

**PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 October 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Finance Report – Month 6 2024/25
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Andrew Spratt, Deputy Director of Finance Jennifer Thomas, Head of Corporate Reporting

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 outline the Health Board's financial position to date against the Annual Plan and assesses the key financial projections, risks and opportunities for the financial year.

Cefndir / Background

The Health Board approved a budget on 28 March 2024 for the purposes of delegating budgets across the organisation. This represented a planned deficit of £64.0m, after the delivery of £32.4m of necessary savings. Delivering this requires a deficit of no more than £5.3m in month.

It was recognised by the Board that approving a budget which included a planned deficit was a 'novel and contentious action' and as such the Accountable Officer wrote to the Director General for Health and Social Care in Welsh Government (WG) to advise her of this action. This remains an unacceptable position for the Health Board.

Asesiad / Assessment

Financial Position

- The Health Board is reporting a deficit of £5.3m in-month, which is in line with the planned deficit of £5.3m, the first month of the financial year that has achieved the planned in-month deficit. Achieving a deficit of £64.0m end of year position requires improvements of £0.2m from the current projected gross forecast as summarised in the table below **(Appendix 1, Page 3)**.

Driver (£'m)	Current month variance to breakeven	Year to Date variance to breakeven	End of Year forecast to breakeven
Planned Deficit	5.3	31.8	64.0
Unidentified / (Identified) savings gap / (improvement)	(0.4)	1.6	2.4
Under / (Over) Delivery of Savings Schemes	0.1	1.2	0.9
Core Operational Variation	0.3	(0.5)	(3.1)
Gross Forecast	5.3	34.1	64.2
Future mitigating actions required to deliver Planned Deficit	-	-	(0.2)
Reported Net Position	5.3	34.1	64.0

Alert (may require discussion)

There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

Financial Performance

- Both Chief Operating Officer (£2.4m), Director of Planning (£0.6m) and Director of Nursing (£0.4m) portfolios are adversely performing against core budgets, offset by all other directorates under spending against core budgets (page 5 refers).
- Radiology, Pathology, Oncology, Medicines Management, LTAs and Facilities Directorate are projecting an over-spend.
- The projected under-delivery against identified savings plans of £0.8m is linked, in the main, to bed plans within WGH.

Savings

- There has been significant effort in the last quarter to identify the £32.4m Savings target. Further to the plans to address the £4.0m of mitigating actions which was presented in the Board Seminar and Public Board in September, there has been positive steps towards delivery of this programme of actions, with the unidentified savings gap reducing to £2.4m
- Whilst the savings delivery is positive progress, there is a recurrent savings shortfall of £13.4m, resulting in the underlying deficit exceeding £64.0m.

Board Agreed Mitigating Actions

- There was a list of actions presented to the Board Seminar and the Public Board in September 2024, these are listed on **Page 16 of Appendix 1**. Currently £2.3m out of the £4.2m planned actions is delivering and further work is ongoing to deliver the balance. Each action is associated with either an Operational or Corporate Lead as appropriate and these leads are continually assessing what further actions must be implemented in order to meet the required delivery.

Cash

- The Health Board will require strategic cash assistance in line with its forecast deficit and working capital balances in order to make payments from the end of February 2025 onwards. Without further actions to reduce the current forecast to deliver the Target Control Total, the Health Board will require strategic cash assistance from Welsh Government.

Advise (to monitor)

There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

Forecast Deficit

- The Board's expectation was to de-risk the financial delivery of the Annual Plan in Quarter 1. There have been improvements in the last quarter and the gap now is £0.2m. Whilst recognising actions remain now on-track to deliver the planned deficit of £64.0m; this is itself in excess of the Target Control Deficit issued by WG of £44.8m.

Recurrent Savings Shortfall

- There is a recurrent savings shortfall of £13.4m against the annual savings target of £32.4m which needs to be addressed prior to the 2025/26 Annual Planning cycle with a £20.0m commitment made by the Executive Directors to identify robust recurring deliverable plans by December 2024.
- Further actions required also include converting non-recurrent savings schemes to recurrent; and converting schemes currently risk rated as Red and Black at pace into credible and deliverable Amber and Green schemes.

Medical Pay Review Action Plan

- Managing medical rotas and variable pay has been a critical focus for the Health Board as part of the 10 Day Cycle initiative aimed at reducing costs while maintaining service quality. The Medical variable pay review is under way and one of the key components of the plan is Allocate adoption across the sites, whilst plans are progressing around variable pay, E-rostering, this is pending the Allocate implementation and business process adoptions.

Assure (to note)

There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

Capital

- There is a currently a low risk to delivering the Capital Resource Limit, as all schemes are progressing as anticipated.

Grip and Control Measures

- An internal escalation framework has been agreed and implemented. Escalation meetings have been undertaken for all escalated directorates. These directorates have received a clear message over the need to deliver financial recovery plans for their core budgets, and to convert savings opportunities into deliverable plans.
- Grip and control measures covering recruitment, training and procurement overseen through the Financial Control Subgroup, chaired by the Director of Finance is providing scrutiny to current vacancies.
- Further controls implemented include:

- Any planned Nurse agency will cease from November 2024 for Glangwili Hospital (GGH), Prince Philip Hospital (PPH) and Withybush Hospital (WGH) sites, and by March 2025 for Bronglais General Hospital.
- Administration and Clerical variable pay, including additional hours, overtime, and bank requests to cease from 1 November 2024.
- Exceptional requests will only be approved via an application to the Financial Control Subgroup.

Argymhelliad / Recommendation

The Committee is asked to:

- **RECOGNISE** that the Health Board's opening budget deficit of £64.0m is not an acceptable position for the Board, or Welsh Government. This position is not backed by cash support from Welsh Government at this stage, as it is in excess of the Target Control Total of £44.8m, which represents a key corporate risk for the Health Board
- **ENDORSE** the savings delivery and actions undertaken to date, in particular the actions presented to Public Board in September 2024, and that these actions are progressing well
- **ACKNOWLEDGE** that the forecast trajectory is now on course to be lower than the monthly Annual plan deficit of £5.3m and therefore is now projected to achieve the annual plan deficit of £64.0m.
- **SCRUTINISE** the Executive Delegated Officer portfolios which are overspending against their delegated budgets;
- **RECOGNISE** that the Escalation Framework has been put in place, with directorates assessed across six domains, of which one domain is Finance and Planning (details reported within the IPAR)
- **SEEK ASSURANCE** that:
 - Plans are translated from opportunities to delivery through the three-delivery functions Value and Sustainability Group, IQFPD Group and the Healthier Mid and West Wales Group
 - Mitigating actions are being developed to address areas of overspending
 - Actions are being taken to deliver across all of the schemes contained within the £4.2m Board agreed actions
 - Executive leads are generating schemes to develop into robust recurring savings plans by December 2024 for the £20m commitment made during September 2024

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y Pwyllgor:

- | | | |
|--|-----|---|
| | 3.1 | Undertake detailed scrutiny of the organisation's overall: <ul style="list-style-type: none"> ● Monthly, quarterly and year-to-date financial performance; ● Performance against the Savings Delivery and the Cost Improvement Programme providing assurance on performance against |
|--|-----|---|

	the Capital Resource Limit and cash flow forecasts.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	1843 (score 20) Risk of the Health Board not being able to meet the statutory requirement of breaking even in 2024/25 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

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Monitoring returns to Welsh Government based on HDdUHB's financial reporting system.
Rhestr Termau: Glossary of Terms:	BGH – Bronglais Hospital CHC – Continuing Healthcare FDU – Finance Delivery Unit FNC – Funded Nursing Care FYE – Full Year Effect GGH – Glangwili Hospital GMS – General Medical Services MHLD – 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 TTP – Test, Trace, Protect WG – Welsh Government WGH – Worthybush Hospital

	WRP – Welsh Risk Pool WHSSC – Welsh Health Specialised Services Committee YTD – Year to date
Partïon / 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:	HDdUHB 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 HDdUHB'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









Financial Performance Report – Sustainable Resources Committee

Month 6 2024/25

22 October 2024

Contents

-  Executive Summary..... 3
-  Key Performance Indicators..... 7
-  Savings Plans and Delivery Performance..... 8
-  Revenue Position..... 11
-  Next Steps and Mitigating Actions..... 15
-  Appendix: Key Analysis 17

Executive Summary (1 of 4)

The Health Board's Annual Planned Deficit is £64.0m with a savings target of £32.4m. The Health Board is reporting a deficit of £5.3m in-month which is in line with the required planned deficit, however this will need to reduce to an average in month deficit of no more the £5.0m in order to achieve the planned £64.0m deficit.

The Month 6 financial position is a deficit of £5.3m in line with the Annual Plan Deficit of £5.3m – the first month of the financial year that has achieved the planned in-month deficit. The average monthly deficit for Months 1-5 was £5.8m, indicating an improvement. The operational variation to plan is £0.4m with the in-month savings target of £2.7m being successfully overidentified by £0.4m. Of the annual savings target of £32.4m, £30.0m has been identified on an in-year basis leaving a gap of £2.4m to be identified from the Opportunities Framework, coupled with a delivery gap of £0.9m against expected benefits. There is a recurrent savings shortfall of £13.4m, resulting in the underlying deficit exceeding £64.0m.

