

Performance & Finance Committee

Month 2 May 2026

Primary Care & Community Service Group

Date 23rd June 2026

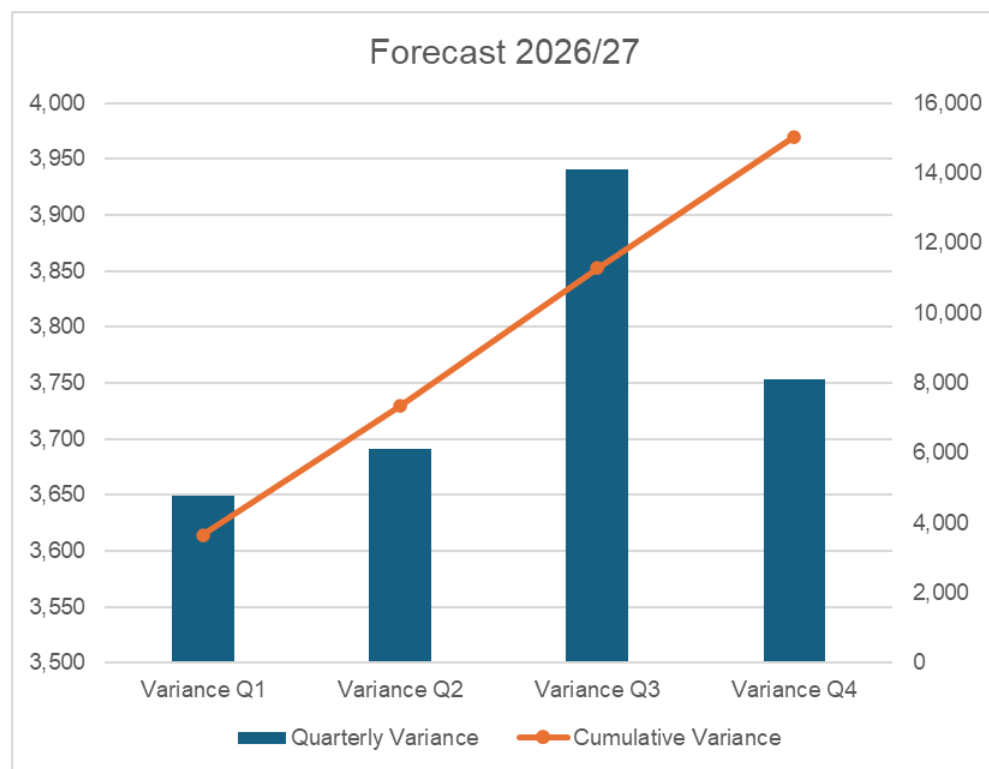
Part A: Priority Areas & Key Actions

SUMMARY ACTIONS

PRIORITY AREAS FOCUS	<ul style="list-style-type: none">• Progression of PIDs for Amber schemes• Development of PIDs for other recovery actions• Clarity on PCT components of Nursing, Procurement and Medical schemes
5 TOP ACTIONS FOR NEXT 4 WEEKS	<ul style="list-style-type: none">• Resolve “Tupe” issues with Pregnancy Advisory Service being repatriated to CTM• Agree timing of Gorseinon / Ward 3 decision• Progressing Ambers schemes to green• Progressing recovery actions to amber schemes on tracker and producing further PIDs to mitigate shortfall• Ensure remaining accountability letters are signed off• Decision re: Frailty GMS Directed Supplementary Service
5 TOP ACTIONS LAST 4 WEEKS & UPDATE ON OUTCOME	<ul style="list-style-type: none">• Identification of further savings schemes – an additional £780k Amber on tracker and £50k green• Identification of further recovery actions towards break-even plan £7.3m• Board agreement on CHC / FNC uplifts• Request in number of Therapy streamliners to be recruited reduced from 51 to 16 – agreed• 88% of budget holders attended training – remainder on track

