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Bwrdd Iechyd Prifysgol  
Aneurin Bevan  
University Health Board



Aneurin Bevan University Health Board

# Cyfarfod Cyffredinol Blynyddol Annual General Meeting 2024 / 2025





# Overview of the Health Board's Performance 2024 / 2025

**Nicola Prygodzicz**  
Chief Executive





## Our Mission

to reduce health inequalities by  
improving population health



# Key Achievements in 2024/25

- Focus on **quality and safety, patient experience and outcomes** with Health Board's Risk Adjusted Mortality Index (RAMI) reducing and lowest in Wales
- **Reduced very long waiters** with zero patients waiting over 156 weeks and significantly reduced the 104 week position
- **Led across the South East Wales Region** the elimination of 104 weeks waits for Cataracts
- Putting **prevention at the heart of what we do** with progress on Preventable Premature Mortality Work and Women's Health Plan
- Achieved the 80% targets for **access to Mental Health Services** across Adults, Children and Young People
- Greater focus on **finance and efficiency** resulting in delivering financial target
- Undertook **widespread public engagement** to inform a new Organisational Strategy
- Opened the first phase of the **19 Hills Wellbeing Centre** in Newport
- Increased substantive **workforce**, reduced variable pay by a further £16m and reduced turnover
- Increasing our opportunities to capture and learn from **patient experience** with 88% patient satisfaction during last quarter

# Challenges in 2024/25



Sustainability and morale of our workforce



Rising complexity of patients causing increased needs for ongoing care



Estate challenges



Challenging financial context supported with short-term funding initiatives



Considerable pressures on our system during Winter



Digital infrastructure

# Delivery against Priority Programmes

## Embedding Prevention and Population Health in all that we do

- The Diabetes Prevention Model now running in 6 areas across 3 Neighbourhood Care Networks
- A pilot GP practice has been identified to further progress population health management
- Hypertension case finding Programme began across GP Practices
- Developed the Best Start in Life Joint Strategic Needs Assessment in partnership.
- A successful Women's Health Conference was held with dedicated sessions on how to develop our Women's Health Plan
- Work continues to address vaccine inequity through our Vaccine Inequity Strategy



# Delivery against Priority Programmes

## Progressing Place Based Models of Care and sustainability in Primary and Community Services

- 100% of our GP Practices achieving core access standards in December 2024
- Exceeded national target for percentage of contract value for General Dental Services
- All Community Pharmacies are now signed up to the Common Ailments Scheme
- We have continued to deliver the Accelerated Cluster Development Programme building maturity in our Integrated Service Partnership Boards
- All 5 providers of Ophthalmic Diagnosis and Treatment Centre provisions transitioned to national standards and provision in line with the National Glaucoma Pathway



# Delivery against Priority Programmes

## Improving our Urgent and Emergency Care System focusing on experience, access and discharge pathways

- Sustained improvement in Pathway of Care Delays, resulting in a year-end position of 171 (down from 240 in April 2024) and the total days per month associated with these delays reducing by 34.5%
- Progress has been made in reducing ambulance handover delays, further work required for long waits seen over Winter
- The number of patients spending more than 12 hours in the Emergency Department decreased from 1,583 in April 2024 to 1,210 in March 2025.
- The percentage of patients who are admitted, transferred or discharged within 4 hours of arriving at an Emergency Department or Minor Injury Unit improved from 75.3% to 76.7% over the same period
- Delivered the Respiratory Model changes for Service sustainability
- Successfully extended hours of our Community Resource Teams supporting care closer to home
- Same Day Emergency Care (SDEC) has continued to grow and at Grange University Hospital and now routinely sees over 230 patients



# Delivery against Priority Programmes

## Continuing to prioritise Cancer, Urgent and the longest waiting patients for Planned Care

- Our year-end position for Single Cancer Pathway was 67.5%, the highest over the past 2 years
- Eliminated patients waiting over 156 weeks for treatment
- With the support of additional Welsh Government funding, patients waiting over 104 weeks for treatment reduced from 4,120 to 288 over the course of the year.
- Radiology performance achieved more than 95% of patients being seen in less than 8 weeks
- With the support of additional Welsh Government funding significantly reduced our Endoscopy waiting times
- Sustained improvement in Theatre Maximisation and outpatient transformation
- Continued high utilisation of Health Pathways Platform: 2,936 page views in March 2025 and 103 localised pathways live



