

Performance & Finance Committee Primary Care Community & Therapies Service Group

27th January 2026



Health Board & Service Group Financial Summary



In-Month Revenue Position



Key Drivers



Savings Performance



Risks, Next Steps & Mitigating Actions



Appendices



BUDGET VARIANCE

	In Mth Plan £M	In Mth Perf £M	In Mth v Plan £M	YTD Plan £M	YTD Perf £M	YTD v Plan £M
Health Board	4.9	6.0	1.1	24.5	37.8	13.3
Service Group	-	-	0.3	-	2.0	2.0

PAY ACTUAL

Total Pay	Total 24/25 £M	Avg 24/25 £M	In Month £M	YTD £M
Admin & Clerical	11.4	0.9	1.0	9.0
Medical & Dental	12.7	1.1	1.1	9.5
Nursing & Midwifery Registered	30.4	2.5	2.7	24.1
Add Prof Scientific and Technical	2.4	0.2	0.2	2.0
Additional Clinical (Include Nursing Unqualified)	18.9	1.6	1.7	15.0
AHPs	35.4	2.9	3.2	28.8
Healthcare Scientists	1.6	0.1	0.1	1.3
Estates and Ancillary	0.0	0.0	0.0	0.0
TOTAL PAY	112.7	9.4	10.0	89.6

SAVINGS PERFORMANCE

	In Mth Target £M	In Mth Delivery £M	In Mth v Plan £M	YTD Target £M	YTD Delivery £M	YTD v Plan £M	Annual Target £M	Annual F'cast Delivery £M	Annual F'cast v Plan £M
Health Board	4.6	3.3	- 1.3	41.6	23.6	- 15.9	55.4	42.8	- 12.6
Service Group	1.1	0.9	0.2	9.7	4.3	5.5	13.0	6.8	- 6.2

NON PAY ACTUAL

Type Non Pay	Total 24/25 £M	Avg 24/25 £M	In Month £M	YTD £M
PRIMARY & SECONDARY CARE	191.1	15.9	20.2	144.8
CLINICAL SERVICE & SUPPLIES	7.9	0.7	0.5	5.4
GENERAL SUPPLIES & SERVICES	0.2	0.0	0.0	0.1
ESTABLISHMENT EXPENSES	2.3	0.2	0.1	1.2
PREMISES & FIXED PLANT	2.8	0.2	0.2	2.0
PURCHASE OF HEALTH CARE SERVICES	0.3	0.0	-	-
EXTERNAL CONTRACT STAFFING & CONSULTANCY	0.2	0.0	0.0	0.2
MISCELLANEOUS SERVICES	- 2.6	- 0.2	- 0.2	- 1.9
SERVICES FROM OTHER NHS BODIES	0.4	0.0	0.0	0.2
TOTAL	202.6	16.9	21.0	152.1



Financial Plan		SBU £M	PCCT SG £M	PCCT SG BUDGET £M
Opening Underlying Deficit Funding		92.5	9.8	Rollover Budget @ 24th March 2025 279.2
Growth / Inflation				+
National Cost Pressures - core	4.1	0.0		
Local Inflation Cost Pressures	16.2	3.3		Opening Underlying Funding 9.8
Local Growth Cost Pressures	13.5	1.0		+
Sub Total	33.7	4.3		Funding Growth/Inflation 4.3
Commissioning				+
Commissioner	6.8	0.0		
Provider	(3.8)	0.0		
SLA	0.1	0.0		
Sub Total	3.1	0.0		Savings Target (13.0)
WG Funding	(15.2)	0.0		=
Savings 2025/26	(55.4)	(13.0)		Opening Budget 25/26 280.3
FINANCIAL PLAN & BUDGETARY CHANGES	58.7	1.1		