Part B: Look Forward

FORECAST



Areas	YTD	Variance	Variance	Variance	Variance	Forecast
	Variance @ Mth 2	Q1	Q2	Q3	Q4	31 March 2027
	£'000	£'000	£'000	£'000	£'000	£'000
Dental Income	183	273	271	270	270	1,084
Income Other	(20)	(60)	(161)	(169)	(178)	(568)
Total Income	163	213	110	101	92	516
Substantive Pay	(856)	(1,191)	(783)	(525)	(585)	(3,084)
Variable Pay	427	645	653	653	653	2,604
Total Pay	(429)	(546)	(130)	128	68	(480)
CHC & FNC	347	517	525	524	512	2,078
Miscellaneous	1,048	1,513	1,396	1,396	1,396	5,701
Other	31	17	(144)	(143)	(252)	(522)
Total Non Pay	1,426	2,047	1,777	1,777	1,656	7,257
Savings	1,290	1,935	1,935	1,935	1,934	7,739
TOTAL	2,450	3,649	3,692	3,941	3,750	15,032

Key Assumptions:

- Forecast is before identified recovery actions of £8.6m, netting to £6.5m overspend
- Excludes the impact of the 2026/27 Medical & Dental Pay Award and the amendment to the A4C Band 3 payscale.
- Impact of increased travel has been included based on M2 year to date - £200k for the year additional costs backdated to Apr 26
- Known external recruitment has been included, notably 3 Palliative Care doctors, 1 Cluster Psychologist 1 Restorative Dental consultant and 2 other dentists plus dental nurses and 16 Therapy graduates. All other recruitment expects to net to zero except reductions related to CIPs / recovery actions
- 2026/27 Prevention and Early Years and CHC inflation reserve is forecast to be fully spent
- NICE drugs budget is assumed to continue at M2 levels in line with spend
- Cluster funding is forecast to be fully spent
- Primary Care Contracts are forecast at break-even with the exception of Pharmacy which is £270k overspent in line with 25/26 out-turn

Part C: Look Back

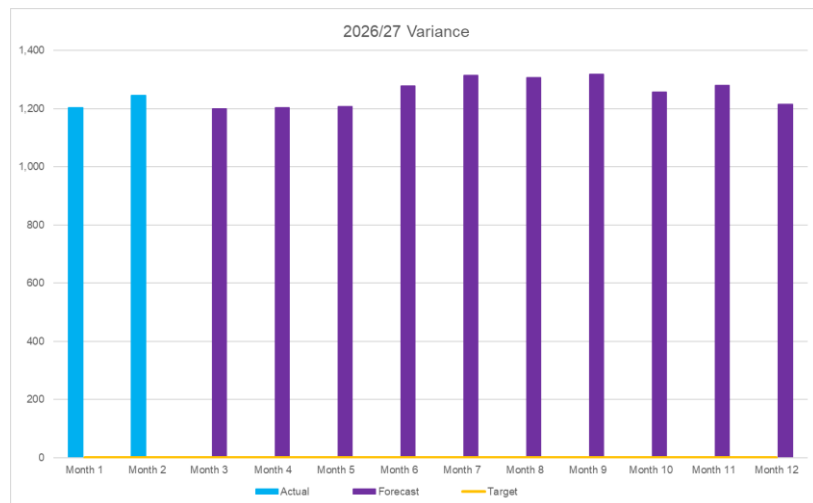
2026/27 HEALTH BOARD POSITION BY SERVICE AREA

OPENING BUDGETARY POSITION

	Health Board	Service Area
	2026/27 Plan	2026/27 Opening Budget *
	£'m	£'m
Opening Budget / Deficit	108.4	301.5
Local & National Growth/Inflation	40.5	4.7
Commissioning & Provider	5.2	
WG 1.11% Uplift 2026/27	(12.5)	
Savings Target	(65.0)	(7.8)
TOTAL	76.6	298.4

* Includes Cost centres transferred into PCT in Month 1

ACTUAL & FORECAST VARIANCE TREND



IN YEAR PERFORMANCE

Detail	Variance		Budget Performance	
	Current Month £'000	YTD £'000	YTD Budget £'000	Variance %
Performance Delegated Budgets				
Mental Health & LD	1,564	2,685	25,998	10%
Morrison	3,949	8,309	57,400	14%
NPT & Singleton (inc PC Prescribing)	1,806	4,122	61,018	7%
PC & Community	1,246	2,450	50,426	5%
Sub Total	8,565	17,566	194,842	
Chief Operating Officer	(77)	7	7,040	0%
Estates Only (Inc PFI)	(362)	(614)	8,823	(7%)
Corporate Directorates	324	582	49,895	1%
Corporate Sub Total	(115)	(25)	65,757	
Total	8,450	17,541	260,600	
Central Z Cost Centres				
R&I Areas	(817)	(1,481)		
OFT Areas	277	569		
LTA Provider	(174)	(299)		
Capital	(79)	(157)		
Z Codes Grand Total	(793)	(1,368)		
Deficit /(Surplus) Against RRL	7,657	16,173		

