



Enw y Grŵp/Is-Bwyllgor: Name of Group:	Core Delivery Group and Financial Control Group
Cadeirydd y Grŵp/Is-Bwyllgor: Chair of Group:	Lisa Gostling, Director of Workforce and Organisational Development
Cyfnod Adrodd: Reporting Period:	October - December 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Grŵp/Is-Bwyllgor: Key Decisions and Matters Considered by the Group:	

### Core Delivery Group

- **Radiology Recovery Plans:** The scheme, approved in August, aimed to reduce agency reliance in anticipation of new recruitments in November 2023. As updated in the meeting on 22 November 2023, out of the 15 agency workers present in August; 10 have departed, 4 are scheduled to leave in December 2023, and the last agency worker will depart mid-January 2024. This reduction is expected to result in in-year savings of £0.23 million and a full-year benefit of £0.5 million.
- **Recovery Plans Therapies:** Scheme approved in August was to reduce agency where possible although recognising agency would continue to be required for cancer and paediatric patients. Assessment on 8 November is Occupational Therapist (OT) agency will reduce following a bank role which has been created to convert an agency worker, physiotherapy agency has reduced by 50%. The support for cancer and paediatric services is expected to cease January 2024 for cancer and end of March 2024 for paediatrics. This will continue to be monitored. Current year end savings of £10k can be attributed to the current work plan.
- **Medicines Management Scheme:** The scheme is strongly associated with the transition to biosimilar drugs. After a presentation on 30 November 2023, it was reported that there is timely progress in the ongoing shift towards biosimilars with a forecasted cost saving from December 2023 and January 2024 onwards of £143k currently and primarily in Dermatology, Rheumatology and Gastroenterology.
- **Scheduled Care:** On 22 November 2023, limited progress was noted in the recovery plans for Scheduled Care, linked to ongoing discussions with Swansea Bay University Health Board and the development of the Clinical Services Strategy, leading to an agreement to separate out service-manageable programmes from those awaiting Health Board decisions pending future service confirmation.
- **New Decision-Making Process:** A new procedure has been established due to the issue of papers being submitted to the Core Delivery Group (CDG) before any deliberation within the Operational teams' management structure. All plans must first receive approval from the Operational Management team. Once approved, the responsibility for overseeing the delivery plan and the tracking of associated financial savings will be transferred to the CDG.

- **Financial tracker:** A financial tracker is being developed to ensure we can identify savings linked to plans – the first draft of the tracker is attached for information as Appendix 1.
- **Metrics tracker** – A performance tracker has been developed to ensure CDG are aware of the current performance indicators within the Health Board and are able to see if any quality or performance indicated are being affected by any decisions made. Summary attached as Appendix 2.
- **100 Virtual Beds** – A paper was presented on 22 November 2023 however the savings are not clear as the patients who would be targeted by this approach have not yet been identified. It was agreed this would return to the Operational Management team who would develop the scheme further before it is resubmitted to CDG.
- **Nurse Agency** - Due to a shortage of Partnership nurses over Christmas an agreement was reached for Bronglais Hospital's (BH) three wards to book agency workers 21 days ahead, with a mid-January 2024 review, alongside ongoing nurse agency spend reduction from overseas recruitment and tighter control, resulting in identified savings of £1.2m this year and £1.6m annually from removing travel and accommodation for agencies, plus £2.9m saved from reduced off-framework Nursing agency use, anticipating a full-year benefit of £3.8m.

### Financial Control Group

- **Recruitment** monitoring by the Financial Control Group (FCG) has led to a revised process effective from 6 December, requiring all vacancies to be submitted through service financial control groups for a thorough review, a change necessitated by the lack of assurance in the current process regarding the scrutiny of over-established or overspent posts and the consideration of temporary deployment options.
- **Room Bookings:** An allowed list of all facilities where managers can book venues without the need for approval has been published. This streamlines the decision-making process and is associated with facilities management.
- **Study Leave** – All study leave requests above the agreed threshold are submitted to the FCG.
- **Procurement** – All requests for tender are shared with the FCG which has led to greater scrutiny of service requests, this process will continue to be monitored and may be changed in the future.

**Materion y Mae Angen Ystyriaeth neu Gymeradwyaeth Lefel y Pwyllgor Adnoddau Cynaliadwy:**

**Matters Requiring Sustainable Resources Committee Level Consideration or Approval:**

- None

**Risgiau Allweddol a Materion Pryder:**

**Key Risks and Issues / Matters of Concern:**

- None

**Busnes Cynlluniedig y Grŵp/Is-Bwyllgor ar Gyfer y Cyfnod Adrodd Nesaf:  
Planned Group/Sub-Committee Business for the Next Reporting Period:****Adrodd yn y Dyfodol:  
Future Reporting:**

Week No		Service
8	13/12/2023	Bronglais General Hospital Bed Model
		Withybush General Hospital Bed Model
9	20/12/2023	Pathology Update
		Planning Group Agenda
10	10/01/2024	Equipment Procurement to Establish a Scanning Bureau
		Mental Health and Learning Disability Update
11	17/01/2024	Planning Group Agenda
		Women's & Childrens Update
12	24/01/2024	Alternative bed modelling
		Glangwili and Prince Phillip General Hospital
13	31/01/2024	Minor Injury Prince Phillip Update
		Admin & Clerical Review Part 1
		RIF funded service implications
		Transforming Urgent and Emergency Care Update
		Planning Group Agenda
		Fracture Liaison Service
		Nursing 25b Delivery Pathways
		Financial Position Totals Review

