving teams
Nodau Cynllunio 2026/27 Planning Goals 2026/27	6. Safe, Timely, High Quality Care
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	10. Not Applicable
Model Cymdeithasol ar gyfer Iechyd a Llesiant: (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health and Wellbeing: (*complete for strategic*	Not Applicable

change and/or significant service changes)	
Gwybodaeth Ychwanegol: **Further Information:**	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y cyfarfod hwn: Parties / Committees consulted prior to this meeting:	Not Applicable

Effaith: (rhaid cwblhau) **Impact: (must be completed)**	
Ariannol / Gwerth am Arian: **Financial / Service:**	Not Applicable
Ansawdd / Gofal Claf: **Quality / Patient Care:**	Not Applicable
Gweithlu: **Workforce:**	Not Applicable
Tegwch Iechyd: **Health Equity:**	Not Applicable
Risg: **Risk:**	Not Applicable
Cyfreithiol: **Legal:**	Not Applicable
Enw Da: **Reputational:**	Not Applicable

Gyfrinachedd: **Privacy:**	Not Applicable
Cydraddoldeb: **Equality:**	Not Applicable

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Finance and Performance Committee

Deep Dive: Clinical Care Group Savings Update

27 August 2026

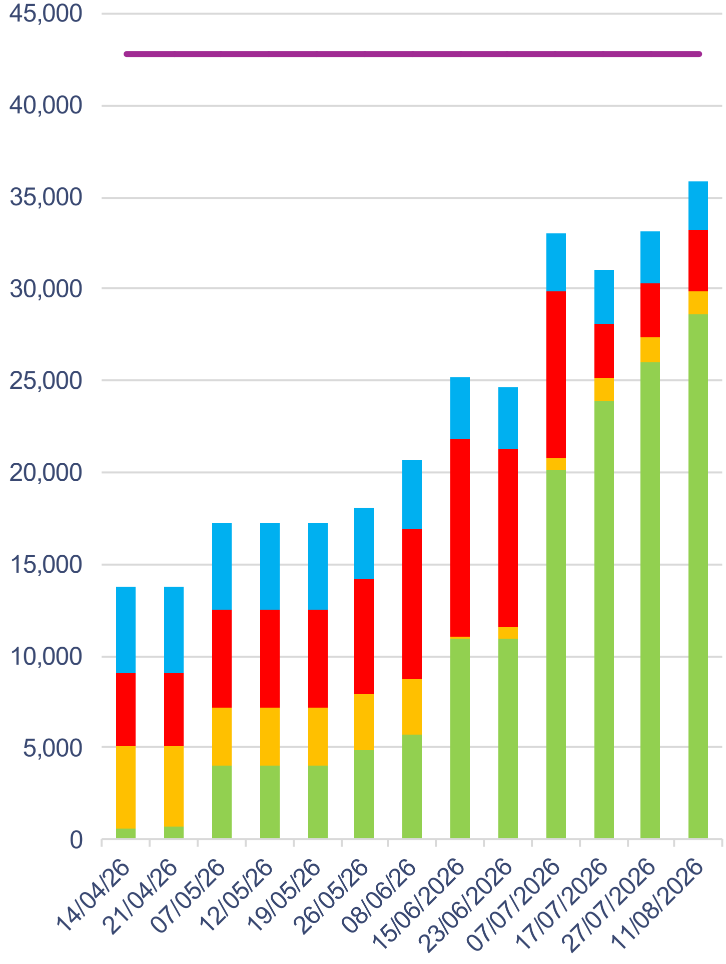
Cash Releasing Savings Summary (£000)

High Level Health Board Summary of Identified Savings (£000)

	Savings Target	In Year Identifed Savings	Variance From Target
All BRAG Rating Savings	42,800	35,822	6,978
Transacted Savings (BRAG - Amber and Green) only	42,800	29,846	12,955