Variance	HB £'000	Service Area £'000
Non Delivery Saving	7,916	1,290
Plan/Operation Pressures	8,256	1,160
Total Variance	16,173	2,450

SUMMARY: INCOME, PAY, NON-PAY

Key Point:

Income - £163k ytd:

- Shortfall on Dental PCR income - £183k continues to be the key area of under achievement of income.
- This is being off by monthly variation across other budgets

Pay - £429k under ytd

Vacancies across all staff groups are contributing to the underspend in Pay. However there remains key areas of overspend:

- District Nursing - £138k
- Gorseinon- £73
- Palliative Care Nursing – £67k

Holding £134k costs pressure p.a. lost SPCC funding

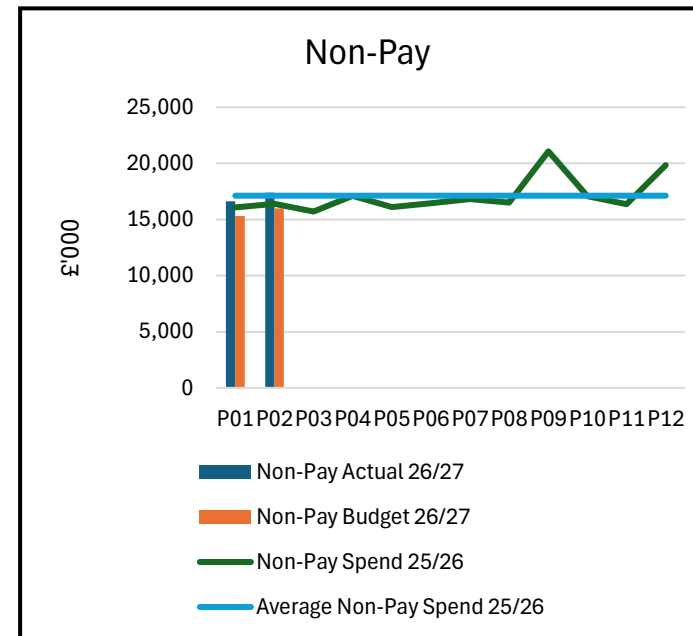
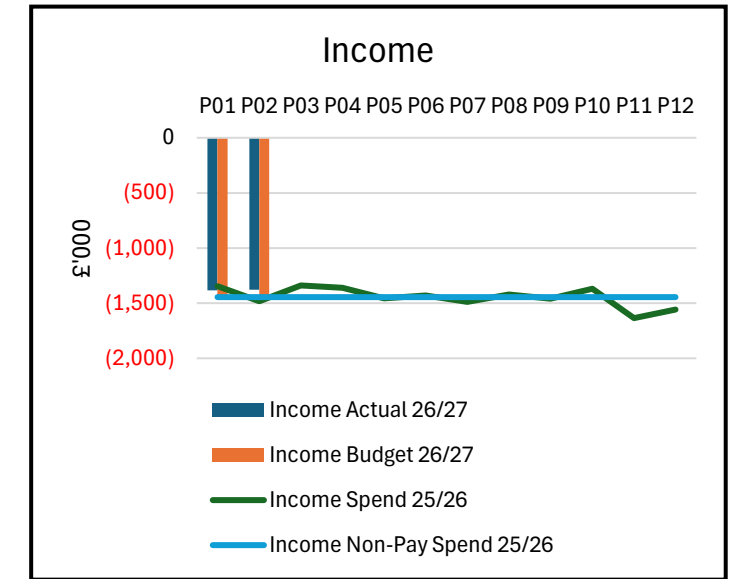
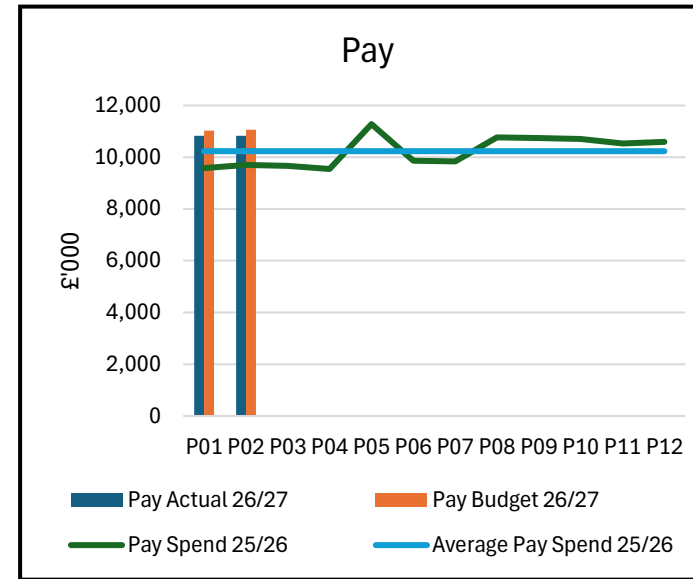
Non-Pay - £2,715k