Driver (£'m)	Prior month variance to breakeven	Current month variance to breakeven	Year to Date variance to breakeven	Prior month End of Year forecast to breakeven	End of Year forecast to breakeven
Planned Deficit	5.3	5.3	31.8	64.0	64.0
Unidentified / (Identified) savings gap / (improvement)	0.0	(0.4)	1.6	4.3	2.4
Under / (Over) Delivery of Savings Schemes	0.6	0.1	1.2	1.3	0.9
Core Operational Variation	(0.5)	0.3	(0.5)	(1.6)	(3.1)
Gross Forecast	5.4	5.3	34.1	68.0	64.2
Future mitigating actions required to deliver Planned Deficit	-	-	-	(4.0)	(0.2)
Reported Net Position	5.4	5.3	34.1	64.0	64.0

Key Measures (Risk rating - Impact x Likelihood)	Revenue	Risk #1843 5 x 5 = 25	The key focus for the organisation is to deliver the savings proposals presented at the Board Seminar and Public Board in September, together with managing any overspends. There is a recurrent savings shortfall of £13.4m against the annual savings target of £32.4m which needs to be addressed prior to the 2025/26 Annual Planning cycle with a £20.0m commitment made by the Executive Directors to identify robust recurring deliverable plans by December 2024.
	Cash		The Health Board will require strategic cash assistance in line with its forecast deficit and working capital balances to make payments from the end of February 2025 onwards. A cash management strategy is in place, which will be refreshed in October based on our Month 6 forecast position.
	Savings		Further to the plans to address the £4.0m of mitigating actions which was presented in the Board Seminar and Public Board in September, there has been positive steps towards delivery of this programme of actions, with the unidentified savings gap reducing to £2.4m. Further actions are required to deliver those savings plans in Unscheduled Care sites and Director of Operations. The underlying deficit will deteriorate by the recurrent savings shortfall. A £20.0m commitment has been made to identify robust recurring deliverable plans by December 2024.
	Capital	There is a currently a low risk to delivering the Capital Resource Limit as all schemes are progressing as anticipated.	
	Underlying Deficit	Risk #1199 5 x 5 = 25	The underlying deficit remains a significant concern, after £64.0m is delivered in-year, there is currently a recurrent delivery gap of £13.4m for savings schemes. Should this not be remedied by the end of the financial year, the new year planning cycle will be adversely impacted, moving the health board further away from the target control total expectations of Welsh Government. Any in-year impacts to the underlying deficit, excluding recurrent savings gaps, will be assessed in the planning cycle.

Executive Summary (2 of 4)

Key Breakdown of Movements

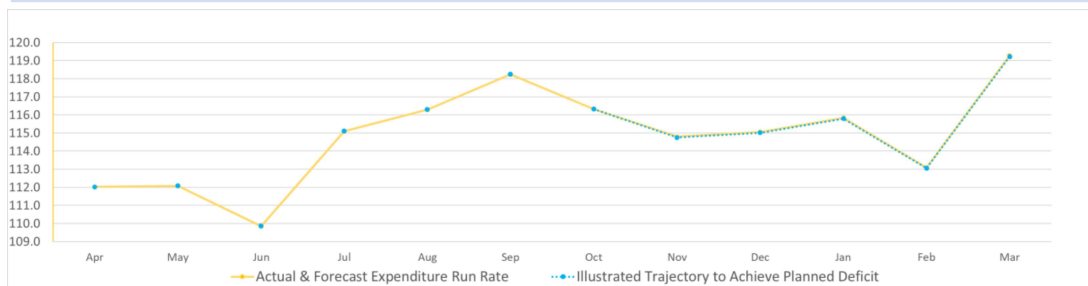
The following analysis is included to highlight key movements from the prior month in forecast and savings delivery and identification. Negative values denote improvements.

Driver (£'m)	Prior month End of Year forecast	End of Year forecast	Movement in Forecast
Planned Deficit	64.0	64.0	-
Unidentified Savings Gap	4.3	2.4	(1.9)
Under / (Over) Delivery of Savings Schemes	1.3	0.9	(0.4)
Core Operational Variation	(1.6)	(3.1)	(1.5)
Gross Forecast	68.0	64.2	(3.8)
Further mitigating actions required	(4.0)	(0.2)	-
Reported Net Position	64.0	64.0	-

Operational Variation (£'m)	Change
Secondary Care Drugs	1.0
Other Non-Pay	0.2
Nursing & Midwifery, incl. HCSW & Agency	(0.3)
Income Overachievement	(0.6)
Clinical Services & Supplies	(0.7)
Primary Care contract underperformances	(1.1)
Total	(1.5)

Monthly Actual and Forecasted Expenditure Run-Rate £'m

The service forecast revenue run-rate trajectory will need to be delivered to achieve £64.0m



Under / (Over) Delivery of Savings Schemes (£'m)	Change
Improvements to WGH Bed Schemes	(0.4)
Movement in Savings Delivery	(0.4)

Unidentified Savings Gap (£'m)	Change
In-month underspend conversion into savings	0.0
Newly identified schemes	1.7
Black/Red converted to Amber/Green savings schemes	0.2
New Identified Savings	1.9

Executive Summary (3 of 4)

Key Performance Commentary

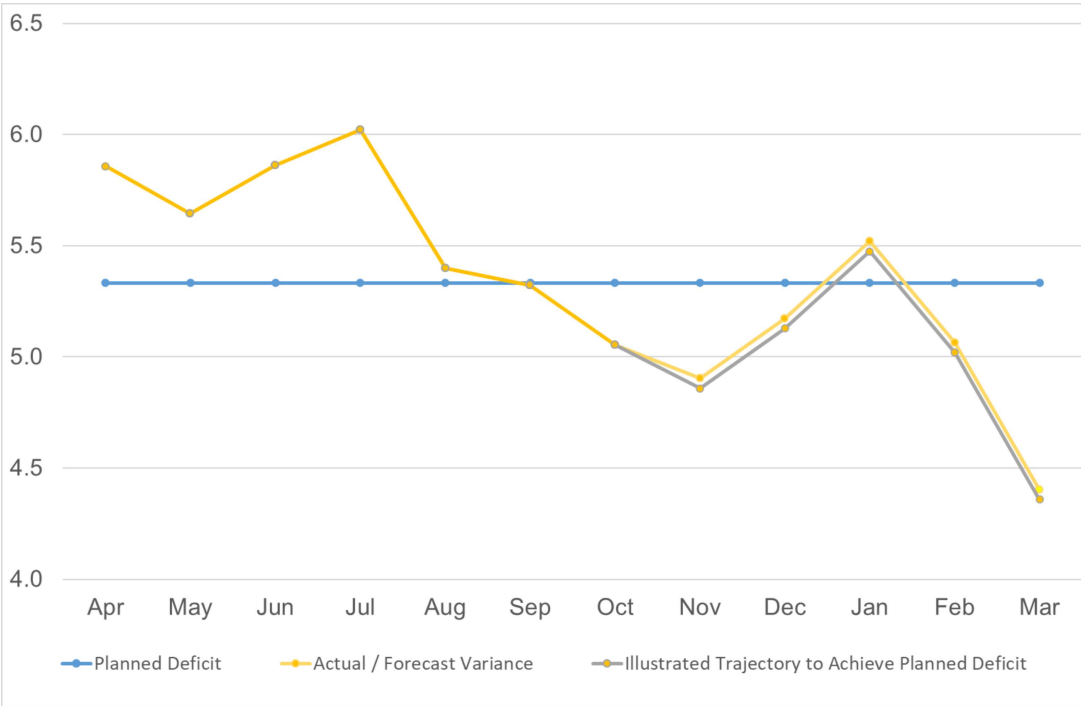
Chief Operating Officer (£1.5m of resourcing and drug challenges), Director of Strategy & Planning (£0.6m from the Swansea Bay and Cardiff & Vale LTA) and Director of Nursing (£0.4m) are adversely performing against core budgets, partly offset by other directorates under spending. Within Health Board Wide £0.7m Apprenticeship Invest to Save repayment to Welsh Government partially offset by £(2.6)m relating to the negotiated CHC uplift rates being lower than planning assumptions. Chief Operating Officer is under-delivering against identified savings plans by £0.8m linked, in the main, to bed plans within Wthybush.

Delegated Officer (£'m)	Planned Savings Benefits	In-Year Savings Delivery	Savings Under / (Over) Delivery vs Identified Benefits	Core Budget Performance	Total (Savings Under / (Over) Delivery Plus Core Budget Performance)
Planned deficit					64.0
Chief Executive	0.3	0.3	-	(0.1)	(0.1)
Director of Finance	1.7	1.7	-	-	-
Director of Nursing, Quality & Patient Experience	0.5	0.5	-	0.4	0.4
Chief Operating Officer	14.4	13.5	0.8	1.5	2.4
Director of Primary Care, Community & Long-Term Care	2.0	2.0	-	(3.9)	(3.9)
Director of Public Health	1.2	1.2	-	(1.3)	(1.3)
Director of Strategy and Planning	3.2	3.2	-	0.6	0.6
Director of Therapies & Health Sciences	1.6	1.6	-	(0.2)	(0.2)
Director of Workforce & Organisational Development	1.2	1.2	-	(0.4)	(0.4)
Executive Medical Director	0.3	0.3	-	-	-
Health Board Wide	3.6	3.6	-	0.3	0.3
Subtotal	30.0	29.1	0.8	(3.1)	(2.2)
Unidentified savings gap	2.4				2.4
Gross forecast					64.2

Executive Summary (4 of 4)

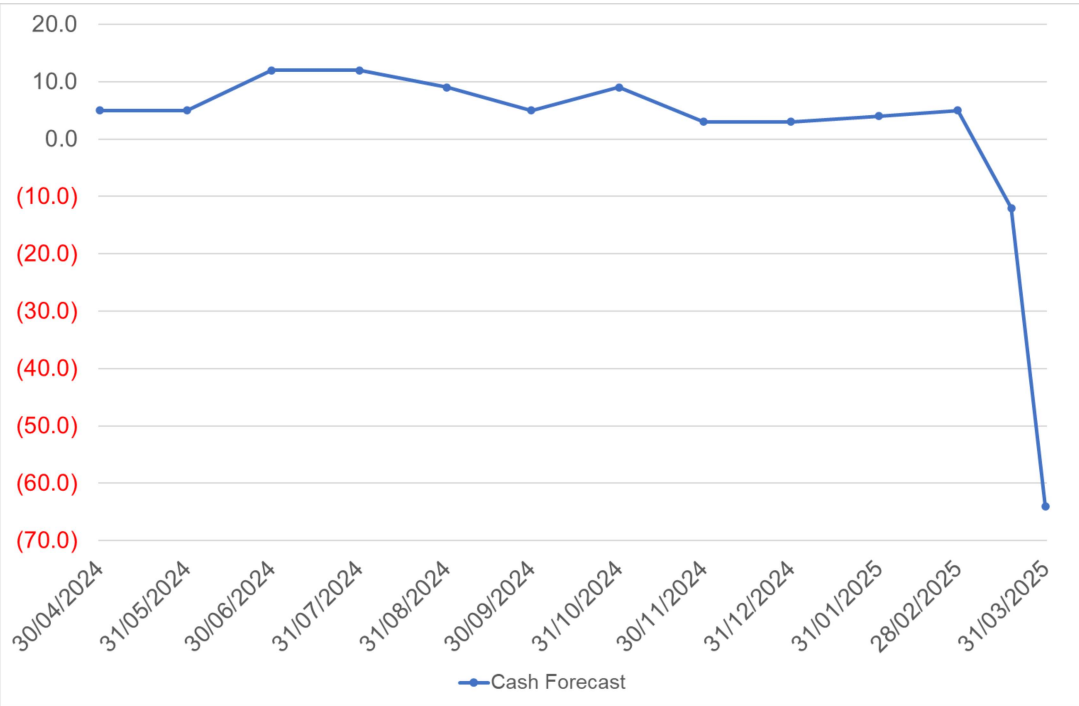
Revenue Deficit Trajectory (£'m)

The Health Board's Planned Deficit is £64.0m with a savings target of £32.4m with £0.2m mitigating actions required to deliver against the Planned Deficit. Delivery of the Board approved £4.2m savings commitments is critical.