2025/6 IN YEAR HEALTH BOARD POSITION & SERVICE GROUP ELEMENT



Part Plan	Detail	Original Plan for 2025/26 £'000	Actual Variance										
			Mth 1 £'000	Mth 2 £'000	Mth 3 £'000	Mth 4 £'000	Mth 5 £'000	Mth 6 £'000	Mth 7 £'000	Mth 8 £'000	Mth 9 £'000	YTD £'000	
Part 1: Plan													
Opening Plan	Z082 Opening Plan	58,660	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	43,995
	In Year Adjustments	0											0
	Revised Plan	58,660	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	43,995
Total Part 1		58,660	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	4,888	43,995
Part 2: Performance Delegated Budgets													
Service Groups	Mental Health & LD	0	1,244	1,334	1,559	1,445	1,209	718	1,020	1,392	1,325	11,246	
	Morrison	0	1,591	1,372	1,135	575	486	108	(161)	(532)	565	5,139	
	NPT & Singleton (inc PC Prescribing)	0	744	213	430	877	492	421	102	112	538	3,987	
	PC & Community	0	789	792	293	281	237	200	(102)	(208)	(314)	1,968	
	Sub Total	0	4,368	3,711	3,417	3,178	2,424	1,447	919	764	2,112	22,340	
Corporate Directorates	Board Secretary	0	(50)	8	(72)	32	(29)	(20)	(4)	17	35	(83)	
	Chief Operating Officer	0	173	(26)	61	157	151	127	(127)	(193)	(26)	297	
	Director of Strategy (Nicole)	0	(22)	(37)	(34)	34	(35)	(21)	(49)	(58)	(41)	(263)	
	Director of Strategy (LTA Contracting CS)	0	(79)	(83)	(63)	(49)	(191)	(82)	(53)	(160)	(6)	(766)	
	Director of Strategy (RIF)	0	0	0	0	0	0	0	0	0	0	0	
	Estates Only (Inc PFI)	0	(52)	(76)	(82)	(366)	(193)	280	(141)	(109)	(112)	(881)	
	Finance, Capital Planning, CF & R&S	0	(58)	(73)	(158)	(36)	(105)	(67)	(59)	(61)	(121)	(738)	
	Digital	0	(197)	(238)	(333)	(343)	(233)	(182)	(403)	(196)	(157)	(2,282)	
	Medical Director	0	(16)	(10)	(11)	(17)	(32)	(21)	(28)	(22)	(19)	(176)	
	Nurse Director	0	(31)	(72)	(58)	(202)	(101)	(99)	(90)	(92)	(72)	(817)	
	Workforce & OD	0	(106)	(24)	(95)	99	90	(87)	(65)	(24)	(59)	(271)	
	DICE	0	(38)	(32)	(37)	(34)	(31)	(30)	(31)	(29)	(33)	(295)	
	Director of Therapies	0	(15)	(16)	(27)	(19)	(18)	(18)	(31)	(25)	29	(140)	
	Public Health	0	(101)	(107)	(50)	(58)	(131)	(156)	(242)	(248)	(251)	(1,344)	
	Clinical Medical School	0	0	0	0	0	0	0	0	0	0	0	
Research & Development	0	0	0	0	0	0	0	0	0	0	0		
EMRTS	0	21	(31)	(63)	8	114	61	50	53	(13)	200		
Sub Total	0	(571)	(817)	(1,019)	(824)	(744)	(315)	(1,273)	(1,147)	(846)	(7,556)		
Total Part 2	0	3,797	2,894	2,398	2,354	1,680	1,132	(354)	(383)	1,266	14,784		
Part 3: Central Cost Centres (Z Codes exc Z030)													
Total Part 3		0	317	260	111	852	(105)	(257)	(304)	76	(1,869)	(719)	
Part 4 Reserves Unutilised Z030													
Z030 Recurrent 8008		0	0	0								0	
Z030 Non Recurrent 8004		0	0	0	(275)	(484)	(483)	(483)	(100)	(380)	(664)	(2,869)	
Total Part 4		0	0	0	(275)	(484)	(483)	(483)	(100)	(380)	(664)	(2,869)	
Total Performance Against RRL													
Deficit / (Surplus) Against RRL		58,660	9,003	8,042	7,123	7,611	5,980	5,280	4,128	4,201	3,826	55,194	

SERVICE GROUP POSITION BY MONTH & DIVISIONS



Period	In Month Budget £'000	In Month Actual £'000	In Month Variance £'000
Mth 01	23,514	24,303	789
Mth 02	23,807	24,597	791
Mth 03	23,741	24,034	293
Mth 04	25,002	25,283	281
Mth 05	25,688	25,924	237
Mth 06	24,664	24,864	200
Mth 07	25,245	25,143	(102)
Mth 08	25,353	25,145	(208)
Mth 09	29,895	29,581	(314)
Mth 10			
Mth 11			
Mth 12			
Total Y1	226,908	228,875	1,967

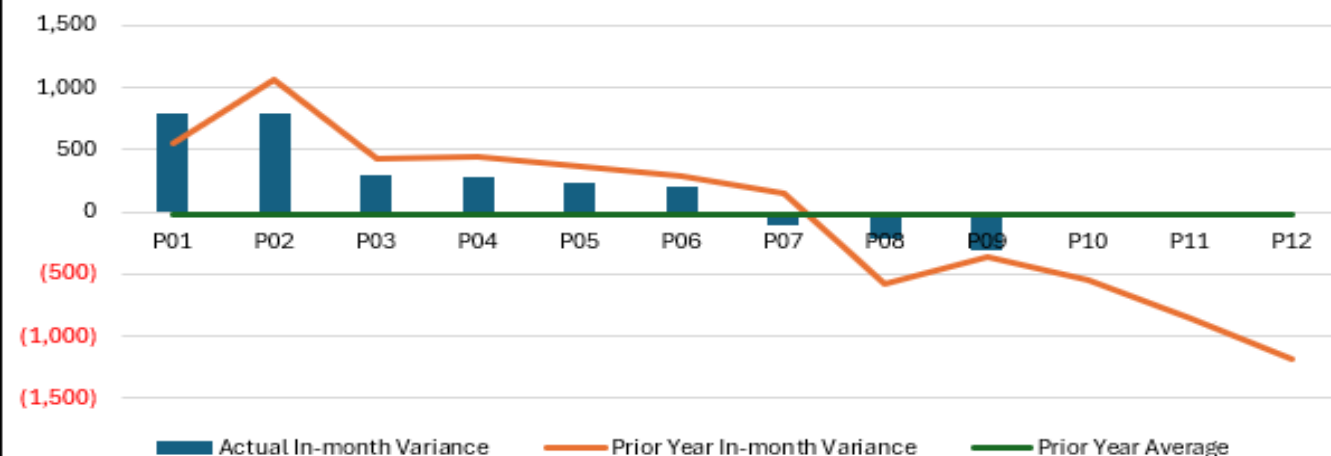
Sub Service Group Level	In Month Budget £'000	In Month Actual £'000	In Month Variance £'000
Service Group Management	(59)	82	141
Therapies & Health Sciences	3,932	3,847	(85)
Medical Director	301	258	(42)
Nurse Director	9,024	8,807	(217)
Primary Care Associate Director	16,458	16,332	(125)
Associate Director Operations	240	255	15
Total	29,895	29,581	(314)

Sub Service Group Level	YTD Budget £'000	YTD Actual £'000	YTD Variance £'000
Service Group Management	(4,228)	1,017	5,245
Therapies & Health Sciences	35,316	34,512	(805)
Medical Director	2,316	1,939	(377)
Nurse Director	81,423	80,303	(1,120)
Primary Care Associate Director	110,049	109,130	(919)
Associate Director Operations	2,030	1,974	(56)
Total	226,908	228,875	1,967