# Delivery against Priority Programmes

## Improving our Mental Health Services

- Continued focus on quality improvement
- For Adults, assessment completed within 28 days the waiting list has reduced from 1,320 in April to a year end position of 581
- For Children and Young People, waiting list for interventions completed within 28 days has reduced from 584 in April to a year end position of 74
- Engagement with stakeholders is underway to support the development of a new mental health strategy
- Achieved successful recovery of the under 18's Neurodevelopmental waiting list 80% target and maintained this performance





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# Financial Accounts 2024 / 2025

**Robert Holcombe**  
Executive Director of Finance and  
Procurement



# Audit Opinion on Financial Statements

Our Accounts were approved by the Board on 25 June 2025

Auditor General for Wales signed the Accounts and Certified Auditors Report on 27 July 2025

## Opinion on Financial Statements

In my opinion, in all material respects, the financial statements:

- give a true and fair view of the state of affairs of Aneurin Bevan University Local Health Board as at 31 March 2025 and of its net operating costs for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards as interpreted and adapted by HM Treasury's Financial Reporting Manual; and
- have been properly prepared in accordance with the National Health Service (Wales) Act 2006 and directions made there under by Welsh Ministers.

## Opinion on regularity

- In my opinion, except for the matter(s) described in the Basis for Qualified Regularity Opinion section of my report, in all material respects, the expenditure and income in the financial statements have been applied to the purposes intended by the Senedd and the financial transactions recorded in the financial statements conform to the authorities which govern them.

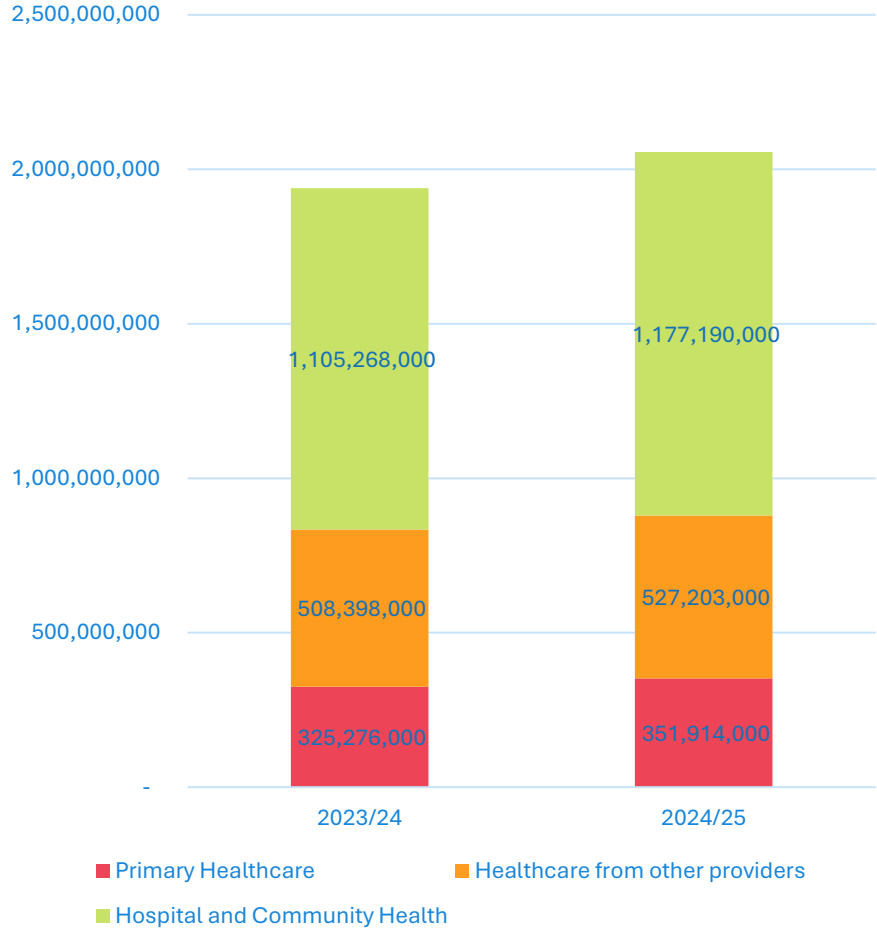
## Basis for Qualified Opinion on Regularity

- I have qualified my opinion on the regularity of the Aneurin Bevan University Local Health Board's financial statements because the Health Board has breached its resource limit by spending £93.793 million over the amount that it was authorised to spend in the three-year period 2022-23 to 2045-25.