- To date **£35.8m** of in-year cash releasing savings have been identified, including all BRAG ratings (currently **£7m** short of the £42.8m target). Beyond FY26.27 the full year value of the savings reduces to **£32.4m**, resulting in a full year (recurrent) shortfall of **£10.4m.**
- Of the £35.8m of savings identified to date, **£29.8m** of Green and Amber savings schemes have been achieved with a full year recurrent value of **£32.4m**, across all BRAG ratings.
- Combining the remaining Blue and Red schemes, across Cash Releasing and Run Rate Reduction categories, there is a **total further saving opportunity of £11.3m identified**. Versus a M04 £60.4m end of year Health Board gross deficit forecast, ahead of mitigating actions.
- Following the work in July to convert full-year risk-adjusted underspends over £100k into saving commitments, **£5.8m** of projected underspends have been converted into non recurrent savings. This £5.8m is lower than the anticipated £10.9m following validation with budget holders, plus the decision not to reclassify Dental underspends against ring fenced allocations as savings and instead continue to report these as underspends, linked to Welsh Government feedback.
- In transacting underspends as savings, this has had an equal and opposite impact on the core budget variance, driving up the overspend – thus nil effect to the overall bottom line end of year forecast for the Health Board.
- By Month 6, Executive Directors are asked to review all non recurrent savings and assess if they can be converted to recurrent savings.

Total savings identified by weekly update by BRAG rating (£'000)



Cash Releasing Savings Month on Month Comparison to Prior Year (£000)

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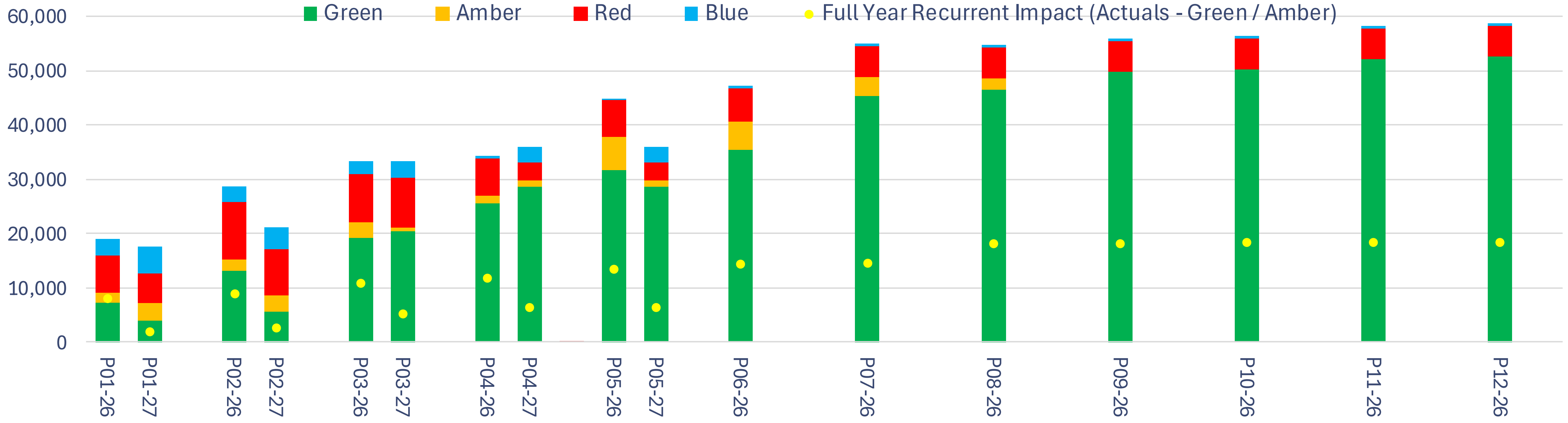

What the graph shows

- Cumulative cash releasing savings trajectory by month (FY26/27 vs FY25/26), split by BRAG status. The yellow markers indicate the full-year recurrent impact based on Green/Amber delivery.