Overspend here includes the unachieved CIP:

- 2026-27 CIP -£1,290k
- 2025-26 CIP - £979k

There are also several key areas contributing to the overspend on non-pay:

- CHC - £359k
- LAC - £150k
- Joint Equipment Store - £46k (contract value increases in year)
- District Nursing - £66k
- Pharmacy Contract - £41k (Common Ailments Drugs)

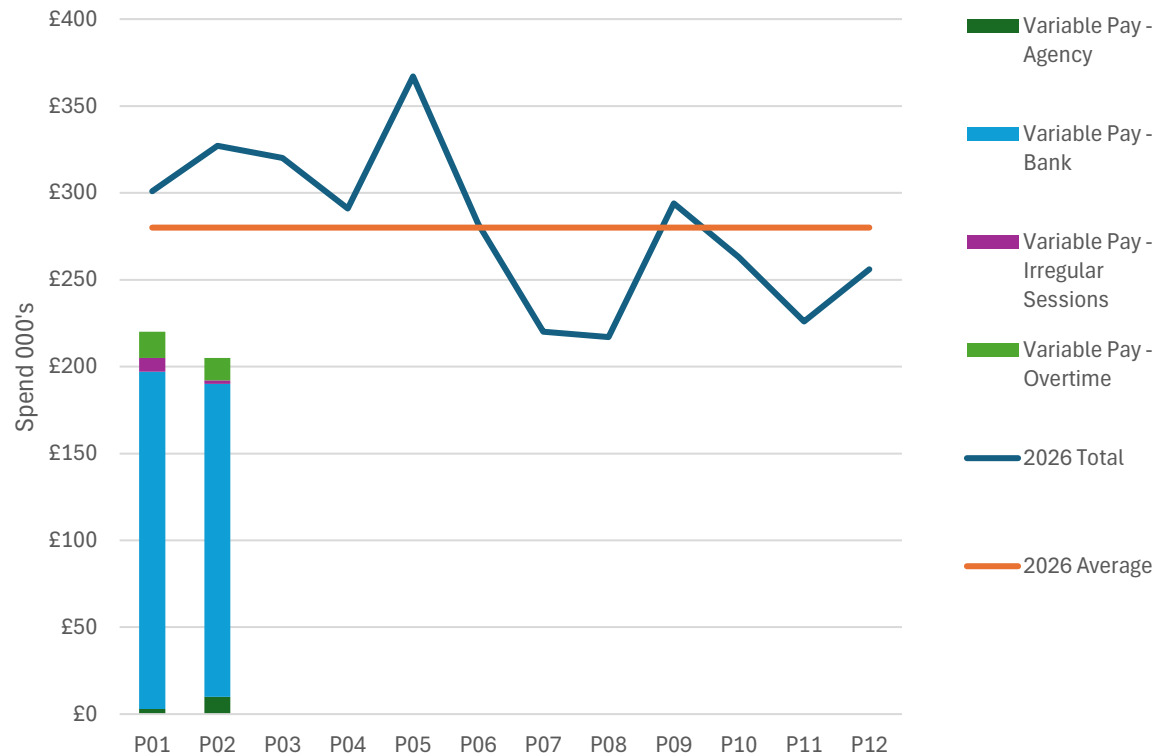


YTD Position	Budget £'000	Actual £'000	YTD £'000
Income	(2,958)	(2,794)	163
Pay	22,091	21,662	(429)
Non Pay	31,292	34,007	2,715
Total	50,426	52,875	2,450

PAY SUMMARY

Actual Pay	Month 1 £'000	Month 2 £'000	Month 3 £'000	Month 4 £'000	Month 5 £'000	Month 6 £'000	Month 7 £'000	Month 8 £'000	Month 9 £'000	Month 10 £'000	Month 11 £'000	Month 12 £'000	Total £'000	Trend