# Financial Performance 2024/25

KPI	2022/23 £000	2023/24 £000	2024/25 £000	Commentary
<b>Deliver Against Revenue Resource Limit</b>	(36,842)	(49,754)	(7,185)	The Board did not meet its revenue resource limit for the year and reported a deficit of £7.185m
<b>Breakeven over a rolling three-year period</b>	(36,348)	(86,359)	(93,793)	The Board did not meet the target to break even over a rolling three-year period and reported a deficit of £93.793m
<b>Deliver Against Capital Resource Limit</b>	43	41	66	The Board met its capital resource limit for the year and delivered a surplus of £66k
<b>Breakeven over a rolling three-year period against Capital Allocation</b>	106	134	150	The Board met its breakeven target over a rolling three-year period for capital with a rolling surplus of £150k
<b>Pay 95% non-NHS trade creditors within 30 days</b>	95.2%	97.4%	97.7%	The board met its commitments to pay 95% of its non-NHS trade creditors within 30 days, with 97.7%, the highest performing HB in Wales.
<b>Hold a year end cash balance not exceeding £6m</b>	£4.704m	£4.145m	£4.823m	The board met its commitment to hold sufficient but not excessive cash (deemed £6m) as at the year end.

# Expenditure 2024/25



We spent over £2 billion supporting the health and wellbeing of those we serve, an annual increase of £117m (6%). With the population of ABUHB of 595k people, this represents a cost per head of £3,222, the second lowest across all Health Boards.

Our expenditure includes:

**Primary Healthcare - £352m (2023/24: £325m) ↑£27m**

An increase of 8% reflecting investment in General Medical Services and GP Out of Hours (£8.4m), increased activity by Pharmacists (£2.9m) and increases in the fee rates for optometry services (£4.4m).

**Healthcare from other providers- £527m (2023/24: £508m) ↑£18m**

An increase of 4% reflecting strategic decisions to invest in specialised services and with external providers to reduce waiting times.

**Hospital and Community - £1,177m (2023/24: £1,105m) ↑£72m**

An increase of 6.5%, reflecting cost growth in Drugs (£6m), the impact of staff pay awards (£47m) and increased contributions to the Pension Scheme (£20m).

# Financial Performance 2024/25

## Staffing – Whole Time Equivalents (WTE)

	2023/24	2024/25	Change	Change (%)
Administrative, clerical and board members	2,761	2,722	-39	-1%
Medical and Dental	1,338	1,339	1	0%
Nursing, Midwifery	4,012	4,121	109	3%
Professional, Scientific and Technical staff	452	433	-19	-4%
Additional Clinical Services	2,841	2,903	62	2%
Allied Health Professions	876	982	106	12%
Healthcare Scientists	247	257	10	4%
Estates and Ancillary	1,093	1,054	-39	-4%
Students	9	6	-3	-33%
	13,629	13,817	188	1%