**Dyddiad y Cyfarfod Nesaf:  
Date of Next Meeting:**

13 December 2023

# Opportunities Framework v3

**Last data refresh:**  
28/11/2023 14:37:37 UTC

**Downloaded at:**  
28/11/2023 14:39:22 UTC

Quick summary - All Schemes

Opportunities (DRAFT) Gateway Summary

Directorate

All

YTD Planned

£37,596,040

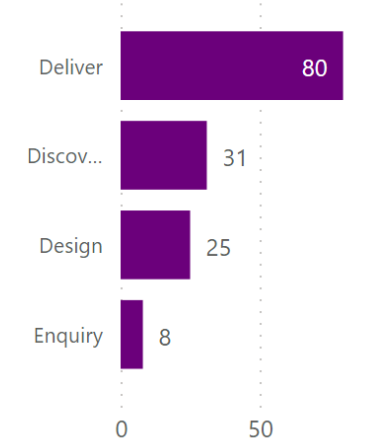
YTD Actual

£25,731,093

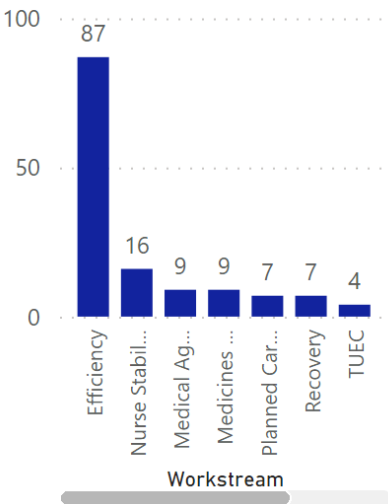
Number of Projects

144

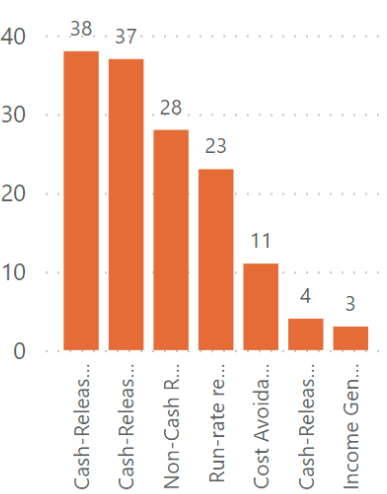
Opportunities by Gateway Phase



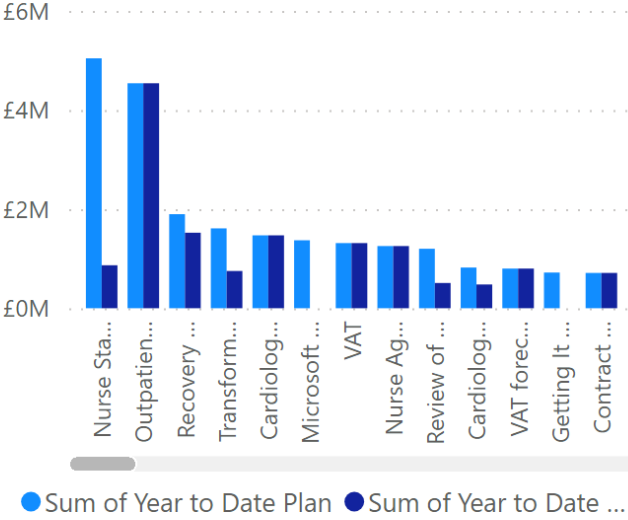
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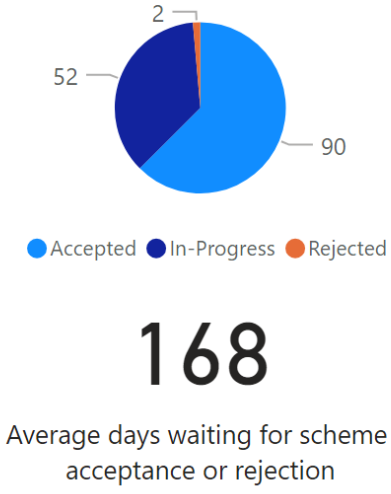
Type



YTD Savings August - March



Status



Scheme name	Directorate	Current BRAG	Current Phase Gate	Recurrent	YTD Plan	YTD Actual	FYE Plan	FYE Actual
Allied Health Professionals roster management	THERAPIES	Green	Deliver	Recurrent	£245,000	£245,000	£245,000	£245,000
Ante Natal Visiting Consultant change	WOMEN & CHILDREN	Red	Discovery	Recurrent	£12,833	£0	£22,000	£22,000
Antimicrobial stewardship improvement	PATHOLOGY	Green	Deliver	Recurrent	£0	£35,000	£10,000	£35,000
Automation of tasks	WORKFORCE & OD	Green	Deliver	Recurrent	£68,000	£68,000	£68,000	£0
BGH Theatres rostering efficiencies	PLANNED CARE	Black	Enquiry	Recurrent	£82,667	£0	£124,000	£0
BGH: Maximising commercial income	FACILITIES	Green	Deliver	Recurrent	£40,000	£35,000	£40,000	£35,000
Bronglais: Reduction in food waste through improved production and distribution system	FACILITIES	Amber	Design	Recurrent	£168,000	£21,000	£168,000	£0
Building and Energy Management	FACILITIES	Amber	Design	Recurrent	£45,000	£39,375	£45,000	£45,000
Building Community Capacity	CARMARTHENSHIRE COUNTY	Green	Deliver	Non Recurrent	£396,913	£396,913	£0	£0
Cardiology Heart Failure admissions reductions	UNSCHEDULED CARE GLANGWILI	Green	Deliver	Recurrent	£1,470,623	£1,470,623	£1,470,623	£0
Cardiology Heart Failure re-admissions reduction	UNSCHEDULED CARE GLANGWILI	Green	Deliver	Recurrent	£345,912	£345,912	£345,912	£0
Cardiology NSTEMI Length of Stay reduction	UNSCHEDULED CARE GLANGWILI	Amber	Design	Recurrent	£821,000	£478,917	£821,000	£0
Cataract treatment productivity	PLANNED CARE	Red	Discovery	Recurrent	£67,200	£0	£67,200	£0