Cash Deficit Trajectory (£'m)

The Health Board will require strategic cash assistance in line with its forecast deficit and working capital balances in order to make payments from the end of February 2025 onwards. A cash management strategy is in place, which will be refreshed in October based on our Month 6 forecast position.



Key Performance Indicators



YTD Position

● **£34.1m**

Plan: £32.0m
6.6% above Planned Deficit



Gross Forecast Outturn

● **£64.2m**

Annual Plan: £64.0m
Actions Required: £0.2m



In-Year Savings Identification

● **£30.0m**

Plan: 93% of required £32.4m
Prior Month: £28.1m



In-Year Savings Delivery

● **£29.1m**

89.81% Delivery against Identified Plans



EoY Capital

● **£32.6m**

£0.0m deviation to EoY Plan



Underlying Financial Plan

● **£77.5m**

Target Control Total £44.8m
Prior Month: £79.2m



Total Pay

● **£604.0m**

Prior Month: £596.1m



Agency / Premium Locum

● **£16.9m**

Prior Month: £17.4m



Primary Care Prescribing

● **£85.1m**

Plan: £84.2m
Prior Month: £85.1m



Cash Consequences

● **£64.0m**

Liquidity Concerns from Feb 25



Secondary Care Drugs

● **£70.1m**

Plan: £67.7m
Prior Month: £69.2m



Energy

● **£10.6m**

Plan: £11.9m
Prior Month: £10.6m

Savings Plans and Delivery Performance (1 of 3)



Annual Plan Requirement
£32.4m



In-Year Delivery
£29.1m



In-Year Shortfall
£3.3m

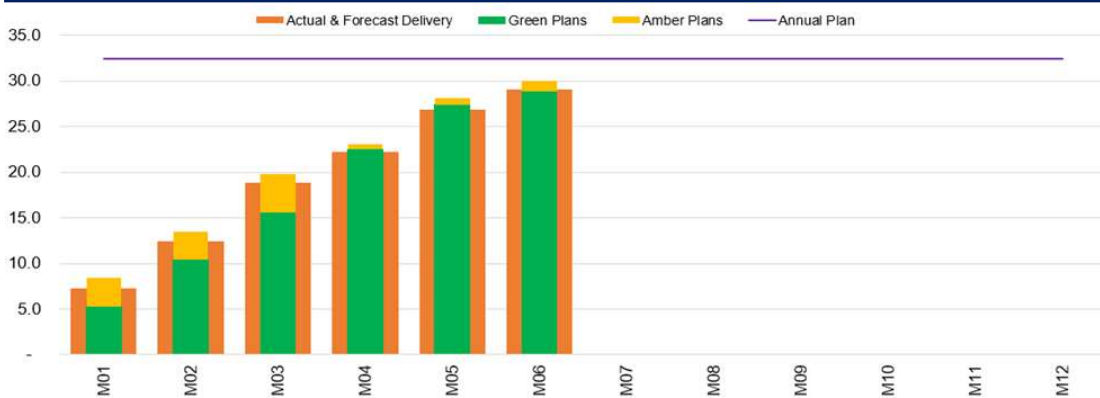


Recurrent Delivery
£19.0m

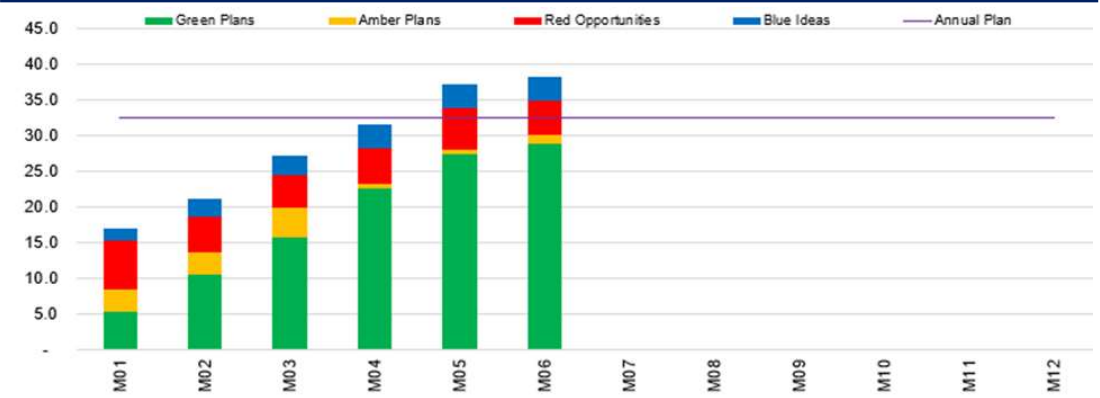


Recurrent Shortfall
£13.4m

Monthly Trend of Annual In-Year Risk-Assessed Savings Delivery (£'m)



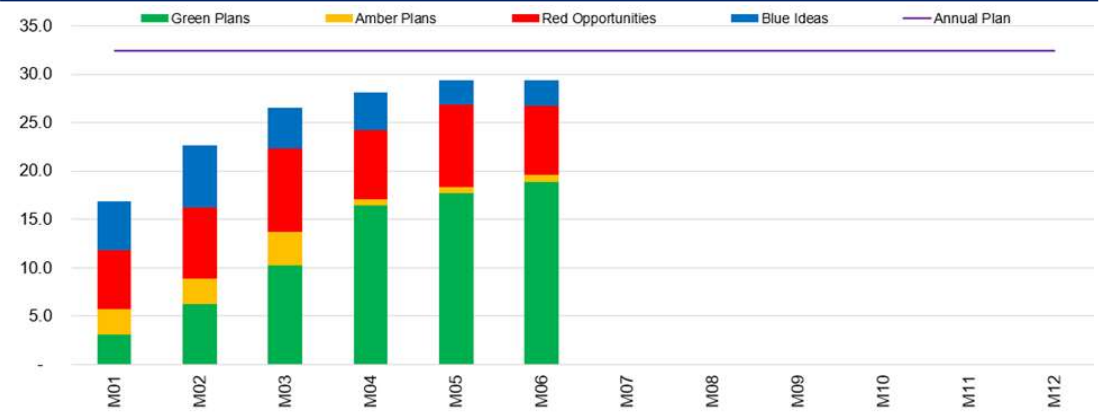
Monthly Trend of Annual In-Year Opportunity, Pipeline & Savings Plans (£'m)



Monthly Profiled Risk-Assessed Savings Delivery (£'m)



Monthly Trend of Annual Recurrent Opportunity, Pipeline & Savings Plans (£'m)



Savings Plans and Delivery Performance (2 of 3)

Annual Savings Month to Month Movement (£'m)	Prior Month	Current Month	Change
In-year savings identification	28.1	30.0	1.9
Unidentified / (identified) savings gap/(improvement)	4.3	2.4	(1.9)
In-year savings delivery	26.8	29.1	2.3
Savings under / (over) delivery vs identified benefits	1.3	0.9	(0.4)

In-Year Savings Delivery Movement Summary	Number of Schemes	£'m
In-month underspends converted to savings	0	0.0
Newly identified schemes	11	1.7
Black/Red converted to Amber/Green savings schemes	3	0.2
Total In-Year Savings Delivery Movement from Prior Month	14	1.9

Note

Savings aspirations (£62.5m) have been issued to all delegated budget holders, which exceed the annual plan target (£32.4m), to ensure risks are mitigated across portfolios to deliver £32.4m as a minimum in-year.

Key Savings Commentary

Annual Plan Target = £32.4m

Forecast Delivery Shortfall versus Annual Plan = £3.3m

Currently £2.4m behind plan for saving scheme identification with an additional £0.9m forecast delivery under-performance against the schemes that have been identified, resulting in the total forecast delivery shortfall of £3.3m.

Main reasons for the under-delivery of identified scheme benefits £0.9m:

- WGH 25 bed reduction delayed due to surge on wards 4 & 12 and delay in implementing nursing shift changes in A&E.
- WGH Stroke bed reduction delivery impact due to requirement of an additional 1wte HCSW 24/7 staffing requirement
- WGH non-delivery of Medical Staffing reduced SDEC hours savings scheme due to pay protection
- Planned Care biosimilar drug no longer available in the market but an alternative scheme has been introduced.