## With Key Pay Cost metrics:

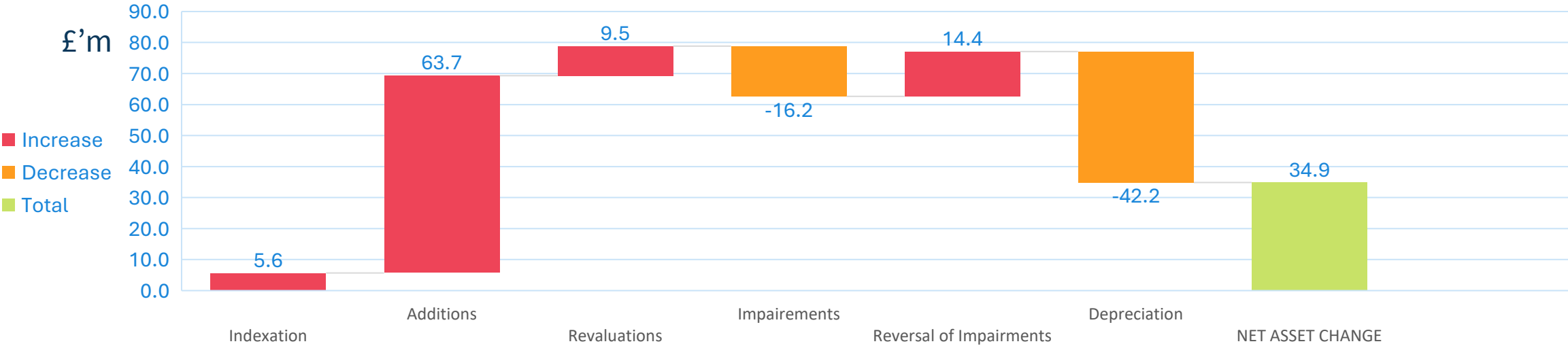
- Spend on pay in the year was £888m (2023/24: £821m)
- Average number of staff increased by 188 WTEs (1%), investing primarily in our frontline staff numbers.
- Overall increase in staff costs over the year (excluding pay awards) was £13m.
- Agency staff costs decreased by £13m in the year.
- Highest paid Director (full year equivalent salary basis) – Chief Executive Officer (Pay band: £240-245k).
- Staff remuneration ranged from £17k to £459k (2023/24: £15k to £383k)

# Financial Performance 2024/25

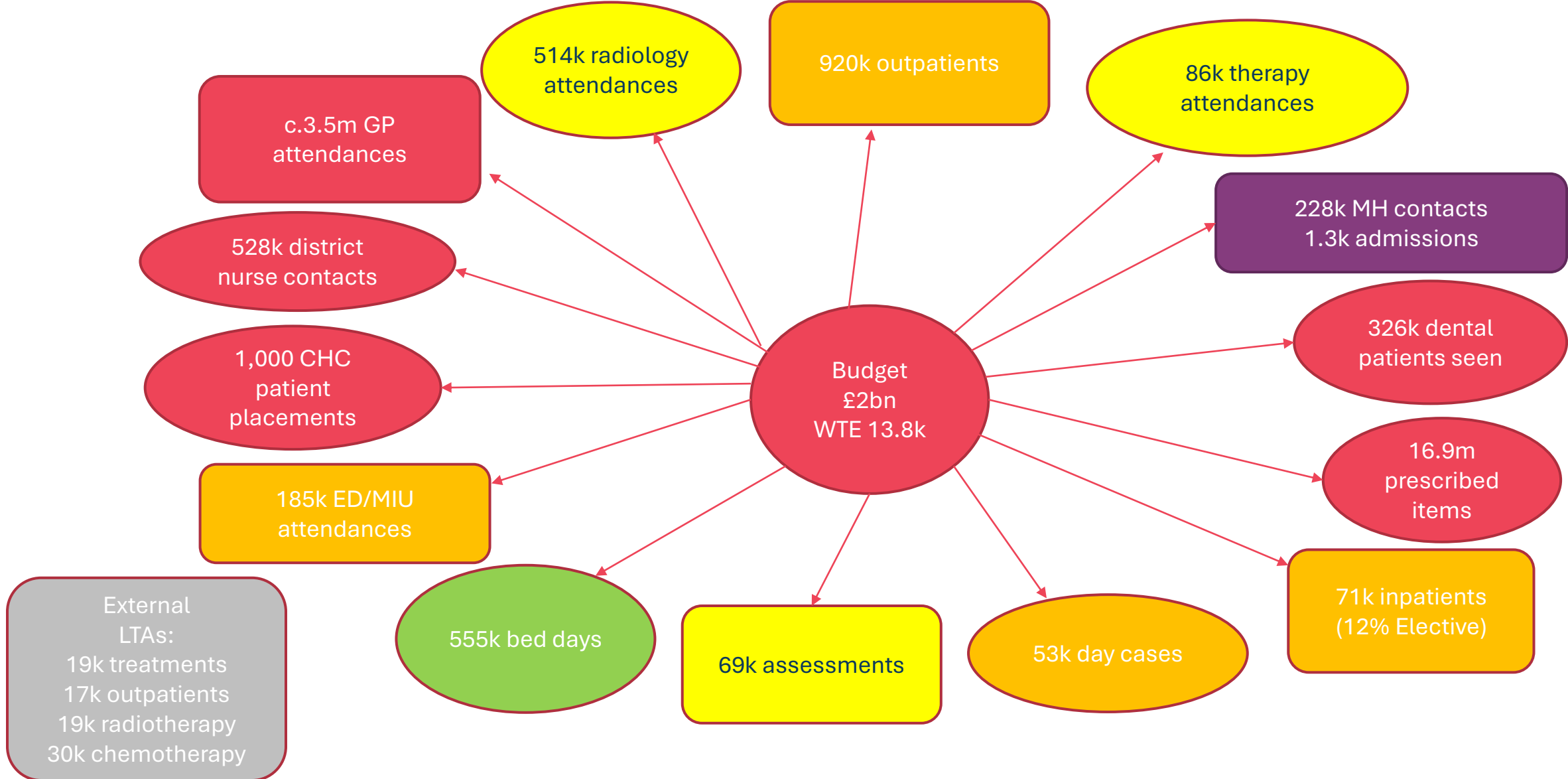
We have made capital investment of just under £64m, including:

