

Bundle Finance Committee 31 July 2019

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Wednesday, 25 September 2019 at 2.00pm

TBC - Woodland House

AGENDA
FINANCE COMMITTEE
31st July 2019 at 2pm
Coed Y Nant Meeting Room, HQ, Woodland House

1.	Preliminaries	
1.1	Welcome & Introductions	John Antoniazzi
1.2	Apologies for Absence	John Antoniazzi
1.3	Declarations of Interest	John Antoniazzi
1.4	Minutes of the Committee Meeting held on 26 th June 2019	John Antoniazzi
1.5	Action Log	John Antoniazzi
1.6	Chairs Action taken since last meeting	John Antoniazzi
2.	Items for Review and Assurance	
2.1	Finance Report for Month 3	Chris Lewis
2.2	Clinical Boards in Escalation	Steve Curry
2.3	Cost Reduction Programme	Andrew Gough
2.4	Finance Risk Register	Andrew Gough
2.5	Committee Effectiveness Review – Results and Actions	Nicola Foreman
3	Items for Noting and Information	
3.1	Month 3 Financial Monitoring Returns	
4.	Items to bring to the attention of the Board/Committee	John Antoniazzi
5.	Date and time of next Meeting	
	Wednesday 25 th September 2019 at 2pm, TBC, Woodland House	

**UNCONFIRMED MINUTES OF FINANCE COMMITTEE
HELD ON 26th JUNE 2019
LARGE MEETING ROOM, HQ, UHW**

Present:

John Antoniazzi	JA	Chair, Independent Member – Estates
Charles Janczewski	CJ	Vice Chair (Board)
Chris Lewis	CL	Deputy Director of Finance
Len Richards	LR	Chief Executive
Nicola Foreman	NF	Director of Corporate Governance
Robert Chadwick	RC	Executive Director of Finance
Ruth Walker	RW	Executive Nurse Director
Steve Curry	SC	Chief Operating Officer

In Attendance:

Secretariat:

Paul Emmerson	PE	Finance Manager
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Apologies:

Abigail Harris	AH	Executive Director of Planning
John Union	JU	Independent Member – Finance
Maria Battle	MB	UHB Chair
Martin Driscoll	MD	Executive Director of Workforce and Organisational Development
Andrew Gough	AG	Assistant Director of Finance

FC 19/063	WELCOME AND INTRODUCTIONS The Chair welcomed everyone to the meeting.	ACTION
FC 19/064	APOLOGIES FOR ABSENCE Apologies for absence were noted.	
FC 19/065	DECLARATIONS OF INTEREST The Chair invited members to declare any interests in proceedings on the Agenda. The UHB Vice Chair (CJ) stated that he was Chair of a WHSSC sub-committee and declared an interest in discussions in respect of WHSSC.	
FC 19/066	MINUTES OF THE FINANCE COMMITTEE MEETING HELD ON 29th MAY 2019	

	<p>The minutes of the meeting held on 29th May 2019 were reviewed for accuracy.</p> <p>Resolved – that:</p> <p>The minutes of the meeting held on 29th May 2019 were approved by the Committee as an accurate record.</p>	
FC 19/067	<p>FINANCE REPORT AS AT MONTH 2</p> <p>The Deputy Director of Finance presented the UHB's financial performance to month 2 and highlighted that the UHB had reported a deficit of £1.715m which was made up of a £1.134m operational overspend and £0.581m RTT costs incurred at risk.</p> <p>In respect of the RTT costs incurred at risk the Committee was informed that Welsh Government was shortly expected to confirm that an additional £6.1m performance funding would be provided to the UHB in 2018/19 which would cover the costs</p> <p>There were 4 measures that remained RAG rated Red on the Finance Dashboard namely: remaining within revenue resource limits; the reduction in the underlying deficit to £4m; the delivery of the recurrent £16.345m 2% devolved target; the delivery of the £14.9m recurrent/non recurrent corporate target.</p> <p>Performance against Income targets to date was broadly break even.</p> <p>Total pay budgets were underspent by £0.351m at the end of month 2. However, significant pressures and overspends against nursing budgets remained and whilst the rate of overspend had fallen in month, an extrapolation of the position at month 2 indicated that the year-end nursing overspend would reach c£3m if there was no improvement in performance.</p> <p>Non pay budgets were overspent by £2.086m at the end of month 2 due to pressures against drug budgets and continuing healthcare. In addition it was indicated that the non pay overspend included RTT costs of £0.581m incurred at risk in lieu of confirmation of additional performance funding from Welsh Government.</p> <p>It was noted that Healthcare agreements with other NHS organisations were broadly balanced from both the commissioner and provider perspective.</p> <p>Moving on, the Deputy Director of Finance indicated 6 Clinical Boards (including Capital Estates and Facilities) were now reporting cumulative overspends in excess of £0.2m.</p> <p>In response to a query from the Finance Committee Chair (JA) about the UHB's scope to manage and recover the overspend, the Director of Finance confirmed that Clinical Boards had been asked to look at</p>	