KEY MESSAGES

- Month 9 is underspent by £0.3m. Year to Date overspend is £2m.
- Key overspends in month 6:
 - Gorseion £64k in month, £703k YTD – although the overspend has reduced since the move to Singleton some pressures continue from staffing.
 - District Nursing £63k overspend in month, £572k overspend YTD – high sickness resulting in high variable pay spend (no sickness cover in establishment)
 - Ty Olwen £29k in month, £214k YTD – sickness cover
 - Pharmacy Contract £8k in month, £75k YTD – pressure from common ailments drugs – discussions with Medicines Management to discuss budget transfer are in progress. Forecast will be amended in M10 to reflect recent 25-26 contract changes and uplifts.
- These pressures are offset by underspends in:
 - CHC is £67k in month, £182k underspent YTD.
 - LAC £78k u/spend in month, £526k YTD – discussions with LAs have resolved all outstanding disputed cases. ULD funding reviewed in M5 and reduced by £0.5m against CIP. Will be reviewed again before month 10.
 - Vacancies - overall pay is £364k u/spent, £2.2m YTD, this is net of pressures highlighted above.
 - Unallocated Reserves - £479k YTD
 - CIP. £0.2m unachieved in month. £5.5m unachieved YTD.

Variance by Month £'000



YEAR-TO-DATE SERVICE GROUP POSITION BY DIVISION & TYPE EXPENDITURE/INCOME



In Month Variance by Area and Expenditure Type	£'000						Total
	Service Group Management	Therapies & Health Sciences	Medical Director	Nurse Director	Primary Care Associate Director	Associate Director Operations	
INCOME FROM ACTIVITIES	0	28	(40)	(56)	956	2	891
LOCAL HEALTH BOARDS	0	(2)	4	(9)	5	1	(0)
NHS TRUSTS - WELSH	0	(7)	(44)	(1)	4	0	(48)
ENGLISH FOUNDATION NHS TRUSTS	0	0	0	3	0	0	3
LOCAL AUTHORITIES	0	44	0	(9)	53	0	88
WELSH GOVERNMENT	0	(2)	0	0	0	0	(2)
PRIVATE PATIENTS	0	0	0	(0)	0	0	(0)
OTHER INCOME FROM ACTIVITIES	0	(5)	0	(39)	5	0	(40)
DENTAL INCOME	0	0	0	0	890	0	890
OTHER OPERATING INCOME	0	(18)	(3)	9	13	0	1
EDUCATION & TRAINING	0	(4)	(3)	9	(14)	0	(13)
CHARITABLE & OTHER CONTRIBUTIONS	0	(2)	0	0	0	0	(2)
NON-PATIENT CARE INCOME GENERATION	0	(11)	0	0	0	0	(11)
ACCOMMODATION AND CATERING	0	0	0	0	(0)	0	(0)
OTHER INCOME	0	(1)	0	0	27	0	27
NON PAY	4,899	(68)	(73)	(570)	(852)	(85)	3,251
PRIMARY & SECONDARY CARE	(92)	(5)	0	(748)	(696)	0	(1,542)
CLINICAL SERVICE & SUPPLIES	3	(45)	0	10	(146)	3	(176)
GENERAL SUPPLIES & SERVICES	0	(5)	0	15	11	(9)	12
ESTABLISHMENT EXPENSES	(2)	(18)	6	(1)	(26)	(11)	(51)
PREMISES & FIXED PLANT	0	(6)	0	108	(161)	(31)	(89)
PURCHASE OF HEALTH CARE SERVICES	0	0	(0)	0	16	0	16
EXTERNAL CONTRACT STAFFING & CONSULTANCY	0	4	0	12	4	0	20
MISCELLANEOUS SERVICES	4,991	8	0	21	136	1	5,156
SERVICES FROM OTHER NHS BODIES	0	(0)	(79)	13	10	(38)	(34)
PAY	345	(747)	(262)	(504)	(1,037)	28	(2,176)
ADMINISTRATIVE & CLERICAL	(11)	(137)	(1)	(206)	(186)	(64)	(606)
MEDICAL AND DENTAL	333	(18)	(254)	(121)	(366)	68	(378)
NURSING AND MIDWIFERY REGISTERED	0	(66)	0	(243)	(21)	0	(330)
ADD PROF SCIENTIFIC AND TECHNICAL	0	0	7	(73)	(185)	23	(228)
ADDITIONAL CLINICAL SERVICES	0	(498)	0	276	(252)	(1)	(475)
ALLIED HEALTH PROFESSIONALS	(2)	(1,099)	1	(388)	(45)	1	(1,532)
HEALTHCARE SCIENTISTS	0	0	0	0	0	0	1
ESTATES AND ANCILLIARY	0	(1)	0	0	10	1	10
PAY BUDGET ADJUSTMENTS	26	1,072	(15)	251	29	(0)	1,362
Total	5,245	(805)	(377)	(1,120)	(913)	(56)	1,967

Service Group Management - £5.2m Overspend

- Largely unachieved CIP plus provision for 25/26 GP OOH national IR35 settlement

Therapies & Health Sciences – £0.8m underspend

- Underspends reflect YTD vacancies. Pay underspends have reduced in Q3 by 25% due to start of streamliners.

Medical Director – £0.4m underspend

- Underspend is due to in vacancies in Medical staff in Palliative Care and changes to the WAST SLA.

Nurse Director –£1.1m underspend

- Non pay is largely CHC (£0.2m) and Looked After Children(LAC) (£0.5m) underspends. CHC is a slowly in the number of external CHC packages and LAC is the result of the resolved disputes with the local authorities. The budget for LAC will be reviewed.
- Pay underspend is net of the Gorseinon, District Nursing and Ty Olwen pressures. The main services underspending on pay as a result of vacancies are Children's Services and Community Resource Team.