Total £37,596,040 £25,731,093 £38,196,794 £18,967,445

Movement Summary - New Schemes

Opportunities (DRAFT) Gateway Summary

Month 2

Month 3

Month 4

Month 5

Month 6

Month 7

Month 8

Month 9

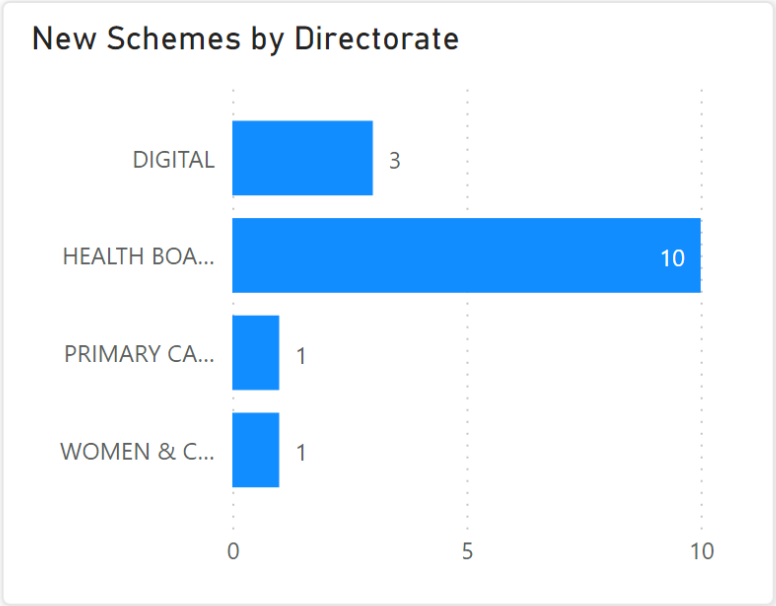
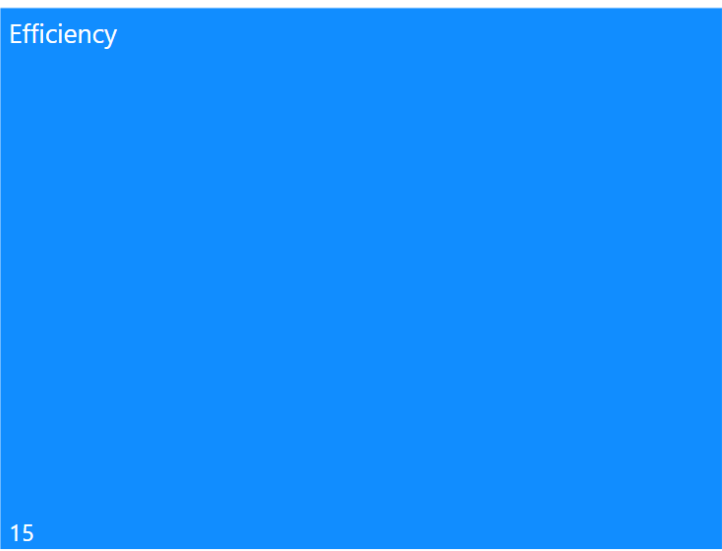
Month 10

Month 11

Month 12

Number of Projects

15



Scheme name	Directorate	Recurrent	M7 BRAG	M7 Phase Gate	Sum of M7 Year Plan	Sum of M7 Year Actual
Contract negotiations	HEALTH BOARD WIDE	Recurrent	Green	Deliver	£712,000.00	£712,000.00
Education beneficiaries	HEALTH BOARD WIDE	Recurrent	Green	Deliver	£693,000.00	£693,000.00
Health protection contracts	HEALTH BOARD WIDE	Recurrent	Green	Deliver	£451,000.00	£451,000.00
Home Oxygen VAT relief - 4-year VAT repayment claim	HEALTH BOARD WIDE	Non Recurrent	Red	Discovery	£600,000.00	
Home Oxygen VAT relief - Future VAT saving	PRIMARY CARE MANAGEMENT	Recurrent	Red	Discovery	£150,000.00	
LINC	HEALTH BOARD WIDE	Non Recurrent	Green	Deliver	£678,000.00	£678,000.00
Local authority rates and contracts	HEALTH BOARD WIDE	Recurrent	Green	Deliver	£435,000.00	£435,000.00
Microsoft License Agreement VAT savings	DIGITAL	Non Recurrent	Red	Discovery	£812,000.00	
Microsoft License Agreement VAT savings	DIGITAL	Recurrent	Red	Discovery	£559,000.00	
NCA activity reduction	HEALTH BOARD WIDE	Recurrent	Green	Deliver	£397,000.00	£397,000.00
Training and travel reductions	HEALTH BOARD WIDE	Recurrent	Green	Deliver	£521,259.09	£521,259.09
VAT	HEALTH BOARD WIDE	Non Recurrent	Green	Deliver	£1,314,332.84	£1,314,332.84
VAT forecast	HEALTH BOARD WIDE	Non Recurrent	Green	Deliver	£800,000.00	£800,000.00
Total					£8,122,591.93	£6,001,591.93