	<p>areas of overspend in detail and develop plans to break even. Any remaining shortfalls would require supplementary measures which would need to be evaluated to determine if they could be actioned within acceptable levels of risk. The Director of Finance continued and indicated that if this process did not deliver a break even position the UHB's Executive Team would need to consider what further steps would be required. In this context the Chief Executive underlined that the performance management of Clinical Boards was key to delivering a sustainable break even position and that further measures required to address the operational overspend should be derived from Clinical Board proposals.</p> <p>The Executive Nurse Director confirmed that the majority of the nursing overspend was a consequence of the cost of covering nursing vacancies so that the safety of services could be maintained. Opportunities to transfer good practice were being explored particularly in respect of the Surgery Clinical Board where a new Director of Nursing was in position. The Chief Operating Officer added that there was also some evidence that savings schemes were not delivering at the rate expected and that this was compounded by the failure of some of the 2017/18 schemes to deliver at expected levels in part due to external factors.</p> <p>The UHB Vice Chair (CJ) asked whether the overspend on capital estates which had emerged early in the year was a concern and the Deputy Director of Finance indicated that part of the pressure was expected to subside following the reinstatement of the UHB's Combined Heat and Power Plant. In addition, the UHB was currently working through the implications of energy price inflation and budgets where there was discretion to reschedule works.</p> <p>A further query was raised by the UHB Vice Chair (CJ) who asked whether the contractual delay in the processing of payments for GP prescriptions could lead to variation in the levels of reported drug spend. The Deputy Director of Finance confirmed that the actual costs of GP prescribing were available 2 month in arrears and whilst the UHB used well established models to estimate costs it was acknowledged that swings in prescribing costs could arise due to the inherent uncertainty in the predicting GP prescribing costs.</p> <p>Moving on to savings plans the Committee was informed that the UHB had established schemes totalling £28.444m against the £31.245m target leaving a shortfall of £2.801m , The gap was expected to be bridged in the remaining 10 months of the year.</p> <p>It was noted that the UHB's cumulative PSPP performance to the end of May was above the 95% target at 95.7% and that cash and capital plans were currently on target.</p> <p>In conclusion the Deputy Director of Finance highlighted that the key risks to the Plan were still managing within current budgets, delivery of the £31.245m efficiency plan target and delivering planned levels of performance within the current resources available.</p>	
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	<p>ASSURANCE was provided by:</p> <ul style="list-style-type: none"> The scrutiny of financial performance undertaken by the Finance Committee and the UHBs intention to recover the year to date deficit and deliver a break even position by the year end as planned. <p>Resolved – that:</p> <p>The Finance Committee noted that the UHB has an approved IMTP which includes a balanced Financial Plan for 2019/20;</p> <p>The Finance Committee noted the £1.715m deficit at month 2 which includes a £1.134m overspend on operational budgets and £0.581m costs for improvements in RTT performance;</p> <p>The Finance Committee noted the key concerns and actions being taken to manage risks</p>	
FC19/068	<p>CLINICAL BOARDS IN ESCALATION</p> <p>The Chief Operating Officer confirmed that there were currently 2 Clinical Boards which had only achieved limited assurance in respect of either the quality, activity or financial performance of services. There were concerns around the financial performance of the Surgery Clinical Boards and concerns around activity in the Specialist Clinical Board. Further consideration of plans to be provided by the Medicine Clinical Board was required before determining the level of assurance that could be provided.</p> <p>Resolved – that:</p> <p>The Finance Committee noted the actions being taken to manage financial performance</p>	
FC19/069	<p>COST REDUCTION PROGRAMME AND CROSS CUTTING THEME</p> <p>The Deputy Director of Finance asked the Finance Committee to note the 2019/20 Cost Reduction Report which included the following key points:</p> <ul style="list-style-type: none"> At 31st May 2019 £15.844m of schemes had been identified as Green or Amber against the devolved 2% savings target of £16.345m, leaving a gap of £0.501m. £13.677m of the identified schemes were recurrent. Schemes totalling £12.600m had been identified as Green or Amber against the £14.900m corporate and high value opportunities target as at 31st May 2019 leaving a shortfall of £2.300m to be identified. The recurrent effect of the identified schemes in 2020/21 was £10.750m. 	