Material Movement Changes £1.9m:

Newly Identified Schemes and Savings conversions from Red schemes (£1.3m):

- Unscheduled Care PPH £0.4m – 1 scheme related to overnight closure of the Minor Injuries Unit.
- Planned Care £0.9m – 6 new schemes but mainly related to Nurse Agency Savings in addition to the closure of 3 ITU beds.
- Pathology – £0.2m – 2 new schemes related to Haematology Treatment and NHS executive - digital equipment.
- Workforce and OD - £0.2m – 1 new scheme for Workforce Pay savings
- Pembrokeshire county - £0.1m - 2 new schemes related to Pathway change for Tenby Beds and a reduction in Agency spend
- Mental Health & LD - £0.1m - 1 new scheme for Therapies Staffing savings

Savings Plans and Delivery Performance (3 of 3)

Delegated Officer (£'000)	Annual Savings Aspiration	In-Year Identified Plans	In-Year Recurrent Delivery	In-Year Non Recurrent Delivery	In-Year Total Forecast Delivery	In-Year Forecast Shortfall	In-Year % Saving vs Budget	Recurrent Forecast Delivery	Recurrent Forecast Shortfall	Recurrent % Saving vs Budget
CHIEF EXECUTIVE	169	287	186	101	287	(118)	7.9%	186	(16)	5.1%
CHIEF OPERATING OFFICER	41,482	14,352	7,041	6,478	13,518	27,963	2.2%	10,374	31,108	1.7%
ASST DIR OPS QUALITY & NURSING FACILITIES	51	75	0	75	75	(25)	7.4%	0	51	0.0%
MENTAL HEALTH & LD	2,468	3,275	1,225	2,050	3,275	(807)	6.6%	1,235	1,233	2.5%
ONCOLOGY & CANCER SERVICES	5,170	2,643	294	2,349	2,643	2,528	2.6%	633	4,538	0.6%
OPERATIONS DIR MANAGEMENT	1,509	266	266	0	266	1,243	0.9%	391	1,118	1.3%
PATHOLOGY	637	404	47	357	404	233	3.2%	82	555	0.6%
PLANNED CARE	1,423	406	98	308	406	1,017	1.4%	240	1,183	0.8%
RADIOLOGY	6,169	2,621	1,630	837	2,468	3,701	2.0%	2,523	3,645	2.0%
UNSCHEDULED CARE BRONGLAIS	1,164	384	291	93	384	780	1.6%	669	494	2.9%
UNSCHEDULED CARE GLANGWILI	4,825	1,170	1,170	0	1,170	3,655	3.6%	1,592	3,233	5.0%
UNSCHEDULED CARE PRINCE PHILIP	8,020	333	333	0	333	7,687	0.6%	1,011	7,009	1.7%
UNSCHEDULED CARE WITBYBUSH	3,735	661	253	409	661	3,073	1.6%	340	3,395	0.8%
WOMEN & CHILDREN	3,508	2,053	1,362	0	1,362	2,146	3.2%	1,586	1,922	3.7%
DIRECTOR OF FINANCE	2,803	61	71	0	71	2,732	0.1%	71	2,732	0.1%
DIRECTOR OF FINANCE	1,161	1,682	789	893	1,682	(521)	7.2%	1,161	(0)	5.0%
DIGITAL	839	717	500	217	717	122	4.3%	872	(33)	5.2%
FINANCE	298	954	289	665	954	(655)	16.0%	289	9	4.8%
PERFORMANCE	23	11	0	11	11	12	2.4%	0	23	0.0%
DIRECTOR OF NURSING, QUALITY & PATIENT EXPERIENCE	484	522	439	82	522	(38)	5.4%	439	44	4.5%
DIRECTOR OF PRIMARY CARE, COMMUNITY & LONG TERM CARE	11,632	2,017	584	1,433	2,017	9,615	1.1%	832	10,800	0.5%
CARMARTHENSHIRE COUNTY	4,304	333	0	353	353	3,950	1.1%	0	4,304	0.0%
CEREDIGION COUNTY	855	188	120	55	175	680	1.2%	173	682	1.2%
MEDICINES MANAGEMENT	4,790	523	0	523	523	4,267	0.5%	0	4,790	0.0%
PEMBROKESHIRE COUNTY	1,121	718	209	501	710	411	2.9%	403	718	1.7%
PRIMARY CARE	306	0	0	0	0	306	0.0%	0	306	0.0%
PRIMARY CARE MANAGEMENT	255	255	255	0	255	(0)	3.5%	255	(0)	3.5%
DIRECTOR OF PUBLIC HEALTH	329	1,262	329	933	1,262	(933)	19.2%	329	(0)	5.0%
DIRECTOR OF STRATEGY AND PLANNING	3,030	3,175	2,013	1,162	3,175	(145)	5.2%	2,013	1,017	3.3%
LTA'S WITH OTHER NHS PROVIDERS	2,844	1,927	1,927	0	1,927	917	3.4%	1,927	917	3.4%
STRATEGIC PLANNING	186	1,248	86	1,162	1,248	(1,062)	33.5%	86	100	2.3%
DIRECTOR OF THERAPIES & HEALTH SCIENCES	1,414	1,558	0	1,558	1,558	(144)	5.5%	600	814	2.1%
DIRECTOR OF WORKFORCE & ORGANISATIONAL DEVELOPMENT	758	1,241	349	892	1,241	(482)	8.2%	758	0	5.0%
HEALTH BOARD WIDE	1,814	3,595	2,100	1,495	3,595	(1,781)	9.9%	2,100	(286)	5.8%
MEDICAL DIRECTOR	202	263	47	216	263	(61)	6.5%	202	(0)	5.0%
Grand Total	62,474	29,954	13,876	15,244	29,120	33,354	3.0%	18,994	43,481	2.0%

Revenue Position (1 of 4): In-Month Revenue Position

The below table shows the key thematic drivers of the in-month deficit position.

Theme	£'m	Operational Driver Comments
Planned Deficit	5.3	
Unidentified Savings Gap to Annual Plan	(0.4)	The in-month Annual Plan includes a requirement of £2.7m savings identification and delivery, of which £3.1m is identified for delivery. £1.8m identified non-recurrently, highlighting a continued recurrent gap.
Primary Care Drugs	0.5	June's Prescribing Audit Report, transacted in September, increasing the national cost per item to £7.67, which is higher than the annual plan cost per item of £7.56, applied to June, July & August pharmacy data. Growth has also increased from 1.05% to 2%.
Secondary Care Drugs	0.3	Oncology price per patient has increased in month, 13.7% higher and £125 compared to run rate for last 3 months. Homecare drugs pressures in Prince Philip and Glangwili acute wards and other drugs pressures in Withybush.
Commissioned Healthcare Services	0.3	Cardiff & Vale increase in activity due to AICU beds which has seen a 30% increase in Run Rate in month. Continuing Healthcare 16 new clients in MH&LD, offset by some reduced costs in Carmarthenshire county due to revision to care package
Other Non Pay	0.1	IT Contract and Telephone expenditure due to inflationary increases above 8%.
Clinical Services & Supplies	(0.1)	Reduction in spend of general consumables used by Operational areas, particularly Radiology & Planned Care
Administration Vacancies	(0.1)	Continuation of Administration & Clerical vacancies, particularly across Operational Directorates where savings schemes have yet to be fully identified, thus recruitment is re-prioritised through the Financial Control Sub Group.
Primary Care Dental Contracts	(0.6)	Dental contracts handed back to the Health Board, partially offset by associated reductions in income.
Operational variance	0.0	
Reported in-month position	5.3	

Revenue Position (2 of 4): Year to Date Revenue Position

The below table shows the key thematic drivers of the year-to-date deficit position.

Theme	£'m	Operational Driver comments
Planned deficit	32.0	
Unidentified savings gap to annual plan	1.7	The YTD plan includes a target of £16.2m savings identification and delivery, of which £14.5m is identified for delivery, leaving a gap of £2.0m.
Other Non-Pay	1.3	Other sources of energy (LPG, Biomass & Heating Oil). RAAC inspection (wards only), additional costs associated with ongoing maintenance and repairs.
Primary Care Drugs	0.8	Increased National cost per item to £7.67, which is higher than the annual plan cost per item of £7.56.
Clinical Services & Supplies	0.8	General consumables used by Wards within Prince Phillip Hospital, Insulin Pump and Continuous Positive Airway Pressure Machines and Bronglais additional expenditure due to patient acuity.
Secondary Care Drugs	0.7	Increase in Oncology price per patient alongside Homecare drugs pressures in Prince Philip and Glangwili acute wards and other drugs pressures in Withybush.
Medical Additional Cover and Premium	0.6	Paediatrics, Obstetrics and Gynaecology increased locum usage with additional retrospective shifts. Withybush Hospital locum and agency requirement to cover gaps in the roster within Accident & Emergency. Bronglais Hospital locum cover due to increased sickness and annual leave rota planning.
Health Care Support Workers Additional Cover	0.4	Over-utilisation of HCSW within Glangwili General Hospital and Women and Children
Commissioned Healthcare Services	0.3	Increase to Continuing Healthcare spend, particularly within Mental Health & Learning Disabilities.
Income Overachievement	(1.2)	Flying Start Local Authority increases within Women and Children, Secondary Drugs Velindre Drug rebates income and Planned Care Public Health Wales Bowl Screening income.
Administration & Clerical Vacancies	(1.3)	Continuation of Administration & Clerical vacancies, particularly across Operational Directorates where savings schemes have yet to be fully identified, thus recruitment is re-prioritised through the Financial Control Sub Group.
Primary Care Dental Contracts	(2.0)	Dental contracts handed back to the Health Board, partially offset by associated reductions in income. One-off benefit included a recovery of dental underperformance from 2023/24.
Total deviation to annual plan	2.1	
Reported position	34.1	