Significant investments	2022/23 £000
Bevan (Tredegar) Health and Well-being centre	(2,150)
19 Hills (Newport East) Health & Well-being Centre	(12,350)
NHH Satellite Radiotherapy Unit and Enabling	(14,721)
Grange Emergency Department extension	(8,755)
Head lease purchase for Chepstow community Hospital	(5,443)

With the value of our overall Property Plant and Equipment increasing by £34.9m (3.9%) on the prior year to £927.5m:



# What services were delivered to patients through our spending?



# Charitable Fund and Other Related Charities

We receive monies given to Aneurin Bevan University Local Health Board from grateful patients, their loved ones and the wider community; thanking us for the NHS care and treatment we provide.

The objects of the charity are such that all expenditure from the charity is for the benefit of the National Health Service and as such is therefore for 'public benefit'.

*The trustees shall hold the trust funds upon trust to apply income and at their discretion, so far as permissible, capital, for any charitable purpose or purposes relating to the National Health Service.*

The corporate trustee is Aneurin Bevan University Local Health Board. The executive directors and independent members of the Board share the responsibility for ensuring that the health board fulfils its duties as a corporate trustee in managing charitable funds. The Board delegates its governance work to the Charitable Funds Committee.

The Charitable Funds Committee is aware of its duties in relation to public benefit and ensures that all expenditure fulfils public benefit criteria.