Primary Care Budgets- (£0.9m) underspend

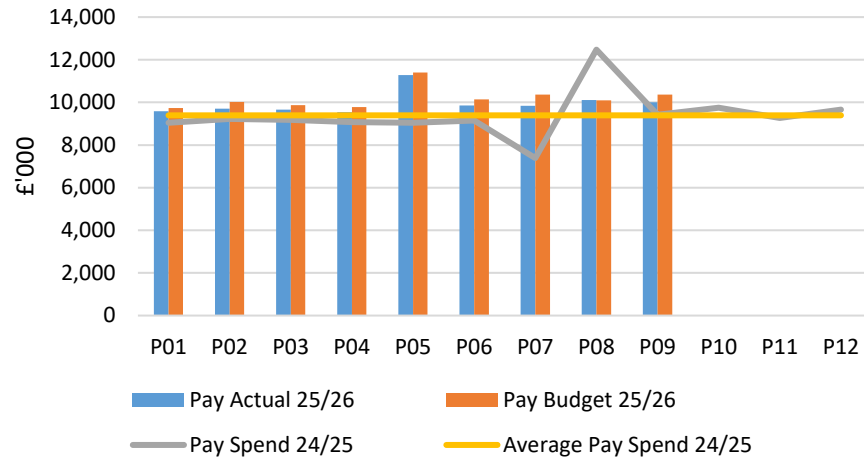
- The Dental Income pressure has been offset by 24/25 contract clawback in year and contract handbacks so is showing an overall £0.2m underspend to date.
- GMS and Optometry are currently break-even with the Pharmacy contract forecasting a £0.1m pressure at year end.
- Pay underspends reflect vacancies notably in GDS and Dental Training Unit / Community Dental Services, Clusters and community psychology posts.

Operations - £56k underspend

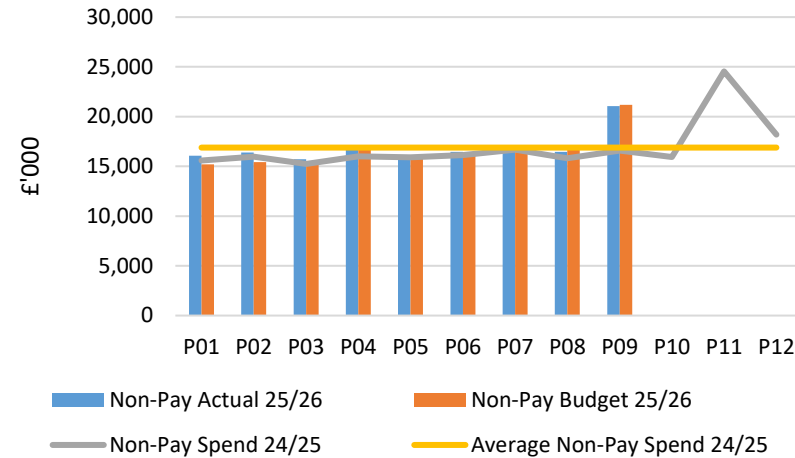
- Underspends reflect vacancies in operational team and palliative care admin team and switch from WAST SLA (non pay) to pay in GP OOH.