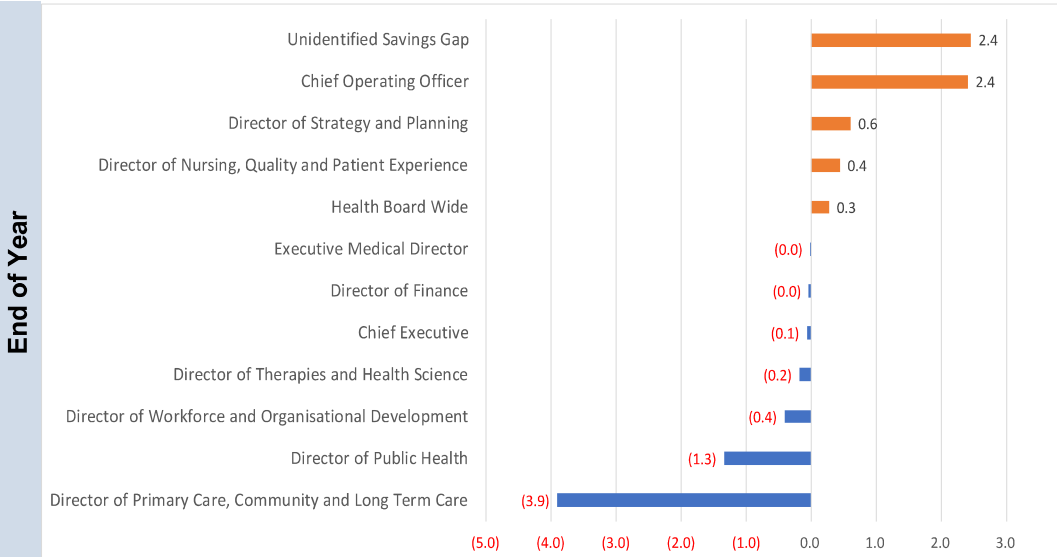
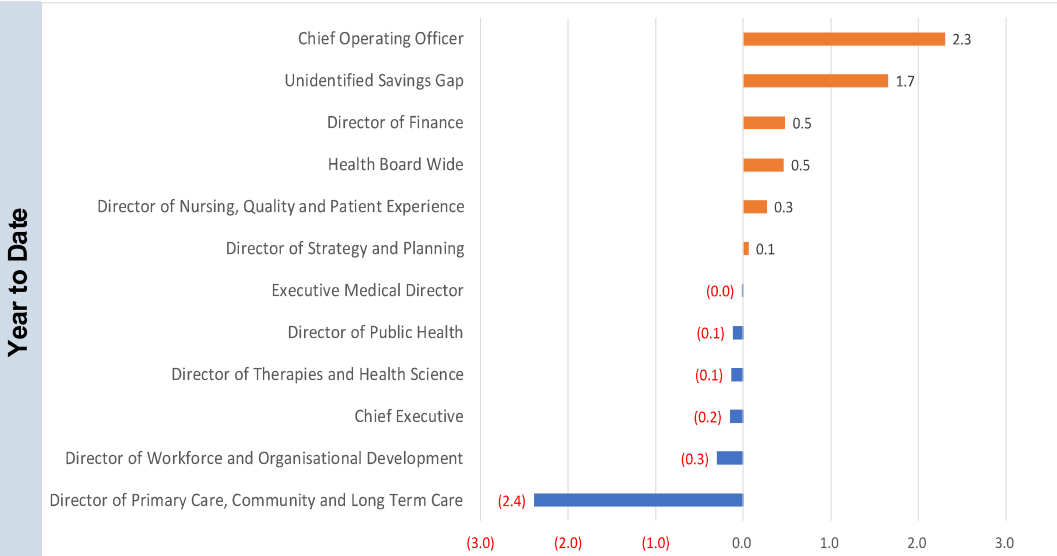
Revenue Position (3 of 4): End of Year Forecast Gross Revenue Position

The below table shows the key thematic drivers of the end-of-year deficit position.

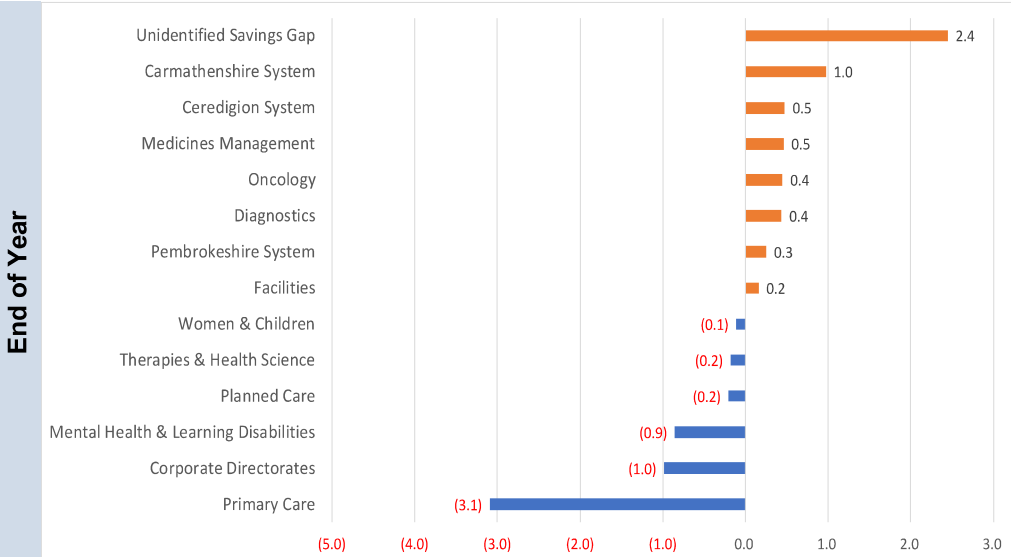
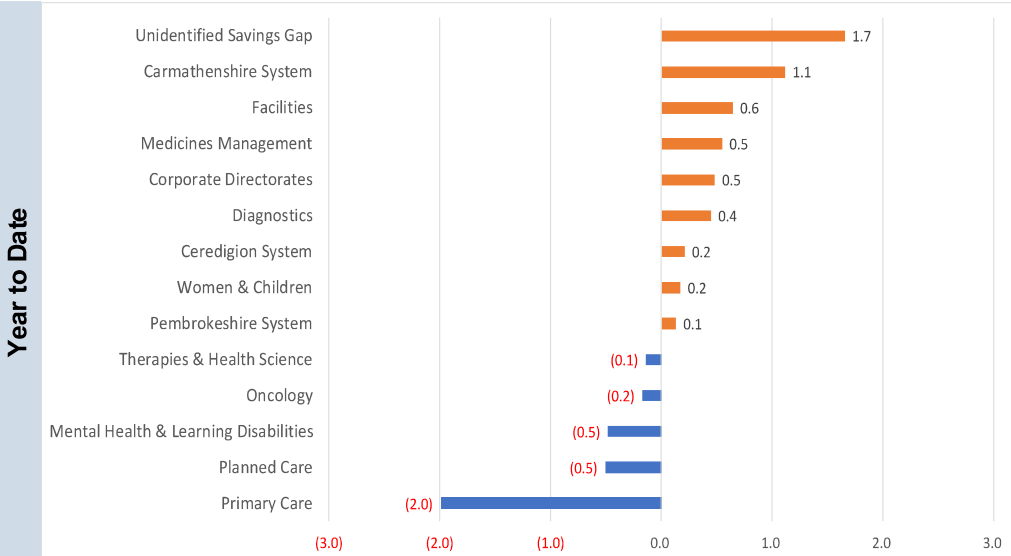
Theme	£'m	Operational Driver comments
Planned deficit	64.0	
Unidentified savings schemes	2.4	The FY25 plan includes a target of £32.4m savings delivery, £30.0m is currently identified leaving gap of £2.4m. Of the £30.0m schemes identified, £14.7m are Recurrent and £15.3m are Non-Recurrent. A significant recurrent gap remains, which will adversely impact on the underlying deficit unless delivery by the end of the year.
Secondary Care Drugs	2.2	Oncology price growth surpassing the assumed price growth of 14%. Homecare drugs pressures in Prince Philip and Glangwili acute wards and other drugs pressures in Withybush.
Other Non-Pay	1.2	Other sources of energy (LPG, Biomass & Heating Oil). RAAC inspection (wards only), additional costs associated with ongoing maintenance and repairs. Theatre consumables driven by increased Orthopaedic Sessions at Prince Phillip Hospital & Regional Orthopaedic Work with Swansea Bay.
Clinical Services & Supplies	1.1	Pathology increased activity within lab testing. Prince Phillip Hospital Continuous Positive Airway Pressure Machines and Insulin Pumps. Paediatric equipment aids in Women & Children.
Medical Additional Cover and Premium	0.9	Bronglais and Withybush significant use of locum and agency to cover sickness and annual leave rota planning as well as gaps within the roster in Accident & Emergency.
Primary Care Drugs	0.9	Increased National cost per item to £7.67, which is higher than the annual plan cost per item of £7.56.
Commissioned Healthcare Services	0.2	Increases to Continuing Healthcare packages, particularly within Mental Health & Learning Disabilities.
Nursing & Midwifery, incl. HCSW & Agency	(1.3)	Nurse Agency usage reduction particularly in Glangwili alongside year-to-date Pembrokeshire County Further Faster funding allocation where recruitment has yet to occur but is planned for later in the year.
Administration and Allied Health Vacancies	(2.1)	Continuation of Administration & Clerical vacancies, particularly across Operational Directorates where savings schemes have yet to be fully identified, thus recruitment is re-prioritised through FCSG.
Income Overachievement	(2.2)	Flying Start Local Authority increases within Women and Children, Secondary Drugs Velindre Drug rebates income and Planned Care Public Health Wales Bowl Screening income. Additional income in relation to Swansea Bay Regional Work.
Primary Care Dental Contracts	(3.1)	Dental underspend against contracts alongside Community Strategic Programme underspends £(5.4)m. Offset by Managed Practices overspend driven by premium locum and agency costs £2.3m.
Total deviation to annual plan	0.2	
Gross forecast	64.2	
Further mitigating actions required	(0.2)	
Reported net position	64.0	

Revenue Position (4 of 4): Summary Financial Performance by Portfolio (£'m)

Delegated Officer Performance



Service Portfolio Performance



Next Steps and Mitigating Actions

Immediate Further Actions

1. The latest assessment of the mitigation plan and route map to delivering £64.0m is that £2.3m of the £4.2m identified savings are now delivering. Each action is associated with either an Operational or Corporate Lead as appropriate and these leads are continually assessing what further actions must be implemented in order to meet the required delivery.
2. Executive Delegated Officers, and their Service Leads are being scrutinised through the monthly forecasting and internal escalation process and are required to contain costs in-line with their current forecast positions to deliver £64.0m. Further mitigating actions for areas of over-spend are required to ensure remedial actions are taken.
3. Work is continuing, with focus and pace required, to translate in-year over-reliance on non-recurrent savings into recurrent delivery in advance of the planning cycle for the forthcoming financial year. Whilst savings delivery is positively improving, with £29.1m delivery to date, there remains a £13.4m recurrent delivery gap which is yet to improve the underlying deficit currently reported as £77.5m this month.
4. Executives and Directorates have been issued with savings targets for the coming year, with a plan to develop responses on delivery by end of December to deliver a Target Control Total position next year, pending confirmation of funding allocations.

Risks and Opportunities Under Review

- Primary and Secondary Care Drugs, both significant areas of expenditure with market fluctuations continuing.
- Management of surge and the uncertainty around winter pressures, including managing variable pay costs as a result in-line with that current forecast.
- Optometry Policy Contract funding deliberations continue, and Real Living Wage, with the Health Board having incurred in additional cost in-year, and confirmation pending from Welsh Government for further funding.