Substantive	10,610	10,626											21,236	
Variable	221	206											427	
Total	10,831	10,831	0	0	0	0	0	0	0	0	0	0	21,662	0
WTE (Substantive)	2,142	2,137												

Variable pay expenditure



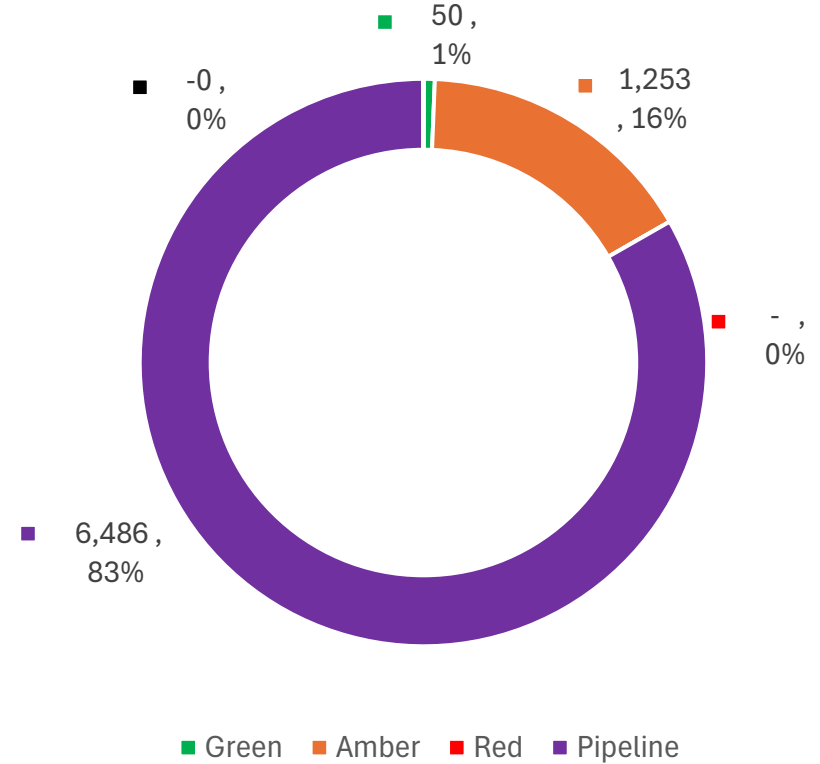
- Key Points
- There was a small decrease in expenditure on variable pay in P02 (£206k) compared to P01 (£221k)
- Reduction in expenditure was against HCSW bank with spend on other staff groups at similar levels to P01.
- This was the lowest in month spend position on variable pay since reduction targets have been introduced.
- Compared to the same period in 2025-26 the total spend at P02 has reduced from £659k in 2025-26 compared to £427k in 2026-27 (35% reduction).
- This has resulted in an improvement in the operational position.