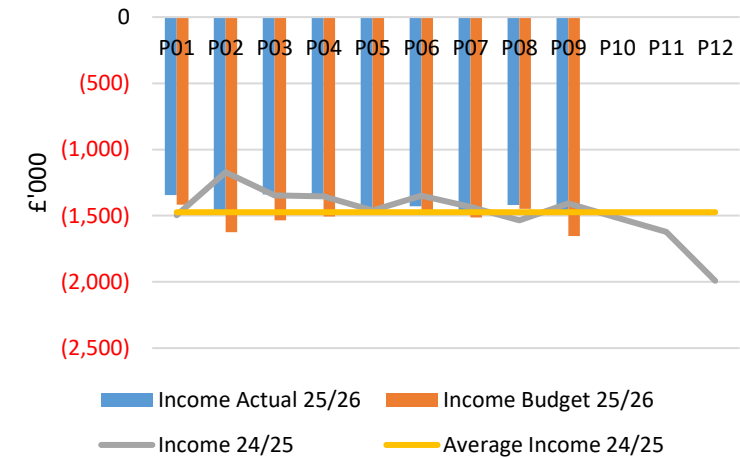
Pay



Non-Pay



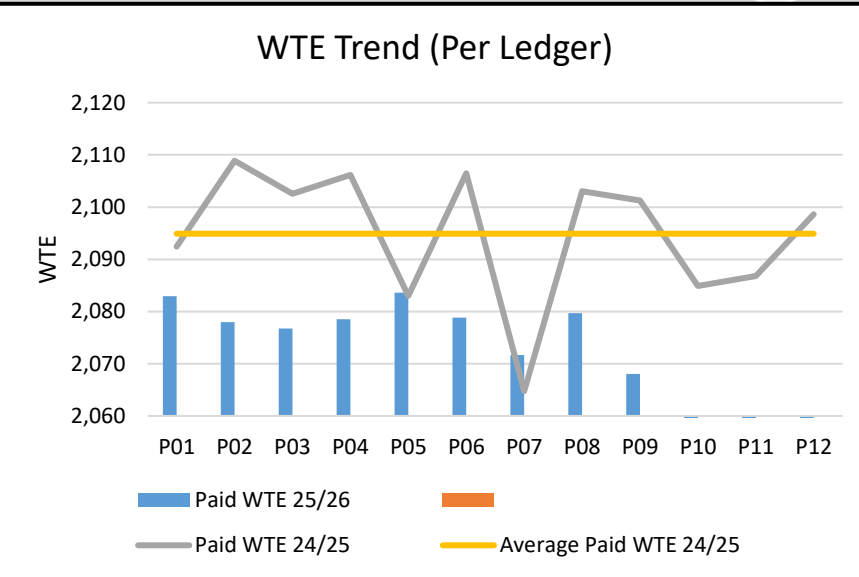
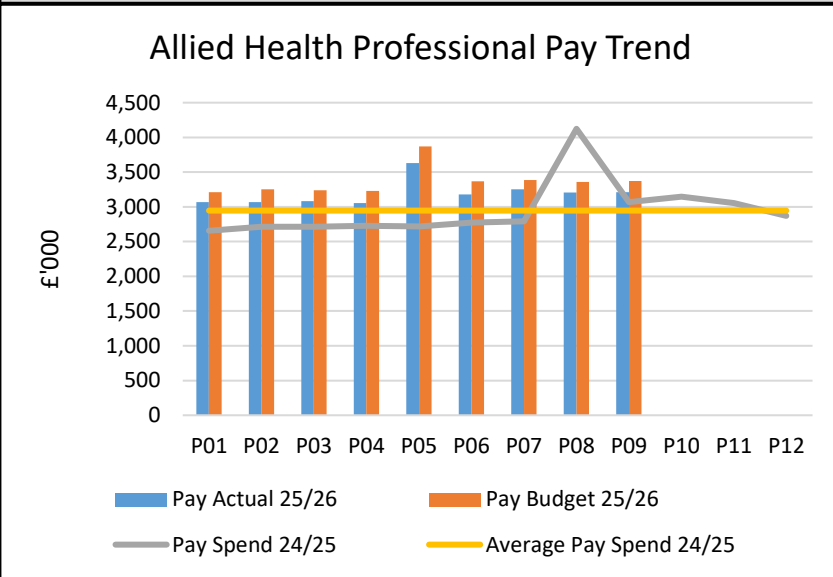
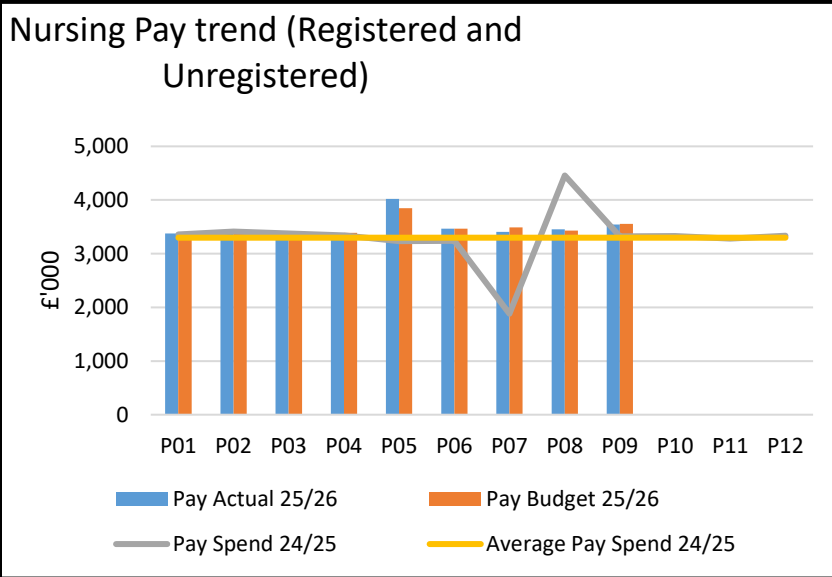
Income



Pay: Monthly expenditure is higher than the 24/25 average, largely driven by the 25/26 Pay award, with arrears paid in Month 5 and an increase in HB NI costs. Variable pay has now reduced below 24/25 levels in month and year to date. The Average WTE has reduced by 1% versus 24/25.

Non-Pay: Monthly expenditure has been tracking lower than the 24/25 average largely CHC / LAC related. The spike in month 9 relates to the uplifts of the GMS and Dental GDS contracts, earlier than in 24-25.

Income: Income is above largely in line with 24-25 with the notable shortfall being against dental patient charge revenue. Most income is linked to specific expenditure on posts and services therefore any changes in income will be offset by associated changes in expenditure. The budget increase in month 9 is a year to date catch up offset by pay budgets and therefore would not impact on the overall position.

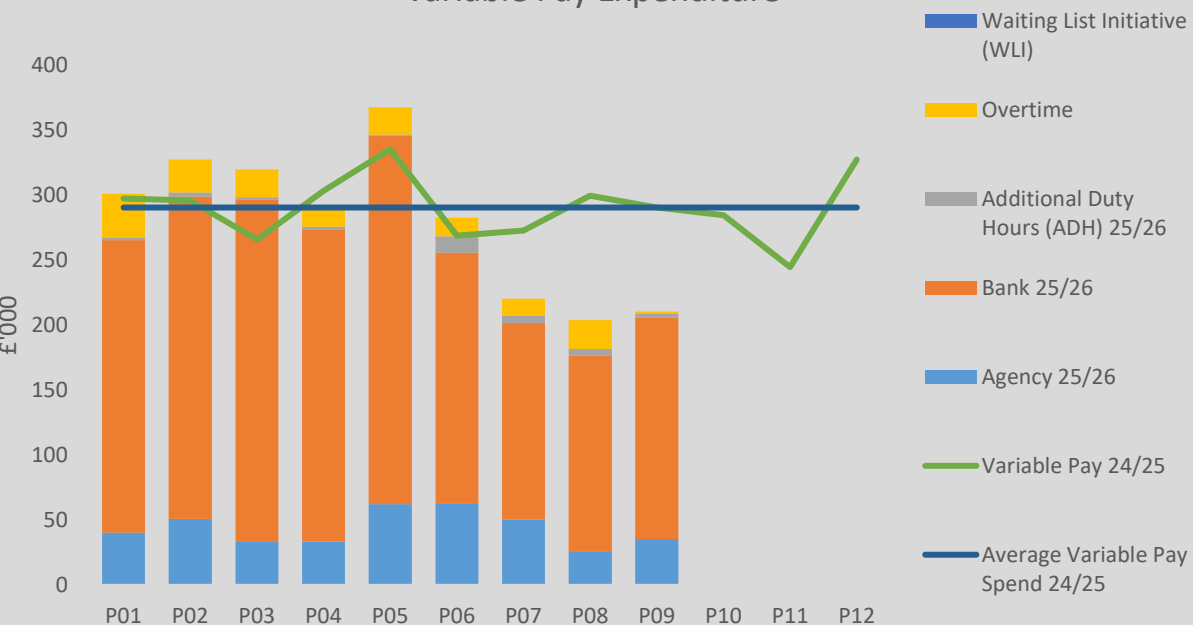


- Nursing pay is tracking slightly above budget year to date with HCSW Bank pressures offsetting vacancies in RN.
- AHP pay increased from Month 9 as a result of the graduate recruitment but remains below budget as a result of vacancies and internal recruitment / recruitment time.
- WTE is below the average for 24/25 but is reducing in line with workforce controls and variable pay reductions. The year to date average WTE is 2078 vs 2097 for the same period last year.