Board Agreed £4.2m Savings Delivery Actions

Following the September 2024 Board Seminar agreed actions, the confirmed savings type and latest financial forecast for each of the schemes has been updated as follows:

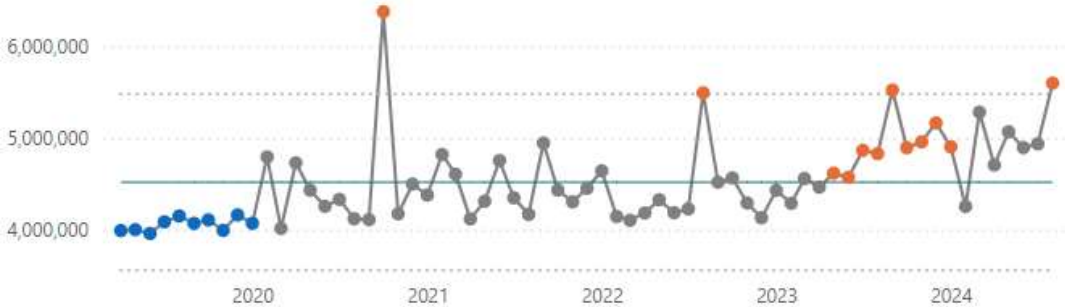
Board Agreed Action (£'m)	Responsible Owner	Savings Type	Original Impact	Latest Forecast	Delivery Comments
Service provision redesign of BGH PACU model	Lisa Humphrey	Run-rate Reduction	0.1	0.1	
Closure of PPH MIU from 8pm to 8am	Sarah Perry	Cash-releasing Saving	0.4	0.4	
Closure of Ward 9	Bethan Andrews	Run-rate Reduction	0.2	0.2	
Converting Sub cut drug to IV solution treatment within clinical haematology	Lisa Humphrey	Cash-releasing Saving	0.1	0.1	
Close 3 ITU Beds across the Units	Steph Hire	Cash-releasing Saving	0.6	0.6	
Variable Pay – USC WGH	Dan Owen	Run-rate Reduction	0.2	Nil	Recruitment delays with new take and IENs which were expected in September, delaying mainstreaming of IENs and compromising variable pay reductions.
Variable Pay - Rightsize AMAU NSL (PPH)	Dan Owen	Run-rate Reduction	0.1	0.1	
Variable Pay - Rightsize the NSL for ED and CDU to enable substantive recruitment (GGH)	Dan Owen	Run-rate Reduction	0.3	Nil	Recruitment affecting savings plan. Expected take up of substantive roles by agency staff unsuccessful. Range of workforce solutions being assessed, including latest the IEN position. Saving benefit delayed.
Recruitment into substantive posts to remove the need for medical agency (GGH)	Carly Hill	Run-rate Reduction	0.1	0.1	
Managed Practice Variable Change	Rhian Bond	Run-rate Reduction	0.2	0.2	
Allied Health Professionals and Health Scientists	Jo Bradburn	Run-rate Reduction	0.1	0.1	
Digitisation of health records	Andrew Carruthers	Run-rate Reduction	0.5	Nil	Discussions ongoing due to recent increases experienced in OOH to afford the original digitisation plan.
Regional Orthopaedics income	Steph Hire	Run-rate Reduction	0.4	0.4	
Variable pay (bank and overtime) reduction from eliminating surge capacity	Sarah Perry Bethan Andrews Peter Skitt	Run-rate Reduction	0.9	Nil	Bed number understanding still requiring finalisation and plans needed.
Grant Total			4.2	2.3	

Appendix: Key Analysis (1 of 8)

Continuing Healthcare Expenditure (£'m)

The latest data is showing a concerning trend which needs to be investigated.

Expected performance is between £3.6m and £5.5m.

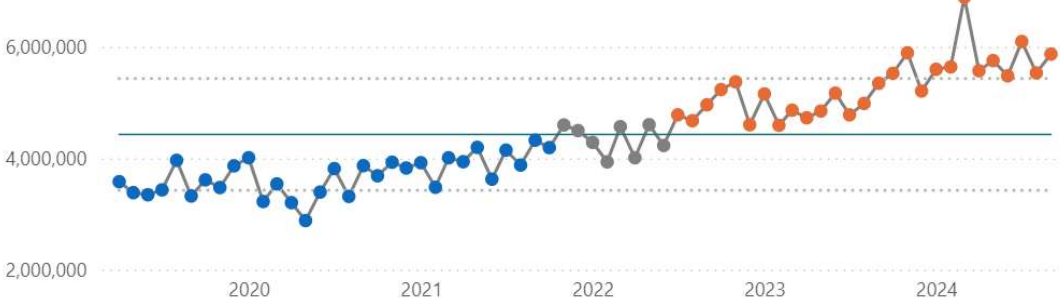


In month increased number of packages including 2 High-Cost packages within Mental Health

Secondary Care Drugs Expenditure (£'m)

The latest data is showing a concerning trend which needs to be investigated.

Expected performance is between £3.4m and £5.4m.



In month drug price per patient increase of 13.7% of Oncology drugs, therefore surpassing the assumed price growth of 9.5% overall.

Primary Care Prescribing Expenditure (£'m)

This indicator is showing expected (common cause) variation.

Expected performance is between £5.0m and £8.1m.



Average price impact in June's Prescribing Audit Report data for Month 6 of £7.67 compared to forecasted £7.56.

Total Agenda for Change (WTE)

The latest data is showing a concerning trend which needs to be investigated.

Expected performance is between 9,705 and 10,151.



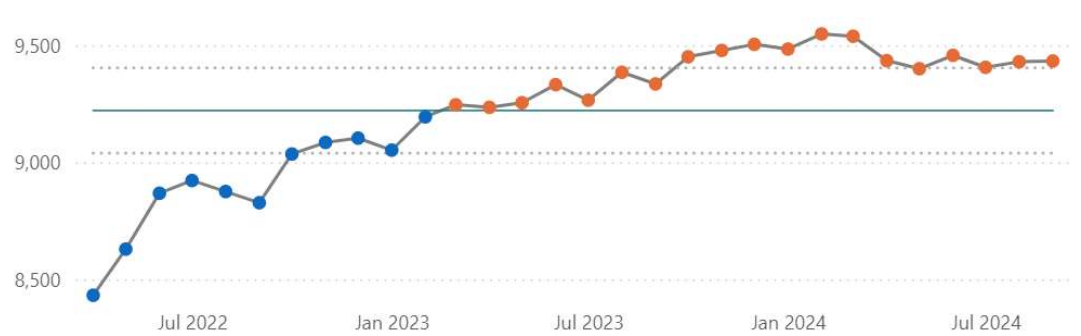
This total WTE is inclusive of Substantive staff, Bank, Overtime & Agency. It excludes Medical resources.

Appendix: Key Analysis (2 of 8)

Substantive (WTE)

The latest data is showing a concerning trend which needs to be investigated.

Expected performance is between 9,039 and 9,404



There has been an increase of c.1001 in the number of Substantive WTEs since April 2022.

Bank (WTE)

The latest data is showing a concerning trend which needs to be investigated.

Expected performance is between 206 and 327.

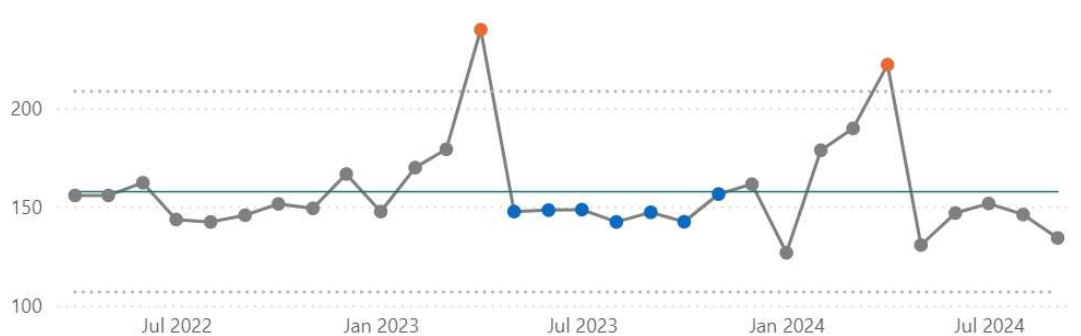


There has been an increase of c.78 in the number of Bank WTEs since April 2022.

Overtime (WTE)

This indicator is showing expected (common cause) variation.

Expected performance is between 107 and 208.

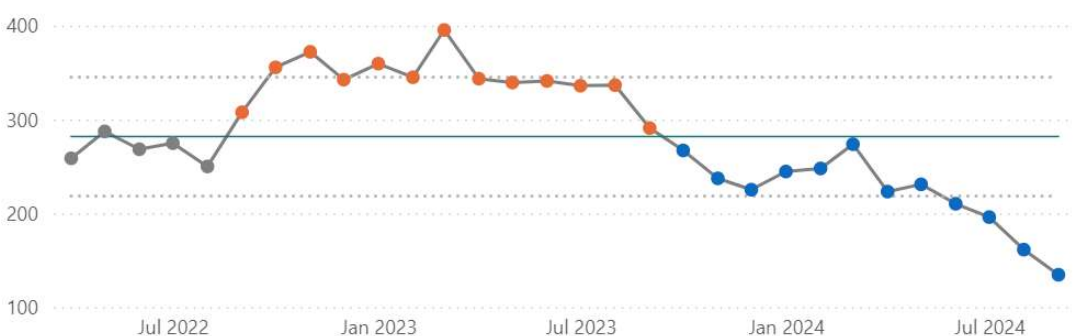


The number of overtime WTE has fallen to 134 WTE, which is below the mean of 158 WTE

Agency (WTE)

The latest data is showing improvement.

Expected performance is between 219 and 345.



The WTE used in month is now at the lowest point since implementation of Allocate, at 135 WTE.

Appendix: Key Analysis (3 of 8)

Medical Locum Expenditure (£'m)

The latest data is showing a concerning trend which needs to be investigated.

Expected performance is between £1.7m and £3.1m.



Withybrush decreased locum usage, reduction in Locum shifts in month overall.