Key messages vs last year

- P04-27 reflects improvements in the overall saving position. Compared to the same point last year (P04-26), savings identification are £1.5m higher and savings delivery is £2.9m higher. P05-27, is to date a part month position, therefore not comparable with P05-26. However, savings did step up in P05-26 therefore unless savings improve this month, savings delivery will fall behind last years position.
- Whilst P04 is an improved position, the **structural recurrent delivery risk** remains – Compared to P4 last year, the full year impact of achieved savings at P04-27 is **£5.5m less than P04-26 and reflects a 48% reduction.** This reduction increases the reliance on non-recurrent delivery even further and creates greater risk and pressure going into next year.

Cash Releasing Savings Summary (£000)

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Executive Portfolios, Summary Savings Table: Cash Releasing Savings

		In Year Identified Cash Releasing Plans						Full Year Impact	
Delegated Officer (£'000)	Annual Savings Target	Blue	Red	Amber	Green	In Year Total	Variance From Target	Total Savings Identified	Variance From Target
Chief Executive	-25		0		124	124	**-149**	0	-25
Chief Operating Officer	30,675	2,591	2,183	637	14,820	20,231	**10,444**	25,403	5,272
Executive Director of Allied Health Professions and Health Scienc	2,715	0	100		692	792	**1,923**	752	1,963
Executive Director of Finance	238	0	71	76	422	569	**-330**	863	-625
Executive Director of Nursing, Quality and Patient Experience	0				130	130	**-130**	0	0
Executive Director of Public Health	131		132		834	966	**-835**	0	131
Executive Director of Strategy and Planning	2,035			125	989	1,114	**921**	74	1,961
Executive Director of Workforce and Organisational Development	-481				2,902	2,902	**-3,383**	302	-783
Executive Medical Director	5,952		900	361	3,068	4,329	**1,623**	3,420	2,532
Health Board Wide	1,560				4,665	4,665	**-3,105**	1,546	14
Grand Total	**42,800**	**2,591**	**3,386**	**1,199**	**28,647**	**35,822**	**6,978**	**32,361**	**10,440**

Cash Releasing Savings Breakdown by CCG / Function (£000)

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Delegated Officer (£'000)	Annual Savings Target	In Year Identified Cash Releasing Plans						Full Year Impact	
		Blue	Red	Amber	Green	In Year Total	Variance From Target	Total Savings Identified	Variance From Target
Chief Executive	**-25**		**0**		**124**	**124**	**-149**	**0**	**-25**
Chief Operating Officer	**30,675**	**2,591**	**2,183**	**637**	**14,820**	**20,231**	**10,444**	**25,403**	**5,272**
Chief Operating Officer Management	749	0	0		386	386	363	0	749
Community and Integrated Medicine	12,524	75	1,872		8,012	9,960	2,564	13,430	-906
Mental Health and Learning Disabilities	6,441	0	86		3,002	3,087	3,353	1,093	5,348
Operational Allied Health and Health Sciences	4,848		135		1,680	1,815	3,034	1,334	3,514
Planned and Specialist Care	5,890	100	90	637	1,485	2,312	3,578	4,714	1,176
Primary Care	223	2,416			256	2,671	-2,448	4,831	-4,608
Executive Director of Allied Health Professions and Health Sci	**2,715**	**0**	**100**		**692**	**792**	**1,923**	**752**	**1,963**
Estates and Facilities	2,705	0	100		648	748	1,957	752	1,953
Executive Allied Health Professions and Health Sciences	10				44	44	-34	0	10
Executive Director of Finance	**238**	**0**	**71**	**76**	**422**	**569**	**-330**	**863**	**-625**
Digital	373	0	71	76	239	386	-13	744	-372
Finance	-134				183	183	-317	119	-253
Executive Director of Nursing, Quality and Patient Experience	**0**				**130**	**130**	**-130**	**0**	**0**
Executive Director of Public Health	**131**		**132**		**834**	**966**	**-835**	**0**	**131**
Executive Director of Strategy and Planning	**2,035**			**125**	**989**	**1,114**	**921**	**74**	**1,961**
LTAs with other NHS Providers	1,961			125	530	655	1,306	0	1,961
Strategy and Planning	74				459	459	-385	74	0
Executive Director of Workforce and Organisational Developm	**-481**				**2,902**	**2,902**	**-3,383**	**302**	**-783**
Executive Medical Director	**5,952**		**900**	**361**	**3,068**	**4,329**	**1,623**	**3,420**	**2,532**
Medical	72				202	202	-130	75	-3
Pharmacy and Medicines Management	5,880		900	361	2,867	4,128	1,752	3,345	2,535
Health Board Wide	**1,560**				**4,665**	**4,665**	**-3,105**	**1,546**	**14**
Grand Total	**42,800**	**2,591**	**3,386**	**1,199**	**28,647**	**35,822**	**6,978**	**32,361**	**10,440**
			5,977		**29,846**				