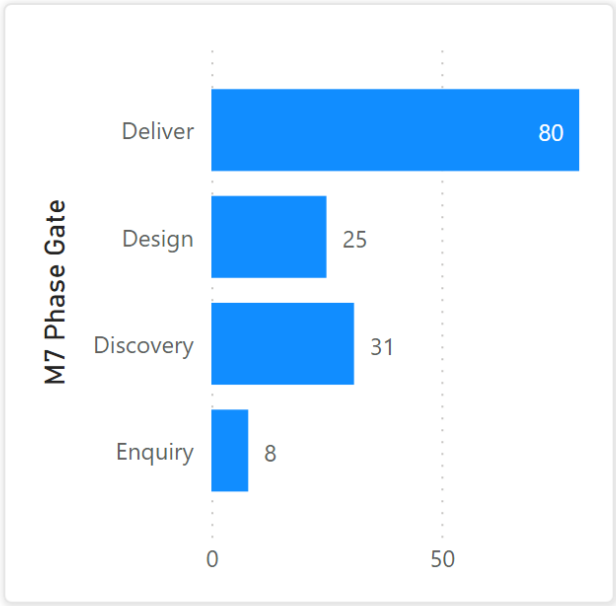
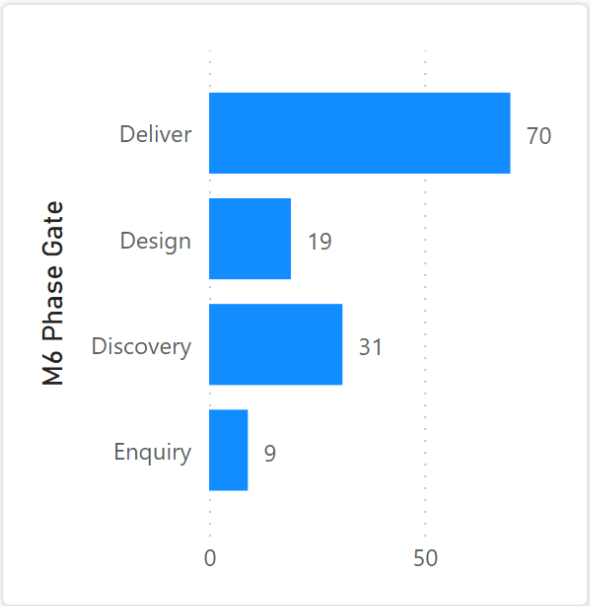
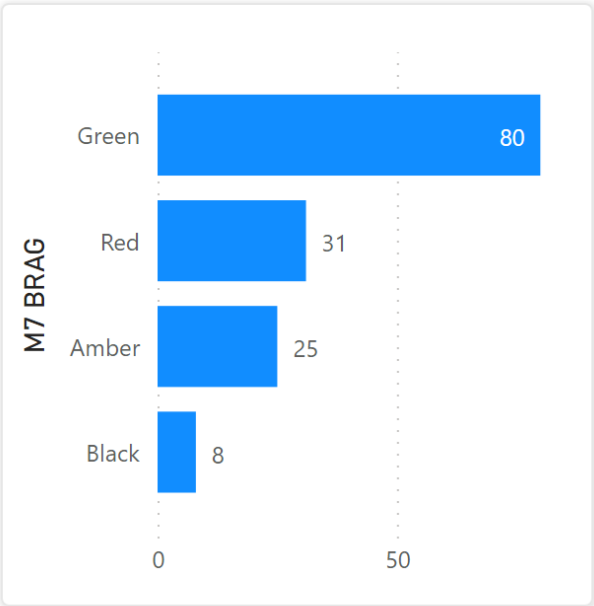
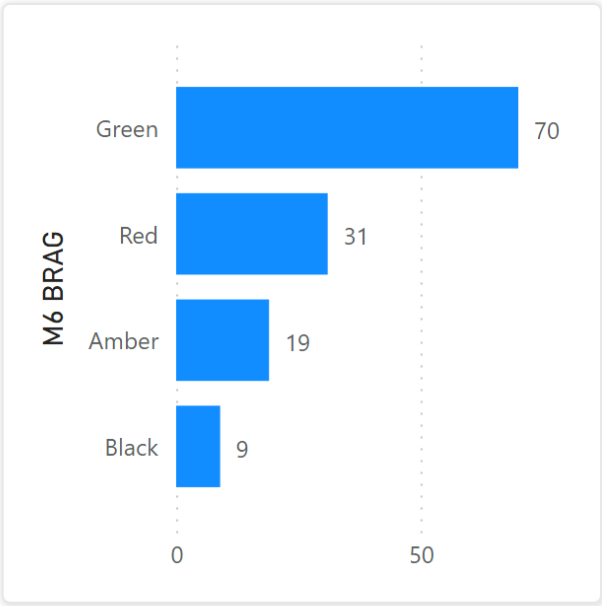
Movement Summary - Monthly Summary

Opportunities (DRAFT) Gateway Summary

Month 2Month 3Month 4Month 5Month 6Month 7Month 8Month 9Month 10Month 11Month 12

Number of Projects

144



Scheme name	Directorate	M6 BRAG	M7 BRAG	M6 Phase Gate	M7 Phase Gate	Sum of M7 Year Plan	Sum of M7 Year Actual
Allied Health Professionals roster management	THERAPIES	Green	Green	Deliver	Deliver	£245,000.00	£245,000.00
Ante Natal Visiting Consultant change	WOMEN & CHILDREN	Green	Red	Deliver	Discovery	£12,833.33	
Antimicrobial stewardship improvement	PATHOLOGY	Red	Green	Discovery	Deliver		£35,000.00
Automation of tasks	WORKFORCE & OD	Green	Green	Deliver	Deliver	£68,000.00	£68,000.00
BGH Theatres rostering efficiencies	PLANNED CARE	Amber	Black	Design	Enquiry	£82,666.67	
BGH: Maximising commercial income	FACILITIES	Green	Green	Deliver	Deliver	£40,000.00	£35,000.00
Bronglais: Reduction in food waste through improved production and distribution system	FACILITIES	Green	Amber	Deliver	Design	£168,000.00	£21,000.00
Building and Energy Management	FACILITIES	Green	Amber	Deliver	Design	£45,000.00	£39,375.00
Building Community Capacity	CARMARTHENSHIRE COUNTY	Red	Green	Discovery	Deliver	£396,912.97	£396,913.40
Cardiology Heart Failure admissions reductions	UNSCHEDULED CARE GLANGWILI	Red	Green	Discovery	Deliver	£1,470,623.00	£1,470,623.00
Cardiology Heart Failure re-admissions reduction	UNSCHEDULED CARE GLANGWILI	Green	Green	Deliver	Deliver	£345,912.00	£345,912.00
Cardiology NSTEMI Length of Stay reduction	UNSCHEDULED CARE GLANGWILI	Black	Amber	Enquiry	Design	£821,000.00	£478,916.67