Bank Expenditure (£'m)

The latest data is showing a concerning trend which needs to be investigated.

Expected performance is between £0.8m and £1.5m.



Whilst there is not a concerning statistical trend yet, the most recent months have all shown a steady rise in bank usage.

Overtime Expenditure (£'m)

This indicator is showing expected (common cause) variation.

Expected performance is between £0.2m and £1.1m.



Whilst there is not a concerning statistical trend yet, the recent months have shown a steady rise in overtime usage.

Nurse Agency Expenditure (£'m)

The latest data is showing improvement.

Expected performance is between £1.1m and £2.6m.



Following the Core Delivery Group's decision to restrict Agency utilisation and terms/rates, no Off-Contract Agency Nursing were utilised over the last six months

Appendix: Key Analysis (4 of 8): Ward Staffing Levels (Excluding Medical)

DIRECTORATE	Ward Staffing Level (WTE) for Nursing and Health Care Support Workers (HCSW)							
	Total Fill Rate	Total WTE	Substantive WTE	Substantive WTE Vacancy	Bank WTE	Overtime WTE	Agency WTE	Total Over/(Under) Staffed
CHIEF OPERATING OFFICER	102.8%	2,655	2,237	(346)	231	57	130	72
MENTAL HEALTH & LEARNING DISABILITIES	103.0%	264	210	(46)	45	5	4	8
PLANNED CARE	89.2%	153	141	(31)	11	1	0	(19)
UNSCHEDULED CARE BRONGLAIS	104.9%	311	222	(75)	22	10	58	14
UNSCHEDULED CARE GLANGWILI	107.8%	649	549	(53)	59	18	23	47
UNSCHEDULED CARE PRINCE PHILIP	101.5%	425	363	(56)	45	4	13	6
UNSCHEDULED CARE WITHYBUSH	102.7%	550	464	(72)	43	13	30	14
WOMEN & CHILDREN	100.3%	302	287	(13)	6	6	2	1
DIRECTOR OF PRIMARY CARE, COMMUNITY AND LONG TERM CARE	99.7%	100	89	(12)	9	1	2	(0)
CARMARTHENSHIRE COUNTY	102.2%	77	69	(6)	5	1	2	2
CEREDIGION COUNTY	92.0%	23	19	(6)	3	0	-	(2)
Grand Total	102.7%	2,755	2,325	(358)	240	58	131	71

Appendix: Key Analysis (5 of 8): Non-Ward Staffing Levels (Excluding Medical)

DIRECTORATE	All Other Staffing Levels (WTE) Excluding Medical and Ward Nursing & HCSWs							
	Total Fill Rate	Total WTE	Substantive WTE	Substantive WTE Vacancy	Bank WTE	Overtime WTE	Agency WTE	Total Over/(Under) Staffed
CHIEF EXECUTIVE	85.4%	85	85	(15)	-	-	-	(15)
CHIEF OPERATING OFFICER	93.4%	4,450	4,309	(454)	69	70	3	(313)
ASST DIR OPS QUALITY & NURSING FACILITIES	70.0%	14	14	(6)	-	-	-	(6)
MENTAL HEALTH & LEARNING DISABILITIES	91.2%	900	833	(154)	41	26	-	(87)
ONCOLOGY & CANCER SERVICES	92.1%	891	878	(89)	9	4	-	(76)
OPERATIONS DIR MANAGEMENT	91.4%	103	99	(13)	3	1	-	(10)
PATHOLOGY	93.7%	262	257	(23)	3	3	-	(18)
PLANNED CARE	97.8%	236	225	(16)	1	10	-	(5)
RADIOLOGY	93.5%	836	809	(86)	3	21	3	(58)
UNSCHEDULED CARE BRONGLAIS	96.2%	257	254	(13)	2	1	-	(10)
UNSCHEDULED CARE GLANGWILI	92.4%	97	97	(8)	-	0	-	(8)
UNSCHEDULED CARE PRINCE PHILIP	103.0%	189	183	(1)	5	1	-	5
UNSCHEDULED CARE WITHYBUSH	90.9%	103	103	(11)	-	0	-	(10)
WOMEN & CHILDREN	95.5%	118	116	(7)	1	0	-	(6)
	94.8%	443	440	(28)	1	2	-	(25)
DIRECTOR OF FINANCE	95.3%	301	299	(17)	-	3	-	(15)
DIGITAL	95.6%	199	197	(12)	-	3	-	(9)
FINANCE	94.4%	94	94	(6)	-	-	-	(6)
PERFORMANCE	98.6%	8	8	(0)	-	-	-	(0)
DIRECTOR OF NURSING, QUALITY AND PATIENT EXPERIENCE	97.7%	194	194	(5)	-	0	-	(5)
DIRECTOR OF PRIMARY CARE, COMMUNITY AND LONG TERM CARE	91.9%	1,147	1,136	(112)	10	2	-	(101)
CARMARTHENSHIRE COUNTY	96.3%	280	277	(14)	3	1	-	(11)
CEREDIGION COUNTY	93.2%	161	159	(13)	2	0	-	(12)
MEDICINES MANAGEMENT	95.6%	233	233	(11)	-	0	-	(11)
PEMBROKESHIRE COUNTY	88.0%	222	216	(36)	5	1	-	(30)
PRIMARY CARE	80.9%	176	176	(42)	-	0	-	(42)
PRIMARY CARE MANAGEMENT	105.8%	75	75	4	-	-	-	4
DIRECTOR OF PUBLIC HEALTH	66.4%	106	106	(54)	0	-	-	(54)
DIRECTOR OF STRATEGY AND PLANNING	92.4%	33	33	(3)	-	-	-	(3)
DIRECTOR OF THERAPIES AND HEALTH SCIENCE	96.3%	599	597	(25)	-	2	-	(23)
DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT	79.8%	249	249	(63)	-	-	-	(63)
EXECUTIVE MEDICAL DIRECTOR	106.5%	96	96	6	-	-	-	6
Grand Total	92.6%	7,260	7,102	(742)	78	76	3	(584)

Appendix: Key Analysis (6 of 8) In-Month Revenue Position – Variance to Budget (£'000)

DIRECTORATE	PAY				NON PAY				INCOME	Grand Total
	ADMINISTRATION AND ESTATES	ALLIED HEALTH, SCIENTISTS AND OTHER	MEDICAL AND DENTAL	NURSING, MIDWIFERY AND CLINICAL SUPPORT	CLINICAL SERVICES AND SUPPLIES	COMMISSIONED HEALTHCARE SERVICES	DRUGS AND PRESCRIBING	OTHER NON-PAY	INCOME	
CHIEF EXECUTIVE	(38)					(1)		(10)	24	(25)
CHIEF OPERATING OFFICER	(65)	1	(52)	41	(106)	161	302	(217)	64	129
ASST DIR OPS QUALITY & NURSING FACILITIES	1	0		(1)	(10)		(0)	9		0
MENTAL HEALTH & LEARNING DISABILITIES	24			42	(2)		0	(109)	113	69
ONCOLOGY & CANCER SERVICES	(22)	(33)	95	(113)	14	22	(60)	16	24	(56)
OPERATIONS DIR MANAGEMENT	(2)	(11)	(33)	(9)	6	(5)	134	8	19	107
PATHOLOGY	(10)	(10)	21	11	21	(3)	2	(69)	(6)	(58)
PLANNED CARE	39	21	219	(41)	(72)	16	(21)	14	3	177
RADIOLOGY	(29)	9	(42)	(119)	(110)	90	75	(7)	(49)	(183)
UNSCHEDULED CARE BRONGLAIS	(5)	1	(15)	16	(129)	30	1	1	(3)	(102)
UNSCHEDULED CARE GLANGWILI	(15)	(11)	18	75	15	1	(14)	13	(1)	81
UNSCHEDULED CARE PRINCE PHILIP	(16)	(24)	(14)	96	44	6	76	(40)	(10)	118
UNSCHEDULED CARE WITHYBUSH	(14)	(6)	(19)	(39)	68		51	(39)	(1)	0
WOMEN & CHILDREN	(20)	73	(295)	182	(13)	12	63	7	9	18
DIRECTOR OF FINANCE	17	(9)	15	(60)	62	(7)	(6)	(19)	(35)	(43)
DIGITAL	(27)		(1)			(22)		97	20	67
FINANCE PERFORMANCE	8		(1)			(11)		109	11	115
DIRECTOR OF NURSING, QUALITY AND PATIENT EXPERIENCE	(37)					(11)		(10)	9	(49)
DIRECTOR OF PRIMARY CARE, COMMUNITY AND LONG TERM CARE	2							(1)		1
CARMARTHENSHIRE COUNTY	(5)	(1)	1	21	1	2		(5)	60	74
CEREDIGION COUNTY	(57)	8	94	(51)	292	(763)	538	(214)	33	(118)
PEMBROKESHIRE COUNTY	(16)	(12)	11	(26)	20	(64)	(2)	32	(9)	(64)
MEDICINES MANAGEMENT	5	(1)	(2)	(31)	(4)	77	(3)	(5)	5	43
PRIMARY CARE	(14)	(0)	1	(56)	307	(1)	4	(299)	5	(54)
PRIMARY CARE MANAGEMENT	(5)	9		75	(11)	3	549	10	(93)	536
PRIMARY CARE MANAGEMENT	(30)	13	84	(36)	8	(778)	(9)	47	125	(576)
DIRECTOR OF PUBLIC HEALTH	3	(1)		22	(28)	0		1	0	(3)
DIRECTOR OF STRATEGY AND PLANNING	(58)	0	(22)	(101)	(10)	37	35	228	8	118
LTA'S WITH OTHER NHS PROVIDERS	(3)	(1)	(4)			62	0	3	(7)	49
STRATEGIC PLANNING	1					60	0	(0)		61
DIRECTOR OF THERAPIES AND HEALTH SCIENCE	(5)	(1)	(4)			2		4	(7)	(12)
DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT	(19)	6		(14)	12	9	(2)	32	(25)	(2)
EXECUTIVE MEDICAL DIRECTOR	(3)	(4)	(17)	29	2	(52)	(3)	(18)	(55)	(121)
HEALTH BOARD WIDE	27	23	88	4	0		0	(58)	(63)	21
CENTRAL CAPITAL	92		(31)		1	66	2	(4)	27	152
CENTRAL CONTRACTING									0	1
CENTRAL FINANCING	(8)				1	11	2	(5)	1	2
CENTRAL INCOME									26	26
CENTRAL RESERVES						71			0	140
PLANNED DEFICIT								5,333		5,333
UNIDENTIFIED SAVINGS GAP								(356)		(356)
Grand Total	(156)	32	55	(70)	191	(501)	873	4,813	86	5,323