DRIVERS: VARIABLE PAY & PERFORMANCE AGAINST 30% REDUCTION (ACTUAL)



Variable Pay Expenditure



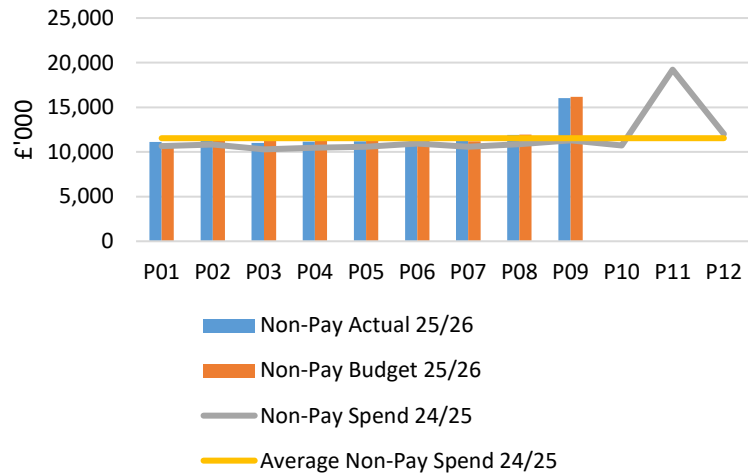
Variable Pay	Total 2024/25 £M	Avg 2024/25 £M	In Month £M	YTD £M
- ADMINISTRATIVE & CLERICAL	0.1	0.0	0.1	0.1
- NURSING AND MIDWIFERY REGISTERED	1.6	0.1	0.0	1.2
- ADD PROF SCIENTIFIC AND TECHNICAL	0.0	0.0	0.1	0.0
- ADDITIONAL CLINICAL SERVICES	1.3	0.1	0.0	1.0
- ALLIED HEALTH PROFESSIONALS	0.3	0.0	0.0	0.2
- HEALTHCARE SCIENTISTS	0.0	0.0	0.0	0.0
- ESTATES AND ANCILLIARY	0.0	0.0	0.0	0.0
TOTAL VARIABLE PAY	3.3	0.3	0.2	2.5

Agency Pay	Total 2024/25 £M	Avg 2024/25 £M	In Month £M	YTD £M
- ADMINISTRATIVE & CLERICAL	0.0	0.0	-	0.0
- MEDICAL AND DENTAL	0.1	0.0	-	0.0
- NURSING AND MIDWIFERY REGISTERED	0.5	0.0	0.0	0.2
- ADD PROF SCIENTIFIC AND TECHNICAL	0.0	0.0	0.0	0.0
- ADDITIONAL CLINICAL SERVICES	0.0	0.0	0.0	0.0
- ALLIED HEALTH PROFESSIONALS	0.2	0.0	0.0	0.1
TOTAL AGENCY PAY	0.9	0.1	0.04	0.4

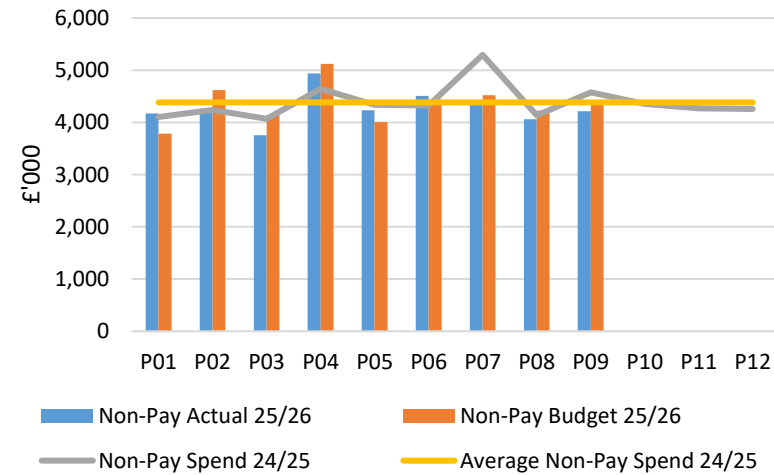
- The chart above show the month-on-month expenditure on variable pay.
- Spend has been tracking downwards since month 5. Q3 is close to 30% below the 24-25 average.
- Highest spending areas remain as Gorseinon / Ward 3 £66k and District Nursing £88k, representing two thirds of all the service group's variable pay.