Total

£37,596,040.34£25,731,092.56



Movement Summary - Monthly Summary

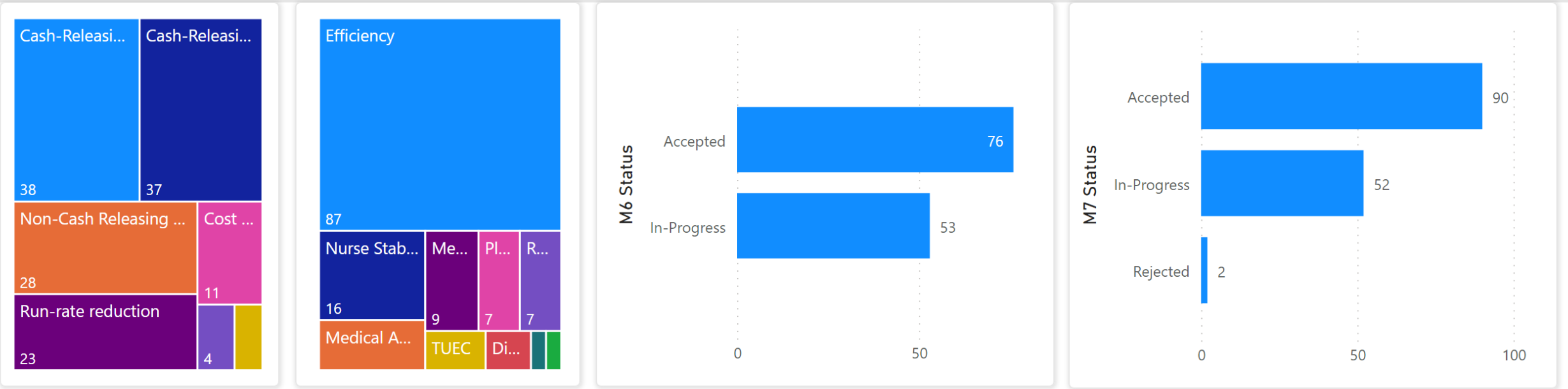
Opportunities (DRAFT) Gateway Summary

Month 2Month 3Month 4Month 5Month 6

Month 7Month 8Month 9Month 10Month 11Month 12

Number of Projects

144



Scheme name	Directorate	M6 Status	M7 Status	Days waiting	Sum of M7 Year Plan	Sum of M7 Year Actual
Allied Health Professionals roster management	THERAPIES	Accepted	Accepted	265	£245,000.00	£245,000.00
Antimicrobial stewardship improvement	PATHOLOGY	Accepted	Accepted	193		£35,000.00
BGH Theatres rostering efficiencies	PLANNED CARE	In-Progress	In-Progress	165	£82,666.67	
BGH: Maximising commercial income	FACILITIES	Accepted	Accepted	265	£40,000.00	£35,000.00
Bronglais: Reduction in food waste through improved production and distribution system	FACILITIES	Accepted	Accepted	265	£168,000.00	£21,000.00
Building and Energy Management	FACILITIES	Accepted	Accepted	265	£45,000.00	£39,375.00
Building Community Capacity	CARMARTHENSHIRE COUNTY	Accepted	Accepted	278	£396,912.97	£396,913.40
Cardiology Heart Failure admissions reductions	UNSCHEDULED CARE GLANGWILI	Accepted	Accepted	186	£1,470,623.00	£1,470,623.00
Cardiology Heart Failure re-admissions reduction	UNSCHEDULED CARE GLANGWILI	Accepted	Accepted	186	£345,912.00	£345,912.00
Cardiology NSTEMI Length of Stay reduction	UNSCHEDULED CARE GLANGWILI	Accepted	Accepted	147	£821,000.00	£478,916.67
Cataract treatment productivity	PLANNED CARE	Accepted	Accepted	250	£67,200.00	
Clinical and product switches	MEDICINES MANAGEMENT	Accepted	Accepted	235	£150,000.00	£150,000.00
Total					£36,331,210.01	£24,629,095.56



Quick summary - Schemes Over £250,000

Opportunities (DRAFT) Gateway Summary

Directorate

All

YTD Planned

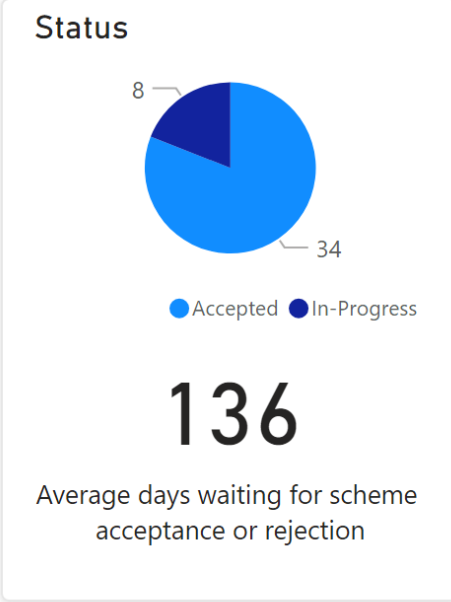
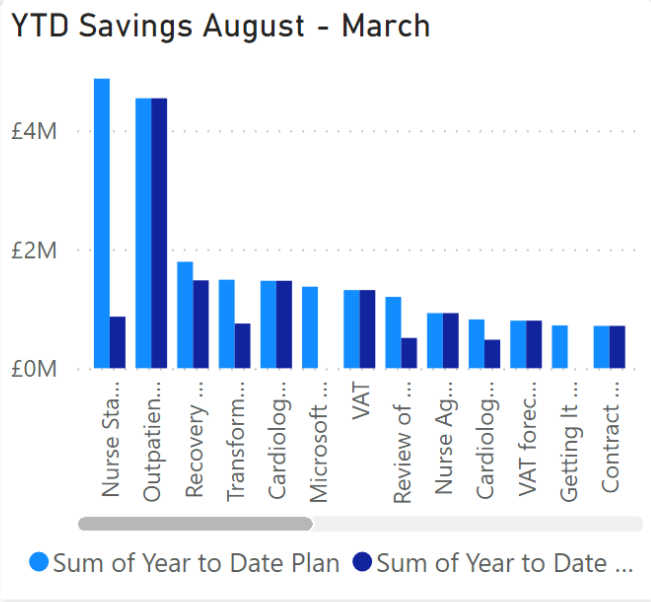
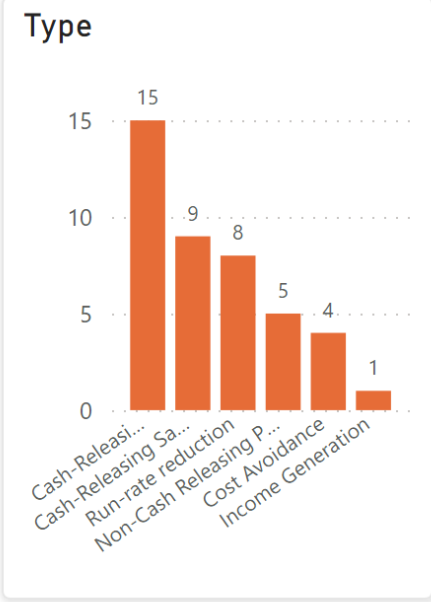
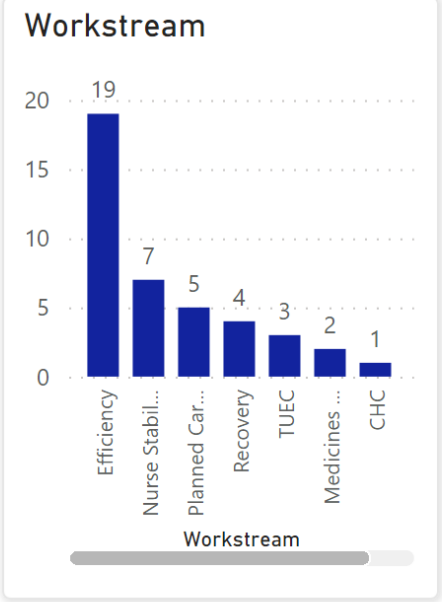
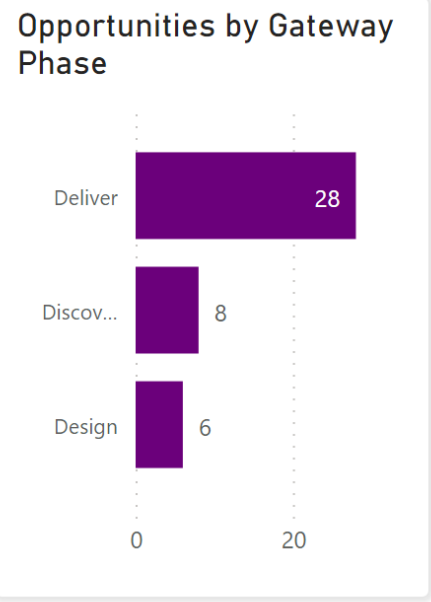
£30,423,762