	<p>The Committee was informed that the areas of concern were the Surgery Clinical Board which had a gap against green and amber schemes of £0.595m and the Corporate savings plan which had a gap against green and amber schemes of £2.300m and where there were no red pipeline schemes identified.</p> <p>Resolved – that:</p> <p>The Finance Committee noted the progress against the £31.245m UHB savings requirement for 2019/20.</p>	
FC19/070	<p>RISK REGISTER</p> <p>The Director of Finance confirmed that no further risks had been added to the 2019/20 Risk Register and highlighted to the Committee that the 4 risks categorized as extreme risks (Red) on the 2019/20 Risk Register had already been discussed when considering the month 2 Finance report as follows:</p> <ul style="list-style-type: none"> • Reduction in the £36.3m underlying deficit b/f to 2019/20 to the IMTP planned £4m c/f underlying deficit in 2020/21; • Development and delivery of corporately led financial opportunities of £14.9m to achieve year end break even position; • Management of Budget pressures; • Management of Nursing overspend - £0.574m month 2. <p>Resolved – that:</p> <p>The Finance Committee noted the risks highlighted within the 2019/20 risk registers.</p>	
FC 19/071	<p>MONTH 2 FINANCIAL MONITORING RETURNS</p> <p>These were noted for information.</p>	
FC 19/072	<p>ITEMS TO BRING TO THE ATTENTION OF THE BOARD/OTHER COMMITTEES</p> <p>No other items to bring to the main Board.</p>	
FC 19/073	<p>DATE OF THE NEXT MEETING OF THE BOARD</p> <p>Wednesday 31st July; 2.00pm; Coed Y Nant Meeting Room, Ground Floor, HQ, Woodland House</p>	

FINANCE COMMITTEE

ACTION LOG FROM 26th JUNE 2019

MINUTE	DATE	SUBJECT	AGREED ACTION	ACTIONED TO	STATUS
FC - 18/259 &	31.10.18	The impact of weekly vs monthly payroll on the availability of bank staff	It was agreed that once the introduction of a weekly payroll for payment of bank staff was complete that the initiative should be reviewed after 6 months and the results reported back to the Finance Committee.	Executive Nurse Director	Incomplete – The Nursing Productivity Group will review the results of the initiative and the results will be reported back to the Finance Committee after the end of June 2019.

Report Title:	Finance Report for the Period Ended 30th June 2019							
Meeting:	Finance Committee					Meeting Date:	31st July 2019	
Status:	For Discussion	x	For Assurance	x	For Approval		For Information	x
Lead Executive:	Executive Director of Finance							
Report Author (Title):	Deputy Director of Finance							

SITUATION

The UHB's approved 2019/20-2021/22 Integrated Medium Term Plan (IMTP) includes a balanced financial plan for 2019/20.