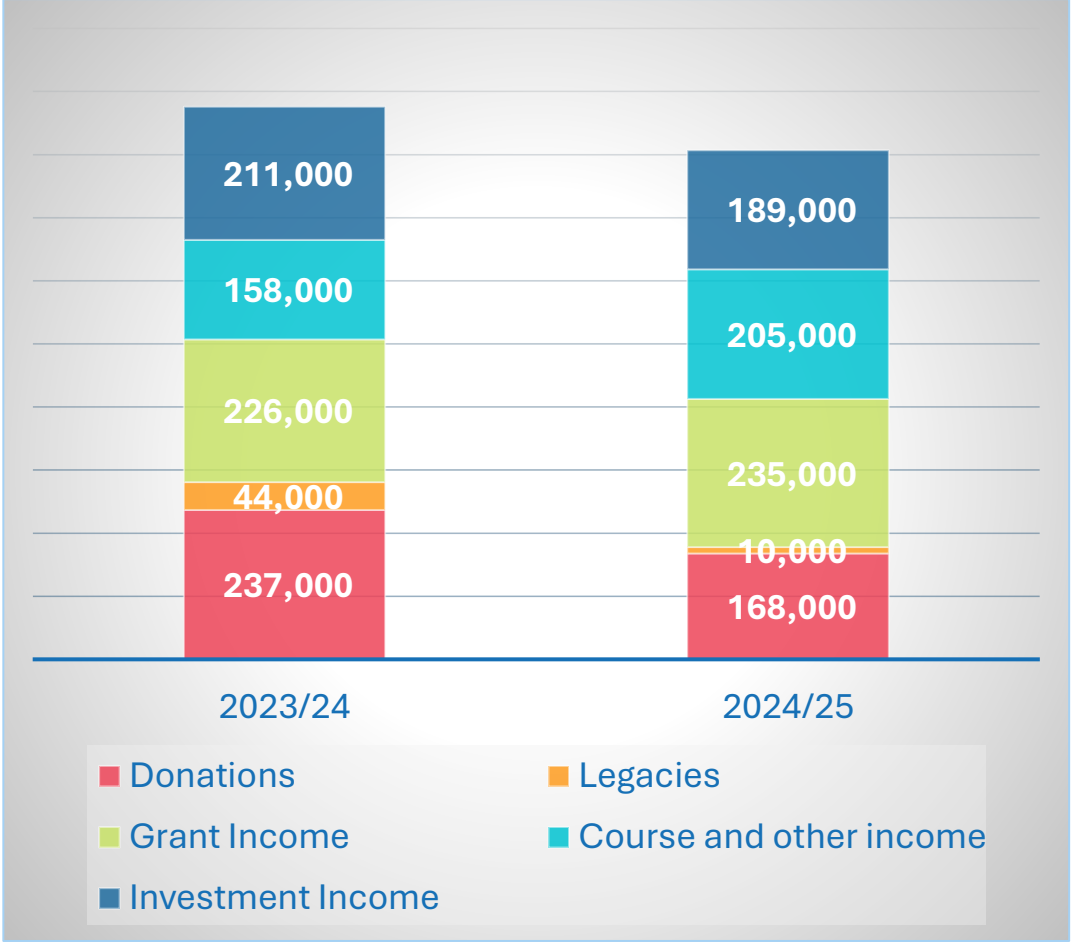
# Charitable funds 2024/2025

Our income in the year was £876k (2023/24: £806k)

Our donations and legacies fell by 37% to £187k. This fall is a trend being experienced in the wider charity sector.

Continued provision of training courses and other income generating activities resulted in an increase of income by £47k.

Lastly, investment returns weakened over the year to £189k, reflecting both a downturn in investment markets and the overall reduction of funds held in investments.