YTD Actual

£21,074,855

Number of Projects

42



Scheme name	Service Owner	Current Status	Current BRAG	Current Phase Gate	Recurrent	YTD Plan	YTD Actual	FYE Plan	FYE Actual
Building Community Capacity	Rhian Matthews	Accepted	Green	Deliver	Non Recurrent	£396,913	£396,913	£0	£0
Cardiology Heart Failure admissions reductions	Paul Smith	Accepted	Green	Deliver	Recurrent	£1,470,623	£1,470,623	£1,470,623	£0
Cardiology Heart Failure re-admissions reduction	Paul Smith	Accepted	Green	Deliver	Recurrent	£345,912	£345,912	£345,912	£0
Cardiology NSTEMI Length of Stay reduction	Paul Smith	Accepted	Amber	Design	Recurrent	£821,000	£478,917	£821,000	£0
Contract negotiations	Andrew Spratt	Accepted	Green	Deliver	Recurrent	£712,000	£712,000	£712,000	£712,000
Education beneficiaries	Andrew Spratt	Accepted	Green	Deliver	Recurrent	£693,000	£693,000	£693,000	£693,000
Family Liaison Officers utilisation	Sharon Daniel	Accepted	Amber	Design	Recurrent	£500,000	£0	£500,000	£0
Getting It Right First Time efficiencies in Trauma & Orthopaedics	Lydia Davies	Accepted	Red	Discovery	Recurrent	£720,000	£0	£1,234,286	£0
Health protection contracts	Andrew Spratt	Accepted	Green	Deliver	Recurrent	£451,000	£451,000	£451,000	£451,000
Home Oxygen VAT relief - 4-year VAT repayment claim	Rhian Davies	Accepted	Red	Discovery	Non Recurrent	£600,000	£0	£600,000	£0
HV/SN Vacancies	Lisa Humphrey	In-Progress	Green	Deliver	Non Recurrent	£255,957	£255,957	£0	£0
LINC	Andrew Spratt	Accepted	Green	Deliver	Non Recurrent	£678,000	£678,000	£0	£0
Total						£30,423,762	£21,074,855	£29,418,286	£14,605,723

Quick summary - Schemes Under £250,000

Opportunities (DRAFT) Gateway Summary

Directorate

All

YTD Planned

£7,073,200

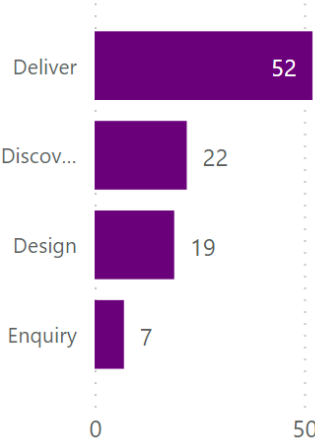
YTD Actual

£4,656,238

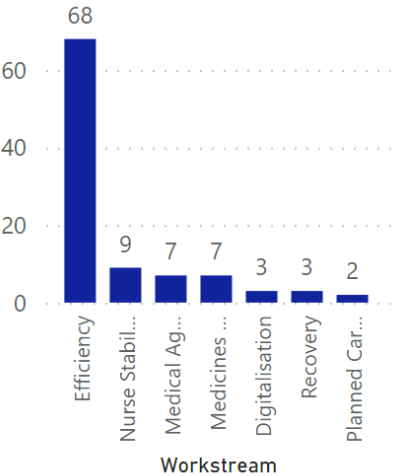
Number of Projects

100

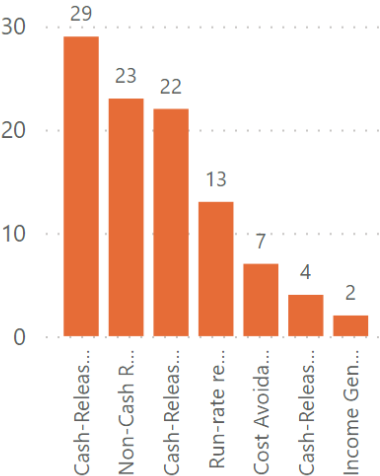
Opportunities by Gateway Phase



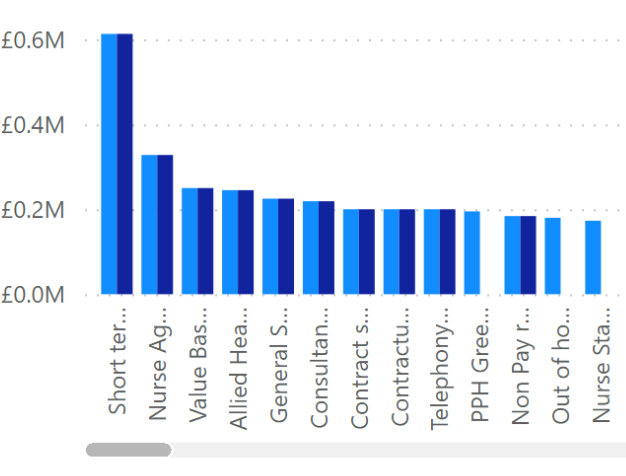
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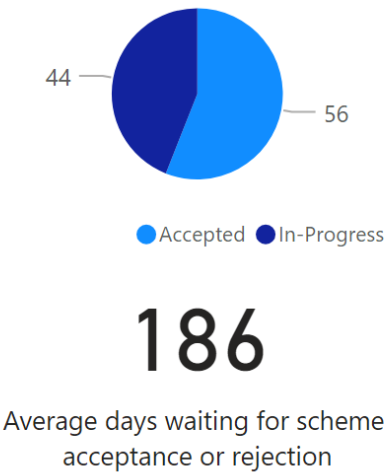
Type