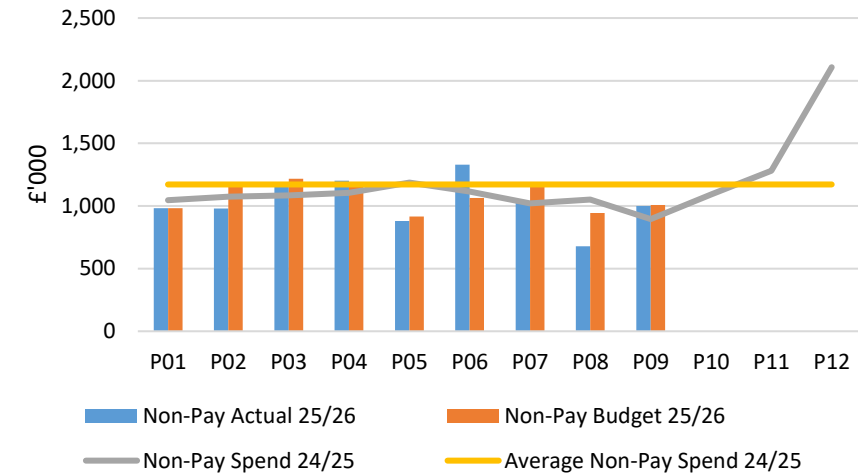
Primary and Secondary Care Non CHC



Primary and Secondary CHC



Other Non-pay



- Primary and Secondary Care Non CHC
 - The spike in month 9 relates to the funded uplifts of the GMS and Dental GDS contracts, earlier than in 24-25.
 - There is no significant variation vs 24/25 apart from the timing of the primary care contracts uplift and the full year cost pressure from the common ailments scheme drugs spend within Pharmacy contract.
- CHC
 - Spend is below 24/25 levels and there has been no significant growth for 25-26.
 - On-going reviews of patients and packages have resulted in more accurate activity data and reduced spend and there has been a financial benefit from the resolution of long running disputes over the split of costs for Looked After Children with LA partners.
- Other Non-pay
 - Spend is generally tracking below 24/25 levels. The month 6 spike was the provision for the GP OOH negotiations against legal fees but this was since changed to pay costs.



KEY METRICS

2025/26 Savings Target 12,983

YTD Target 9,738

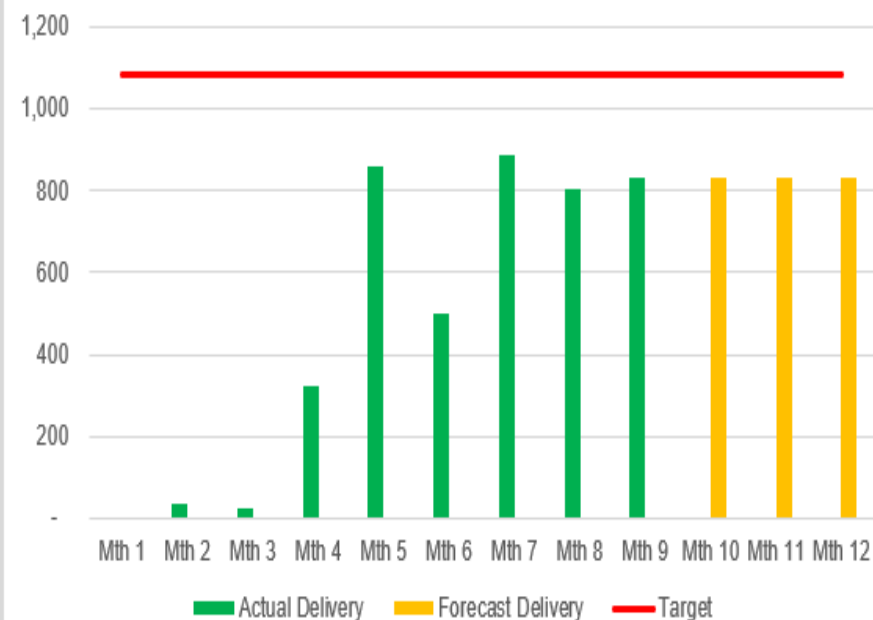
YTD Plan (Green & Amber Only) 3,874

YTD Delivery 4,269

Forecast Delivery to 31st March 2026 6,759

Shortfall to Target 6,224

PROFILE DELIVERY 2025/26



Actions / Next Steps

- YTD Delivery is £5.4m short of target.
- All Amber Schemes reviewed and allocated to Amber/Green schedule or moved to pipeline schemes
- All Red Schemes reviewed and moved to Amber/Green schedules, pipeline schedule or removed
- Although variable pay has reduced it has not been transacted as a CIP as it is in excess of budget
- Non-recurrent accountancy gains continue to be monitored regularly
- Divisions expected to deliver plan updates at regular Financial Recovery Meetings and to identify further opportunities



25/26

Opportunities

- Delay to dental contract hand back recommissioning until 26/27 will improve GDS position
- Awaiting decision from Regional Partnership Board on funding of Frailty enhanced service. A positive response on this will improve the 25/26 position.
- CHC Growth reserves
- Possible 25/26 benefit from recent GMS settlement

Risks

- Possible 25/26 pressure from recent Pharmacy contract changes
- Outcome of national GP OOH negotiations remain uncertain
- Impact of an increased flu vaccine uptake vs 2024/25 will create a cost pressure.



- Continue to improve the financial position to work towards a break-even position.
- Implement the recommendations of the Community services review.
- Continue with variable pay controls and sustain 50% reduction seen in Q3.
- Focus on the delivery of the actions as set out at the special Board meeting in December.
- Continue with 26-27 planning and assess impact of 5% workforce reduction, taking into account areas with significant risks.
- Identify recurrent CIPs.