Change in identified cash releasing savings compared to the last update

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Movement between 17th July and 11th August

Delegated Officer (£'000)	In Year Identified Cash Releasing Plans				
	Blue	Red	Amber	Green	In Year Total
Chief Executive	**0**	**0**	**0**	**0**	**0**
Chief Operating Officer	**-293**	**451**	**0**	**804**	**962**
Chief Operating Officer Management	0	0	0	313	313
Community and Integrated Medicine	-293	1,613	0	-301	1,020
Mental Health and Learning Disabilities	0	-61	0	689	628
Operational Allied Health and Health Sciences	0	-571	0	1,439	868
Planned and Specialist Care	0	-531	0	562	31
Primary Care	0	0	0	-1,898	-1,898
Executive Director of Allied Health Professions and Health Sci	**0**	**0**	**0**	**513**	**513**
Estates and Facilities	0	0	0	513	513
Executive Allied Health Professions and Health Sciences	0	0	0	0	0
Executive Director of Finance	**0**	**-9**	**0**	**12**	**3**
Digital	0	-9	0	12	3
Finance	0	0	0	0	0
Executive Director of Nursing, Quality and Patient Experience	**0**	**0**	**0**	**30**	**30**
Executive Director of Public Health	**0**	**0**	**0**	**359**	**359**
Executive Director of Strategy and Planning	**0**	**0**	**0**	**0**	**0**
LTAs with other NHS Providers	0	0	0	0	0
Strategy and Planning	0	0	0	0	0
Executive Director of Workforce and Organisational Developm	**0**	**0**	**0**	**310**	**310**
Executive Medical Director	**0**	**0**	**-69**	**270**	**201**
Medical	0	0	0	0	0
Pharmacy and Medicines Management	0	0	-69	270	201
Health Board Wide	**0**	**0**	**0**	**285**	**285**
Grand Total	**-293**	**442**	**-69**	**2,584**	**2,663**

In respect of cash releasing savings, since the last update:

Amber and Green

- Across all portfolios, **£5.8m** of risk adjusted underspends have been converted to savings.
- Green savings in Community Integrated Medicine have been reclassified as Red **(£1.6m)** and Primary Care Dental savings have been reclassified as forecast underspends following Welsh Government feedback **(£1.9m).**
- Several HB wide provisions have been released and converted to savings **(£0.2m)** and one Pharmacy scheme has moved from Amber to Green **(£0.1m).**

Red and Blues

- On review of the year end forecast for Community Integrated Medicine, savings have been reclassified from Green to Red **(£1.6m).**
- The in-year deliverability of several Reds and Blues schemes have been reassessed and the in-year value reduced including Operational Allied Health and Health Sciences **(0.6m),** Community and integrated Medicine **(0.3m),** Mental Health **(£0.1m)** and Planned and Specialist Care **(£0.6m).**