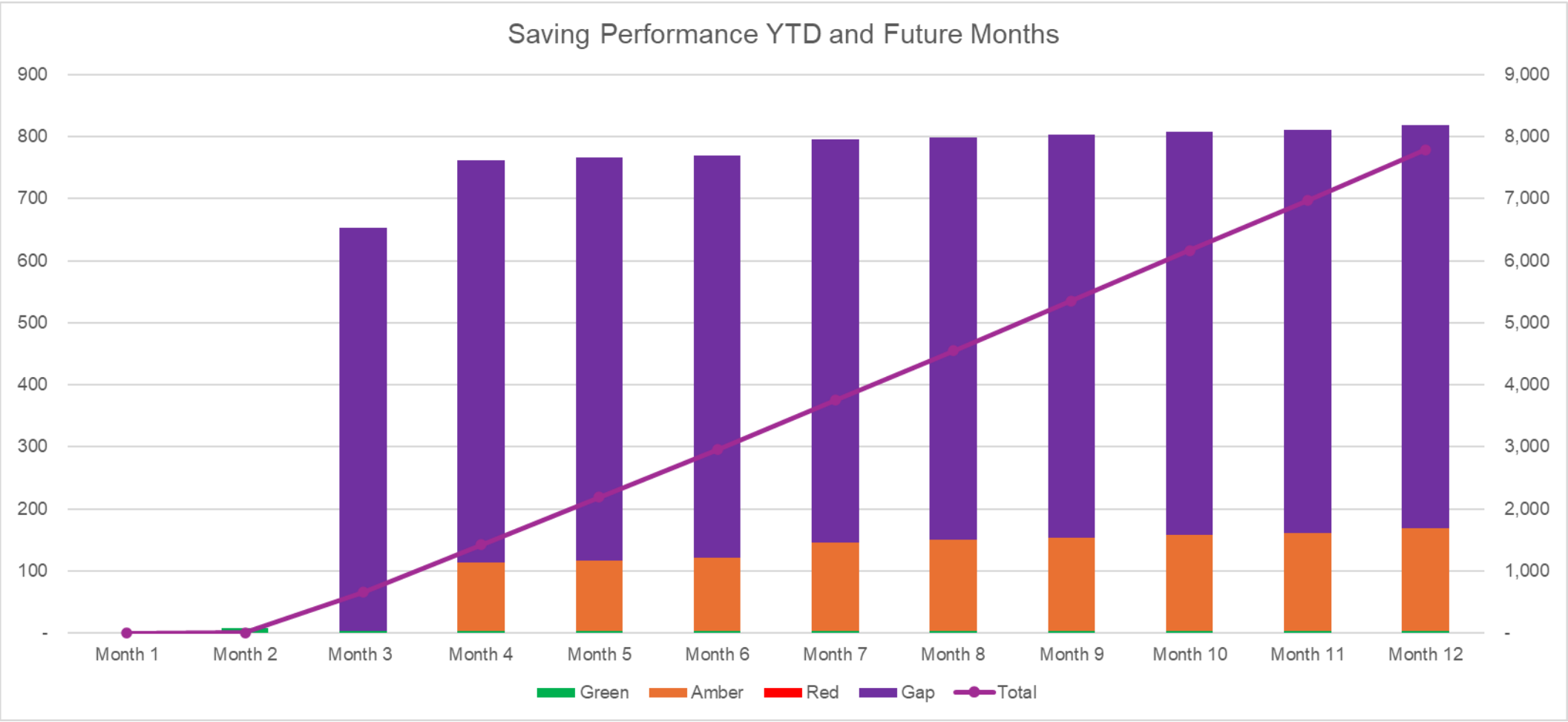
SAVINGS

Savings	Savings Target £	Forecast Delivery £	Recurrent Forecast £	Gap In Year £	Gap Recurrent £
	7,789	1,303	955	(6,486)	(6,834)

Thematic Programme	Annual Target	In Year Forecast		Recurrent	
		In Year Forecast	Gap	In Year Forecast	Gap
	£'000	£'000	£'000	£'000	£'000
CHC	473	473	0	473	0
Med Mangt	81	0	(81)	0	(81)
Local Efficiencies & Productivity	1,376	600	(776)	0	(1,376)
Planned Care	3,803	0	(3,803)	0	(3,803)
Procurement/Spend Controls	242	50	(192)	50	(192)
Workforce A&C	694	180	(514)	432	(262)
Workforce Medical	283	0	(283)	0	(283)
Workforce Nursing	837	0	(837)	0	(837)
TOTAL	7,789	1,303	(6,486)	955	(6,834)