Appendices

SAVINGS SCHEMES IN PLACE



Level 4 Area	CIP Number	Scheme Name (100 character Limit)	Scheme Lead / Owner	Recurrent / Non Recurrent	Planned Delivery This Year £'000	Forecast Delivery Next Year £'000	Forecast Delivery This Year £'000	Actual Financial Start Date	Date Scheme Expected to go Green	Scheme RAG rating
Director of Nursing	PCT-6	CHC Immediate Action	Sian Passey	NR	1,414.00		1,414.00	31/07/2025	31/07/2025	Green
Director of Nursing	PCT-8	LAC Baseline Review	Sian Passey	R	500.00	500.00	500.00	30/08/2025	30/08/2025	Green
Director of Nursing	PCT-20	LAC Resolved Disputes	Sian Passey	NR	191.93		191.93	31/05/2025	31/05/2025	Green
Director of Nursing	PCT-21	LAC Resolved Disputes	Sian Passey	NR	464.00		1,677.00	31/07/2025	31/07/2025	Green
Director of Nursing	PCT-24	Procurement - continence contract	Sian Passey	R	36.00	43.00	86.00	31/07/2025	31/07/2025	Green
Director of Nursing	PCT-27	CHC Baseline Review	Sian Passey	R	500.00	500.00	500.00	31/08/2025	31/08/2025	Green
Director of Operations	PCT-1	GP OOH review including	Emily Warren	R	50.00	50.00	50.00	30/05/2025	30/05/2025	Green
Director of Operations	PCT-42	Held Operations Band	Emily Warren	NR	41.30		41.30	01/09/2025		Green
Director of Primary Care Services	PCT-11	Primary Care Estates U	Sharon Miller	R	30.00	33.70	31.50	31/05/2025	31/05/2025	Green
Director of Primary Care Services	PCT-19	Release PA vacancy Band 4	Sharon Miller	R	33.00	33.00	33.00	30/05/2025	20/05/2025	Green
Director of Primary Care Services	PCT-26	Primary Care Forensic Review	Sharon Miller	NR	115.00	-	115.00	11/08/2025	11/08/2025	Green
Director of Primary Care Services	PCT-28	Primary Care Balance Sheet	Sharon Miller	NR	896.00		1,491.00	31/08/2025	31/08/2025	Green
Director of Primary Care Services	PCT-41	Part C3: Procurement - Contract Reviews & Non-Clinical Non-Pay	Sharon Miller	R	3.33	3.33	3.33	01/11/2026	01/11/2026	Green
Director of Therapies & Health Sciences	PCT-9	Review Therapies	Helen Annandale	R	43.80	43.80	43.80	31/07/2025	31/07/2025	Green
Director of Therapies & Health Sciences	PCT-23	Review Therapies	Helen Annandale	NR	157.00		227.00	31/07/2025	31/07/2025	Green
Group Management/Other	PCT-14	Further Forensic Review	Craige Wilson	R	16.67	16.70	16.70	30/09/2025	30/09/2025	Green
Group Management/Other	PCT-25	Forensic Review	Craige Wilson	NR	67.00		67.00	31/07/2025	31/07/2025	Green
Group Management/Other	PCT-29	PCT Balance Sheet	Craige Wilson	NR	137.00		249.00	31/08/2025	31/08/2025	Green
Medical Director	PCT-22	PCT Medical Director Forensic review	Ceri Todd	R	21.70	21.70	21.70	31/07/2025	31/07/2025	Green
					4,718	1,245	6,759			

SAVINGS SCHEMES IN PIPELINE



Level 4 Area	CIP Number	Scheme Name (100 character Limit)	Scheme Lead / Owner	Recurrent / Non Recurrent	Planned Delivery This Year £'000	Planned Delivery Next Year £'0002	Forecast Delivery This Year £'000	Actual Financial Start Date	Date Scheme Expected to go Green	Scheme RAG rating
Director of Nursing	PCT-7	CHC Medium Terms Actions Pool Arrangements. FY2627	Sian Passey	R	-		-			Pipeline
Director of Nursing	PCT-18	Community Services Review -	Sian Passey		-		-			Pipeline
Director of Primary Care Services	PCT-16	Scope transfer of Orthodontics to PCT SG - shift left. FY2627	Karl Bishop		-		-			Pipeline
Director of Primary Care Services	PCT-17	Shift Left from Sec Car	Sharon Miller		-		-			Pipeline
Director of Therapies & Health Sciences	PCT-10	Back Office review	Helen Annandale	R	109.00		-	30/09/2025	30/09/2025	Pipeline
Director of Therapies & Health Sciences	PCT-15	Income Generation (private therapies; income associate with private patients; independent hospital pathways)	Helen Annandale		-		-			Pipeline
Group Management/Other	PCT-30	Part D1: Exec Variable Pay Review - Nursing	Craige Wilson	NR	590.23			01/10/2025		Pipeline D1, D2 or D3
Group Management/Other	PCT-31	Part D1: Exec Variable Pay Review - Medical	Craige Wilson	NR	36.52			01/10/2025		Pipeline D1, D2 or D3
Group Management/Other	PCT-32	Part D1: Exec Variable Pay Review - A&C / Estates	Craige Wilson	NR	40.88			01/10/2025		Pipeline D1, D2 or D3
Group Management/Other	PCT-33	Part D3: Non-Pay Bans	Craige Wilson	NR	220.96			01/10/2025		Pipeline D1, D2 or D3
Group Management/Other	PCT-34	Part C3: Workforce (Overarching) - Control A&C	Craige Wilson	R	43.17			01/10/2025		Pipeline C3
Group Management/Other	PCT-35	Part C3: Workforce (Overarching) - Spans of Control	Craige Wilson	R	29.86			01/01/2026		Pipeline C3
Group Management/Other	PCT-36	Part C3: Workforce (Nursing) - Controls RN	Craige Wilson	R	151.52			01/10/2025		Pipeline C3
Group Management/Other	PCT-37	Part C3: Workforce (Nursing) - Controls HCSW	Craige Wilson	R	42.54			01/10/2025		Pipeline C3
Group Management/Other	PCT-38	Part C3: Workforce (Medical) - Medical Controls	Craige Wilson	R	0.68			01/10/2025		Pipeline C3
Group Management/Other	PCT-39	Part C3: Workforce (Medical) - Medical Job Planning	Craige Wilson	R	3.63			01/03/2026		Pipeline C3
Group Management/Other	PCT-40	Part C3: CHC and Complex Care - Right-Sizing & Reviews	Craige Wilson	R	100.00			01/02/2026		Pipeline C3
Group Management/Other	PCT-41	Part C3: Procurement - Contract Reviews & Non-Clinical Non-Pay	Craige Wilson	R	50.59			01/11/2026	01/11/2026	Amber
					1.420		-			