YTD Savings August - March



Status



Scheme name	Service Owner	Current Status	Current BRAG	Current Phase Gate	Recurrent	YTD Plan	YTD Actual	FYE Plan	FYE Actual
Allied Health Professionals roster management	Lance Reed	Accepted	Green	Deliver	Recurrent	£245,000	£245,000	£245,000	£245,000
Ante Natal Visiting Consultant change	Lisa Humphrey	In-Progress	Red	Discovery	Recurrent	£12,833	£0	£22,000	£22,000
Antimicrobial stewardship improvement	Dylan Jones	Accepted	Green	Deliver	Recurrent	£0	£35,000	£10,000	£35,000
Automation of tasks	Amanda Glanville	Accepted	Green	Deliver	Recurrent	£68,000	£68,000	£68,000	£0
BGH Theatres rostering efficiencies	Diane Knight	In-Progress	Black	Enquiry	Recurrent	£82,667	£0	£124,000	£0
BGH: Maximising commercial income	Rob Elliot	Accepted	Green	Deliver	Recurrent	£40,000	£35,000	£40,000	£35,000
Bronglais: Reduction in food waste through improved production and distribution system	Rob Elliot	Accepted	Amber	Design	Recurrent	£168,000	£21,000	£168,000	£0
Building and Energy Management	Rob Elliot	Accepted	Amber	Design	Recurrent	£45,000	£39,375	£45,000	£45,000
Cataract treatment productivity	Carly Hill	Accepted	Red	Discovery	Recurrent	£67,200	£0	£67,200	£0
Clinical and product switches	Owain Williams	Accepted	Green	Deliver	Recurrent	£150,000	£150,000	£150,000	£150,000
Consultant Vacancy Hold	Lisa Humphrey	In-Progress	Green	Deliver	Non Recurrent	£218,916	£218,916	£0	£0
Contract negotiation	Shaun Ayres	In-Progress	Green	Deliver	Non Recurrent	£118,128	£118,128	£0	£0
Contract savings	Eldon Besser	Accepted	Green	Deliver	Non Recurrent	£200,000	£200,000	£0	£0
Total						£7,073,200	£4,656,238	£8,608,660	£4,361,722