Forecast Delivery Against 2026/27 Target





IDENTIFICATION OPPORTUNITIES & RISK

Further Opportunities	Opportunity	RAG Rating (Low / Medium / High)	Potential Financial impact £'000	Actions required to progress	Further Notes / Comments
	Community element of DoN Workforce Scheme / variable pay reduction	Med	TBC	DoN workforce CIP working group	
	CHC uplifts lower than available funding	Med	1,500.0	Negotiations with providers	
	Dental contract recovery higher than forecast & Dental Patient Charge revenue improves	Med	400.0	Recoveries will be resolved by Aug when 25-26 calculations are finalised. Rates set by WG and have been increased	
	Outcome of national GP OOH negotiations remains uncertain	Low	TBC	Chase national negotiations	
	Reconfiguration of Clusters	Low	TBC	Likely to be 27/28	
Risks (Top 5)	Risk	RAG Rating (Low / Medium / High)	Potential Financial impact £'000	Mitigating Actions	
	Primary Contract demand is increasing and funding ring-fenced	High	435.0	Limit new DSSs such as Frailty. Pharmacy options limited	
	Healthboard target to increase vaccination rates will increase costs	Med	TBC	Further analysis required	
	Impact on Community, Community Equipment Store & CHC costs of bed closures and other cross system CIPs	Med		Net off against any bed savings	
	Outcome of national GP OOH negotiations remains uncertain	Med	170.0	Limit rates agreed with national negotiators	
	5% CHC Growth.	Med	2,600.0		
Recovery Actions not on Tracker	Recovery Action	Status of Plan (RAG Rating)	Potential Financial impact £'000	Delivery Lead	
	(Enter Actions as positive figures)		7,330.0		
	Review of balance sheet opportunities	Amber	6,200.0	Sally Killian	
	UPCC / Contact First / GP OOH	Amber	350.0	Emily Warren	
	GMS - 0.5% Frailty Scheme	Amber	400.0	Sharon Miller	
	Therapy Savings Schemes	Red	200.0	Helen Annandale	
	Primary Care Schemes	Red	180.0	Sharon Miller	

Part D: Budget Holder Performance

ACCOUNTABILITY LETTERS: VARIANCE BY BUDGET HOLDER

Level 4	Level 4 - Budget Holder	Level 5	Budget holder	YTD P02 £'000
Medical Management	CW	U40X-Medical Management Total	CW	-52
		Medical Management Total		-52
Nursing	ED	U21X-Specialist Services Total	PH	102
		U22X-LTC & CYP Total	KG	518
		U23X-Core and Enhanced Community Care Total	CD	260
		U24X-Nursing Management Total	ED	47
Nursing total				928
Primary Care	SM	U51X-Primary Care Contracts & Support Total	SP	-145
		U52X-Cluster Development & Planning Total	AG	4
		U53X-Primary Care Management Total	SM	-46
Primary care total				-186
Therapies & Health Sciences	HA	U11X-Audiology Total	ST	6
		U12X-Podiatry, Orthotics, MCAS & Chronic Pain Total	SB	-41
		U13X-Speech & Language Therapies Total	AM	-46
		U14X-Therapies & Health Sciences Management Total	HA	24
		V51X-Physiotherapy Total	RK	28
		V52X-OT Total	SG	-72
		V54X-Dietetics Total	SQ	-71
Therapies total				-172
Service Group Management	CW	U31X-In Year Funding Total	CW	294
		U32X-Service Group Triumverate Total	CW	1,266
Service Group Management total				1,560
Operations	EW	U61X-Operations Management Total	EW	-14
		U62X-Out of Hours Service Total	EW	387
Operations Total				373
Total	CW			2,450