Split of Identified Savings Between Recurrent and Non-Recurrent

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Delegated Officer (£'000)	Savings Target	Non Recurrent Savings	Recurrent Savings	Total Savings	Gap to In Year Savings Target	% Recurrent
Chief Executive	**-25**	**124**		**124**	**-149**	**-**
Chief Operating Officer	**30,675**	**16,089**	**4,142**	**20,231**	**10,444**	**20%**
Chief Operating Officer Management	749	386	0	386	363	0%
Community and Integrated Medicine	12,524	8,919	1,040	9,960	2,564	10%
Mental Health and Learning Disabilities	6,441	2,972	115	3,087	3,353	4%
Operational Allied Health and Health Sciences	4,848	1,658	156	1,815	3,034	9%
Planned and Specialist Care	5,890	1,898	414	2,312	3,578	18%
Primary Care	223	256	2,416	2,671	-2,448	90%
Executive Director of Allied Health Professions and Health Sciences	**2,715**	**709**	**84**	**792**	**1,923**	**11%**
Estates and Facilities	2,705	665	84	748	1,957	11%
Executive Allied Health Professions and Health Sciences	10	44		44	-34	0%
Executive Director of Finance	**238**	**83**	**485**	**569**	**-330**	**85%**
Digital	373	20	366	386	-13	95%
Finance	-134	64	119	183	-317	65%
Executive Director of Nursing, Quality and Patient Experience	**0**	**130**		**130**	**-130**	**-**
Executive Director of Public Health	**131**	**966**		**966**	**-835**	**0%**
Executive Director of Strategy and Planning	**2,035**	**1,040**	**74**	**1,114**	**921**	**7%**
LTAs with other NHS Providers	1,961	655		655	1,306	0%
Strategy and Planning	74	385	74	459	-385	16%
Executive Director of Workforce and Organisational Development	**-481**	**2,600**	**302**	**2,902**	**-3,383**	**10%**
Executive Medical Director	**5,952**	**909**	**3,420**	**4,329**	**1,623**	**79%**
Medical	72	127	75	202	-130	37%
Pharmacy and Medicines Management	5,880	783	3,345	4,128	1,752	81%
Health Board Wide	**1,560**	**3,136**	**1,529**	**4,665**	**-3,105**	**33%**
Grand Total	**42,800**	**25,787**	**10,035**	**35,822**	**6,978**	**28%**

Non-Cash Releasing Savings (Run Rate Savings)

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

In addition to the cash-releasing savings identified, a further **£11.2m** of non-cash releasing (run-rate) savings has been identified across the Health Board, with a **full-year value of £35.7m**. Whilst these savings do not contribute towards the £42.8m cash-releasing savings target, they will improve the Health Board's underlying financial position and help mitigate existing overspending pressures where schemes move into Amber or Green status.

Amber and Green run-rate schemes now total £5.9m and are reflected in the end of year forecast. Since the last update, the value of identified run rate schemes have reduced by £3.8m with most of the change relating to the closing of Blue schemes within Operational Allied Health and Health Sciences.

Delegated Officer (£'000)	Identified Non Cash Releasing Savings					
	Blue	Red	Amber	Green	In Year Total	Full Year Total
Chief Operating Officer	**1,026**	**1,610**	**1,785**	**3,559**	**7,981**	**30,564**
Community and Integrated Medicine	0	923	1,036	1,963	3,922	20,043
Mental Health and Learning Disabilities	93	120			213	570
Operational Allied Health and Health Sciences	0			97	97	3,725
Planned and Specialist Care	933	566	750	1,499	3,749	6,226
Executive Director of Allied Health Professions and Health Sciences	**20**	**0**		**244**	**264**	**763**
Estates and Facilities	20	0		244	264	763
Executive Director of Strategy and Planning		**2,650**			**2,650**	**4,058**
LTAs with other NHS Providers		2,650			2,650	4,058
Executive Medical Director				**300**	**300**	**300**
Pharmacy and Medicines Management				300	300	300
Grand Total	**1,046**	**4,260**	**1,785**	**4,103**	**11,195**	**35,685**