Quick summary - Rejected Schemes

Opportunities (DRAFT) Gateway Summary

Directorate

All

YTD Planned

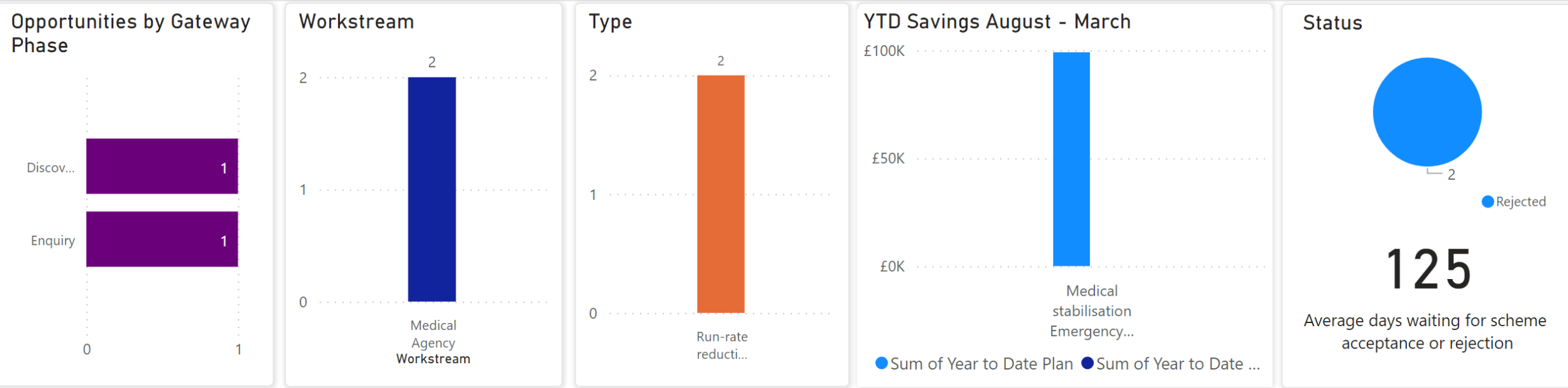
£99,078

YTD Actual

£0

Number of Projects

2

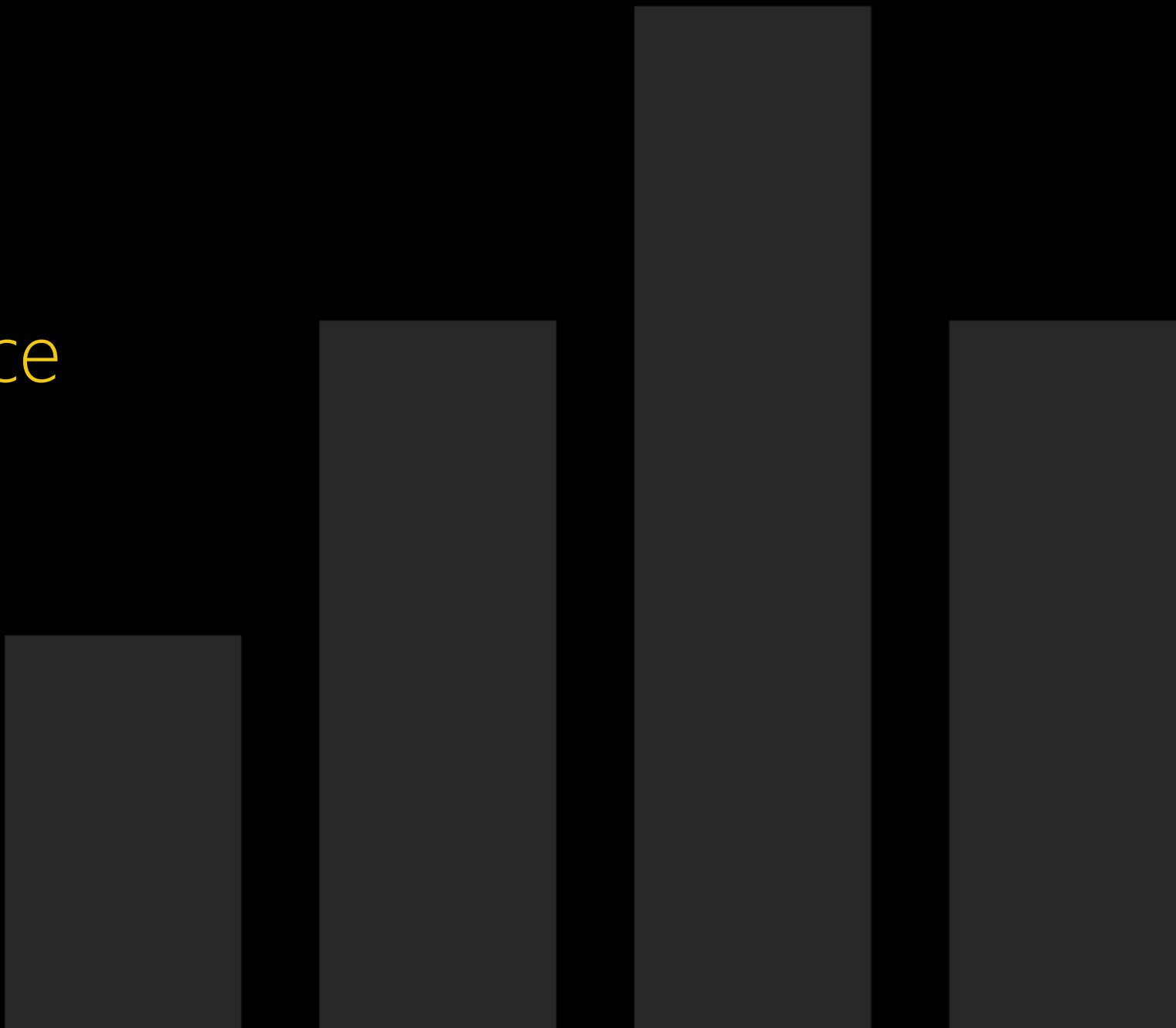


Scheme name	Service Owner	Current Status	Rejection Reason	Current BRAG	Current Phase Gate	Recurrent	YTD Plan	YTD Actual	FYE Plan	FYE Actual
Medical stabilisation Emergency Department	Sarah Perry	Rejected	0	Black	Enquiry	Recurrent	£0	£0	£0	£0
Medical stabilisation Emergency Department	Sarah Perry	Rejected	0	Red	Discovery	Recurrent	£99,078	£0	£169,848	£0
Total							£99,078	£0	£169,848	£0

# Our Performance Dashboard

**Last data refresh:**  
07/12/2023 17:27:27 UTC

**Downloaded at:**  
08/12/2023 07:54:31 UTC



Please select the data you require:

Director

All

Directorate

All

Service

All

Team

All

Clear Filters

## Finance

Annual budget



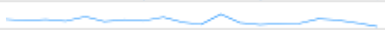



























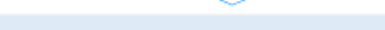











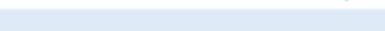





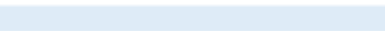



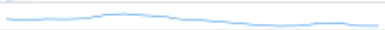

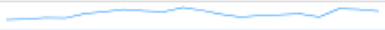

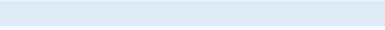





£1,152,560,562

Year to date balance

£46,163,992 overspend

End of year forecast

£72,700,066 overspend

Quality, safety and risk	Best	Worst	Latest	Trend	More info
Reported incidents causing moderate harm or above	164	295	167		
Patient falls	180	265	180		
Medication errors	65	116	110		
Pressure damage developing or worsening during care	100	169	100		
New complaints by month received (ward level not available)	119	209	170		
Number of high and extreme risks (health board & directorate only)	401	510	508		
Infections: new cases	54	77	69		
Infections: C. difficile cases	12	22	18		
Workforce					
Number of staff/contractor related incidents	41	73	69		
Sickness - short term	1.7%	3.6%	2.5%		
Sickness - long term	3.3%	4.0%	4.0%		
Number of vacancies	To follow				
Staff turnover (12 month rolling)	7.3%	9.8%	7.3%		
Nursing and midwifery vacancies	To follow				
Nursing and midwifery agency (WTE)	253.46	379.79	204.77		
Bank (WTE)	212.99	297.35	247.67		
Financial recovery					
Agency spend	£1,874,426	£3,491,731	£2,027,023		
Bank spend	£389,032	£1,628,320	£1,187,788		
Performance - UEC (health board and site only)					
Ambulance handover > 4 hours	192	518	215		
Ambulance handovers > 1 hour	854	1,131	915		
A&E/MIU attendances	12,293	16,032	14,815		
A&E/MIU waits under 4 hours	70.9%	64.9%	67.6%		
A&E/MIU waits over 12 hours	1,144	1,680	1,235		
Delayed pathways of care (health board only)	192	295	227		
Performance - Planned care and cancer (health board only)					
New outpatient waits over 52 weeks	2551	14,168	3,876		
RTT: patients waiting over 104 weeks	2761	8,563	2,761		
Single cancer pathway patients starting treatment within 62 days	54.4%	38.0%	49.8%		
Performance - Diagnostics and therapies (health board only)					
Radiology diagnostic waits over 8 weeks	1533	3,242	2,793		
Physiotherapy waits over 14 weeks	278	1,111	689		
Occupational therapy waits over 14 weeks	393	611	395		
Podiatry waits over 14 weeks	93	377	294		
Performance - Mental health (health board only)					
Mental health assessments within 28 days (0-17 years)	93.8%	4.7%	93.8%		
% neurodevelopmental assessments within 26 weeks	23.4%	15.6%	18.9%		
% psychological therapy waits within 26 weeks	45.7%	37.9%	40.7%	