ACCOUNTABILITY LETTERS: REPLIES

Job Title	Name	Letter Issued	Initial Response Received	Annex Signed off & Date
Deputy Chief Operating Officer	Craigie Wilson	21-May-26	Y	Signed (submitted) 3/6/26
Interim Head of Nursing, Primary Community and Therapies Service Group	Catherine Davies	21-May-26		
Associate Director of Operations	Emily Warren	21-May-26	Y	Signed (submitted) 4/6/26
Clinical Director Allied Health Professions & Audiology	Helen Annandale	21-May-26	Y	
Head of Nursing	Karen Gronert	21-May-26		
Head of Audiology Services	Sarah Theobald	21-May-26	Y	Signed (submitted) 4/6/26
Head of Podiatry, Orthotics, Persistent Pain & ALAS Prosthetists	Sally Bloomfield	21-May-26	Y	
Head of Occupational Therapy	Sarah Gigg	21-May-26	Y	
Head of Primary Care	Sam Page	21-May-26	Y	
Associate Service Group Director	Sharon Miller	21-May-26	Y	
PCTSG Nurse Director (Interim)	Emily Davies	21-May-26	Y	Signed (submitted) 4/6/26
Head of Nutrition and Dietetics	Sioned Quirke	21-May-26	Y	
Head of Cluster Development & Planning	Andrew Griffiths	21-May-26	Y	
Head of Physiotherapy	Rebecca Kennedy	21-May-26	Y	Signed (submitted) 10/6/26
Head of Speech & Language Therapy	Ann Milligan	21-May-26	Y	
Head of Nursing PCT Services Group	Paula Heycock	21-May-26		

ACCOUNTABILITY LETTERS: TRAINING RECORD

Job Title	Name	Directorate	Date attended Training
Deputy Chief Operating Officer	Craige Wilson	Primary Care and Community Service Group	21/05/2026
Interim Head of Nursing, Primary Community and Therapies Service Group	Catherine Davies	Primary Care and Community Service Group	21/05/2026
Associate Director of Operations	Emily Warren	Primary Care and Community Service Group	21/05/2026
Clinical Director Allied Health Professions & Audiology	Helen Annandale	Primary Care and Community Service Group	21/05/2026
Head of Nursing	Karen Gronert	Primary Care and Community Service Group	02/06/2026
Head of Audiology Services	Sarah Theobald	Primary Care and Community Service Group	21/05/2026
Head of Podiatry, Orthotics, Persistent Pain & ALAS Prosthetists	Sally Bloomfield	Primary Care and Community Service Group	21/05/2026
Head of Occupational Therapy	Sarah Gigg	Primary Care and Community Service Group	21/05/2026
Head of Primary Care	Sam Page	Primary Care and Community Service Group	21/05/2026
Associate Service Group Director	Sharon Miller	Primary Care and Community Service Group	
PCTSG Nurse Director (Interim)	Emily Davies	Primary Care and Community Service Group	02/06/2026
Head of Nutrition and Dietetics	Sioned Quirke	Primary Care and Community Service Group	21/05/2026
Head of Cluster Development & Planning	Andrew Griffiths	Primary Care and Community Service Group	
Head of Physiotherapy	Rebecca Kennedy	Primary Care and Community Service Group	02/06/2026
Head of Speech & Language Therapy	Ann Milligan	Primary Care and Community Service Group	21/05/2026
Head of Nursing PCT Services Group	Paula Heycock	Primary Care and Community Service Group	21/05/2026

ACCOUNTABILITY LETTERS: QLIKSENSE USAGE STATS

Job Title	Name	M02 (Mins)
Head of Speech & Language Therapy	Ann Milligan	468
Head of Nutrition and Dietetics	Sioned Quirke	180
Head of Podiatry, Orthotics, Persistent Pain & ALAS Prosthetists	Sally Bloomfield	162
Head of Occupational Therapy	Sarah Gigg	114
Head of Physiotherapy	Rebecca Kennedy	90
Head of Audiology Services	Sarah Theobald	78
Head of Cluster Development & Planning	Andrew Griffiths	72
Clinical Director Allied Health Professions & Audiology	Helen Annandale	60
Head of Nursing PCT Services Group	Paula Heycock	18
Deputy Chief Operating Officer	Craige Wilson	12
Interim Head of Nursing, Primary Community and Therapies Service Group	Catherine Davies	0
Associate Director of Operations	Emily Warren	0
Head of Nursing	Karen Gronert	0
Head of Primary Care	Sam Page	0
Associate Service Group Director	Sharon Miller	0
PCTSG Nurse Director (Interim)	Emily Davies	0