Appendix: Key Analysis (7 of 8) Year to Date Revenue Position – Variance to Budget (£'000)

DIRECTORATE	PAY				NON PAY				INCOME	Grand Total
	ADMINISTRATION AND ESTATES	ALLIED HEALTH, SCIENTISTS AND OTHER	MEDICAL AND DENTAL	NURSING, MIDWIFERY AND CLINICAL SUPPORT	CLINICAL SERVICES AND SUPPLIES	COMMISSIONED HEALTHCARE SERVICES	DRUGS AND PRESCRIBING	OTHER NON-PAY	INCOME	
CHIEF EXECUTIVE	(95)				0	(8)		(75)	23	(154)
CHIEF OPERATING OFFICER	(272)	(394)	579	682	909	283	431	717	(632)	2,303
ASST DIR OPS QUALITY & NURSING	(46)	(7)		5	(45)		(0)	18		(75)
FACILITIES	269	0		(31)	22	(12)	3	363	30	644
MENTAL HEALTH & LEARNING DISABILITIES	(73)	(227)	488	(354)	1	(179)	(179)	18	23	(482)
ONCOLOGY & CANCER SERVICES	(22)	(78)	(131)	(109)	29	21	76	4	39	(171)
OPERATIONS DIR MANAGEMENT	(164)	(66)	104	57	52	(17)	21	(17)	(37)	(67)
PATHOLOGY	17	129	178	39	240	94	(136)	(71)	3	493
PLANNED CARE	(68)	175	(314)	(143)	(151)	145	(71)	202	(280)	(506)
RADIOLOGY	(19)	(55)	(106)	85	63	79	(60)	35	(70)	(48)
UNSCHEDULED CARE BRONGLAIS	(81)	(60)	374	61	27	12	(11)	61	78	393
UNSCHEDULED CARE GLANGWILI	(43)	(87)	(19)	638	31	37	435	(37)	(27)	928
UNSCHEDULED CARE PRINCE PHILIP	(74)	(53)	(66)	(113)	398	7	221	(28)	10	301
UNSCHEDULED CARE WITHYBUSH	(57)	(30)	(131)	639	(7)	4	198	89	19	724
WOMEN & CHILDREN	90	(35)	203	(90)	248	91	(66)	64	(335)	170
DIRECTOR OF FINANCE	(88)		(8)	0	1	(287)	0	671	190	479
DIGITAL	17		(8)		1	(220)		576	178	544
FINANCE	(111)					(67)		0	12	(64)
PERFORMANCE	5			0				0	(7)	(1)
DIRECTOR OF NURSING, QUALITY AND PATIENT EXPERIENCE	27	(2)	2	123	7	13		34	64	268
DIRECTOR OF PRIMARY CARE, COMMUNITY AND LONG TERM CARE	(100)	(94)	1,001	(651)	(161)	(3,390)	843	(221)	381	(2,392)
CARMARTHENSHIRE COUNTY	5	(63)	(1)	30	60	(143)	7	48	(53)	(112)
CEREDIGION COUNTY	12	19	(6)	(199)	(12)	72	(10)	(82)	23	(184)
PEMBROKESHIRE COUNTY	(38)	(1)	9	(491)	23	(34)	7	(125)	57	(593)
MEDICINES MANAGEMENT	(12)	(102)		73	(49)	15	833	87	(299)	546
PRIMARY CARE	(85)	57	1,000	(191)	14	(3,300)	5	(147)	655	(1,992)
PRIMARY CARE MANAGEMENT	18	(3)		127	(196)	0		(2)	(2)	(57)
DIRECTOR OF PUBLIC HEALTH	(39)	(5)	(112)	(47)	(50)	30	12	57	33	(121)
DIRECTOR OF STRATEGY AND PLANNING	(56)	0	19			117	0	27	(47)	60
LTA'S WITH OTHER NHS PROVIDERS	7					113	0	(2)		118
STRATEGIC PLANNING	(63)	0	19			4		29	(47)	(58)
DIRECTOR OF THERAPIES AND HEALTH SCIENCE	48	(220)	0	(72)	68	23	(14)	140	(111)	(139)
DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT	(290)	(40)	(72)	152	3	8	(15)	34	(80)	(301)
EXECUTIVE MEDICAL DIRECTOR	109	110	195	13	(1)		0	(54)	(384)	(12)
HEALTH BOARD WIDE	71		(31)	2	13	235	259	(89)	2	462
CENTRAL CAPITAL								6	(25)	(19)
CENTRAL CONTRACTING						153		(4)		150
CENTRAL FINANCING	(29)			2	13	11	259	(91)	(265)	(100)
CENTRAL INCOME									292	292
CENTRAL RESERVES	100		(31)			71		(0)	(1)	138
PLANNED DEFICIT			(0)					32,000		32,000
UNIDENTIFIED SAVINGS GAP								1,655		1,655
Grand Total	(686)	(646)	1,574	202	789	(2,977)	1,516	34,897	(562)	34,107

Appendix: Key Analysis (8 of 8): End of Year Forecast Gross Revenue Position – Variance to Budget (£'000)

DIRECTORATE	PAY				NON PAY				INCOME	Grand Total
	ADMINISTRATION AND ESTATES	ALLIED HEALTH, SCIENTISTS AND OTHER	MEDICAL AND DENTAL	NURSING, MIDWIFERY AND CLINICAL SUPPORT	CLINICAL SERVICES AND SUPPLIES	COMMISSIONED HEALTHCARE SERVICES	DRUGS AND PRESCRIBING	OTHER NON-PAY	INCOME	
CHIEF EXECUTIVE	(249)				0	(16)		181	18	(66)
CHIEF OPERATING OFFICER	(571)	(926)	816	(148)	1,380	503	2,175	578	(1,406)	2,401
ASST DIR OPS QUALITY & NURSING FACILITIES	(63)	(18)		1	(66)		(0)	16		(130)
MENTAL HEALTH & LEARNING DISABILITIES	325	0		(325)	30	(12)	6	133	1	158
ONCOLOGY & CANCER SERVICES	(143)	(380)	989	(956)	0	(251)	(234)	17	105	(853)
OPERATIONS DIR MANAGEMENT	(31)	(122)	(266)	(127)	59	43	829	2	60	447
PATHOLOGY	(71)	(169)	50	(37)	(134)	(34)	33	161	(37)	(237)
PLANNED CARE	28	162	254	85	(26)	188	(123)	(151)	(67)	350
RADIOLOGY	(98)	350	(86)	(215)	115	186	69	225	(752)	(205)
UNSCHEDULED CARE BRONGLAIS	(47)	(76)	(288)	211	232	227	(52)	40	(163)	86
UNSCHEDULED CARE GLANGWILI	(184)	(140)	580	390	22	17	(5)	67	(14)	734
UNSCHEDULED CARE PRINCE PHILIP	(135)	(287)	(42)	766	38	4	836	(22)	(26)	1,131
UNSCHEDULED CARE WITHYBUSH	(178)	(88)	(242)	(609)	805	21	441	(15)	14	151
WOMEN & CHILDREN	(166)	(72)	(319)	934	(116)	27	501	74	19	881
DIRECTOR OF FINANCE	190	(87)	185	(267)	420	87	(126)	31	(546)	(111)
DIGITAL	(119)		(13)	0	1	(669)	0	439	324	(36)
FINANCE	54		(13)		1	(535)		161	366	34
PERFORMANCE	(188)			0		(134)	0	278	9	(35)
DIRECTOR OF NURSING, QUALITY AND PATIENT EXPERIENCE	15			0				(0)	(51)	(35)
DIRECTOR OF PRIMARY CARE, COMMUNITY AND LONG TERM CARE	13	(9)	6	230	13	(1)		102	82	436
CARMARTHENSHIRE COUNTY	(410)	(303)	2,304	(867)	(346)	(6,191)	1,042	(163)	1,039	(3,895)
CEREDIGION COUNTY	(54)	(133)	7	61	127	(267)	14	3	(69)	(311)
PEMBROKESHIRE COUNTY	42	15	(17)	(381)	(55)	175	(25)	(59)	46	(259)
MEDICINES MANAGEMENT	(120)	(2)	13	(547)	39	(108)	20	2	74	(631)
PRIMARY CARE	(41)	(309)		148	(112)	35	878	152	(291)	460
PRIMARY CARE MANAGEMENT	(273)	135	2,302	(405)	16	(6,025)	154	(274)	1,280	(3,091)
DIRECTOR OF PUBLIC HEALTH	36	(8)		258	(361)	0		13	(2)	(64)
DIRECTOR OF STRATEGY AND PLANNING	(389)	(5)	(214)	(652)	(109)	42	(221)	141	70	(1,336)
LTA'S WITH OTHER NHS PROVIDERS	(35)	27	60			636	0	4	(91)	601
STRATEGIC PLANNING	16					620	0	(4)		632
DIRECTOR OF THERAPIES AND HEALTH SCIENCE	(51)	27	60			15		9	(91)	(31)
DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT	157	(327)		(239)	106	55	(29)	210	(112)	(179)
EXECUTIVE MEDICAL DIRECTOR	(42)	(64)	(140)	(82)	14	60	(31)	(54)	(69)	(408)
HEALTH BOARD WIDE	144	246	427	40	0		0	(177)	(693)	(14)
CENTRAL CAPITAL	645			0	13	(258)	259	(352)	(36)	271
CENTRAL CONTRACTING								6	(40)	(34)
CENTRAL FINANCING						194		(10)		183
CENTRAL INCOME	(55)			0	13	53	259	(347)	(265)	(342)
CENTRAL RESERVES								269		269
PLANNED DEFICIT	700					(505)		(0)	(1)	194
UNIDENTIFIED SAVINGS GAP								64,000		64,000
Grand Total	(857)	(1,361)	3,247	(1,718)	1,073	(5,839)	3,196	67,356	(876)	64,220