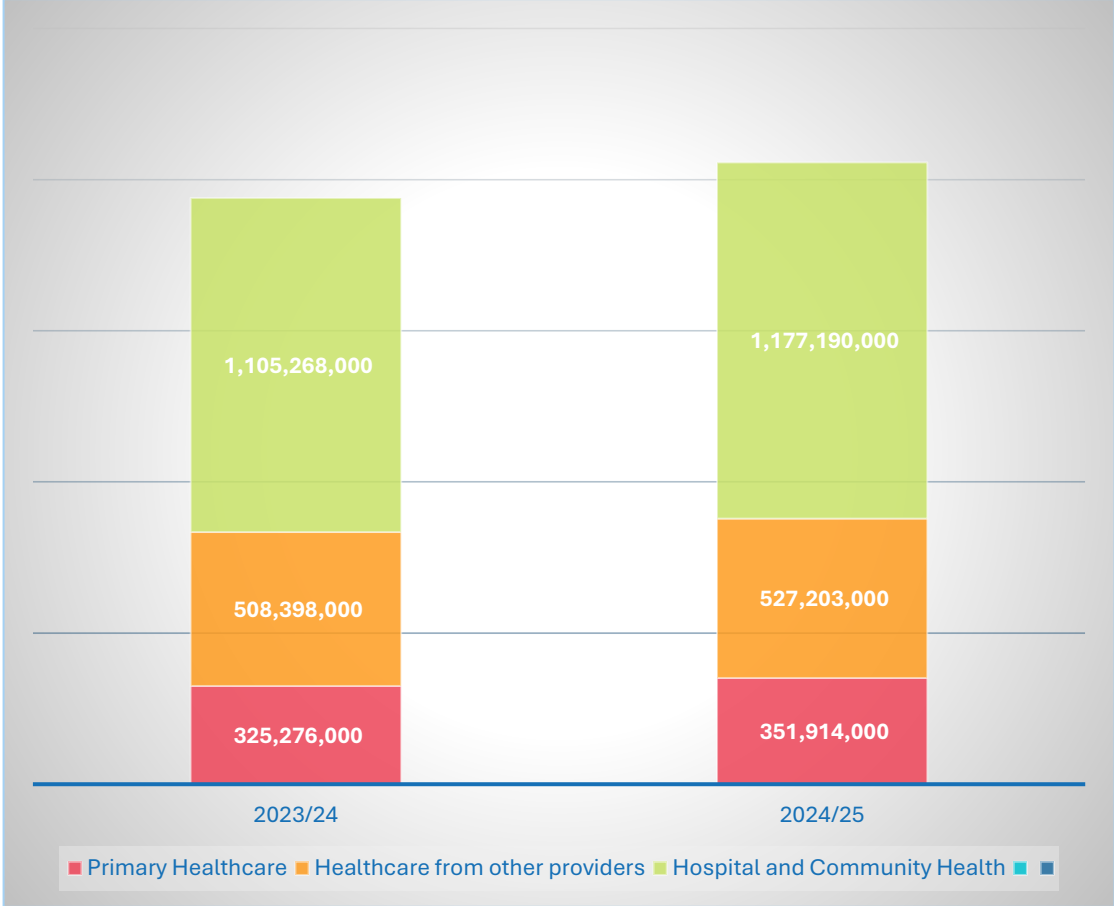
# Charitable funds 2024/2025

Our expenditure in the year was £1,394 (2023/24: £1,257k) reflecting an increase of 11%. This includes:

£449k supporting our patients, including through the provision of dedicated staff such as our Bereavement services and support groups.

£369k of equipment purchased including defibrillators and cabinets in the community from our Jack’s Fund Appeal. Additionally, the charity has funded Bladder Scanners and ECG Machines and a second Ocular Response Analyser.

Note: Charitable funds accounts for 2024/25 have not yet been subject to Audit





# Overview of the Integrated Medium Term Plan 2025 - 2028

**Hannah Evans**  
Executive Director of Strategy, Planning  
and Partnerships





# Our Plan for 2025/28

Our plan sets out what we will achieve for our population over the next three years, but with a greater level of detail on the next 12 months

Our plan for next year will focus on;

- Drive quality of care and improving health outcomes
- Delivery of improved performance in line with ministerial priorities and enabling actions
- Further step towards financial sustainability through three year route map
- Targeted actions to support organisation de-escalation in Urgent and Emergency Care
- Purposefully advancing our prevention priorities including, population health management and place based care starting in deprived communities
- Supporting our staff and resilience of our workforce models

# Opportunities and Priorities for 2025/26

Embedding **Prevention** and Population Health in all that we do

Progressing place based models of care and sustainability in **primary and community services**

Improving our **Urgent and emergency care** system focusing on experience, access and discharge pathways

Continuing to prioritise **cancer, urgent and the longest waiting patients for planned care**

Improving our **Mental health** services

Enabled and Delivered Through

Supporting **our people** and resilience of our workforce models

Driving **quality of care** and improving health outcomes

Achieve a stable **financial** position and maximising our **digital** opportunities

Rightsizing our system capacity aligned to need with a focus on place based care

Our new **organisational strategy** with a reinvigorated focus on prevention, population health and partnerships

# Challenges for 2025/26



## Performance

- Zero ambulance patient handovers over 45 mins
- Significant reduction of patients who spend 12 hours or more in ED or MIU
- No patients waiting more than 104 weeks for referral to treatment
- Achieve 80% in Single Cancer Pathway by 31 March 2026
- No patients waiting more than 8 weeks for a specified diagnostic



## Workforce

- Spreading available staffing too thinly
- Staff morale to deliver service change
- High reliance on temporary workforce
- Well being and sickness absence
- Workforce challenges in social care



## Resources

- UK and Wales financial challenges
- Growth in costs of non-pay items e.g. medicines
- Ability to make continued financial savings
- Short funding initiatives
- Choices and prioritisation



## Estate & Infrastructure

- Backlog maintenance of over £30m
- Specific issues with estate in NHH - RAAC
- The need to maintain our digital estate, to secure it, keeping us safe from cyber threats