At month 3, the UHB is reporting an overspend of £1.808m against this plan. The reported position assumes that the UHB will receive a further £6.1m funding to support the improvements in RTT performance. The UHB plans to recover this year to date deficit and deliver a break even position by the year end.

REPORT

BACKGROUND

The Health Board agreed and submitted its 2019/20 – 2021/22 IMTP to Welsh Government by the end of January 2019 for its consideration. Approval of this plan was received from Welsh Government in March 2019. The financial plan aims to deliver a break even position for each year during the period of the plan. The financial plan for 2019/20 requires the delivery of a £31.245m savings target.

A summary of this plan is provided in Table 1.

Table 1: 2019/20 IMTP

	Approved IMTP £m
b/f underlying deficit	(36.3)
Net Allocation Uplift (inc LTA inflation)	56.6
Cost Pressures	(47.6)
Investments	(4.0)
Recurrent Cost Improvement Plans	31.3
In Year Financial Plan	36.3
Planned Surplus/(Deficit) 2019/20	0.0

The actual and provisional performance against the 3 year break even duty on revenue is shown in Table 2 below.

Table 2: Performance against 3 year financial break even duty

	Actual / Forecast year end position surplus/(deficit) £m	Rolling 3 year break even duty surplus/(deficit) £m	Pass of fail financial duty
2014/15	(21.364)	n/a	n/a
2015/16	0.068	n/a	n/a
2016/17	(29.243)	(50.539)	Fail
2017/18	(26.853)	(56.028)	Fail
2018/19	(9.872)	(65.968)	Fail
2019/20	0.000	(36.725)	Fail

The three year break even duty came into effect in 2014/15 and the first measurement of it was in 2016/17. **The above table shows that the UHB breached its statutory financial duty in 2016/17, 2017/18 and 2018/19 and that the forecast balanced 2019/20 outturn position also results in a breach of financial duty at the end of 2019/20.**

ASSESSMENT

The Finance Dashboard outlined in Table 3 reports actual and forecast financial performance against key financial performance measures.

Table 3: Finance Dashboard @ June 2019

		STATUS REPORT				
Measure	n	June 2019	RAG Rating	Latest Trend	Target	Time Period
Financial balance: remain within revenue resource limits	36	£1.808m deficit at month 3.	R	↓	2019/20 Break-Even	M3 2019-20
Remain within capital resource limits.	37	Expenditure at the end of the June was £5.075m against a plan of £6.196m.	G	↔	Approved planned expenditure £40.030m	M3 2019-20
Reduction in Underlying deficit	36a	£36.3m assessed underlying deficit position at month 1. FYE of identified savings meet recurrent target at month 3.	R	↑	If 2019/20 plan achieved reduce underlying deficit to £4.0m	M3 2019-20
Delivery of recurrent £16.345m 2% devolved target	36b	£16.345m identified at Month 3	R	↔	£16.345m	M3 2019-20
Delivery of £12.8m recurrent/non recurrent corporate target	36c	£12.800m identified at month 3.	R	↔	£12.800m	M3 2019-20
Creditor payments compliance 30 day Non NHS	37a	Cumulative 96.2 % in June	G	↑	95% of invoices paid within 30 days	M3 2019-20
Remain within Cash Limit	37b	Forecast cash surplus of £ 0.677 m	G	↔	To remain within Cash Limit	M3 2019-20
Maintain Positive Cash Balance	37c	Cash balance = £3.724m	G	↔	To Maintain Positive Cash Balance	End of June 2019

Month 3 Cumulative Financial Position

The UHB reported a year to date deficit of £1.808m.

The current operational overspend at month 3 is of great cause for concern. The UHB plans to recover this year to date deficit and deliver a break even position by the year end. This will take concerted effort and will require the delivery of remedial actions that are being worked through. This is the key financial risk facing the UHB.

The forecast trajectory in order to achieve this estimates that the cumulative position is expected to deteriorate before showing sustained improvements resulting in a break even position.

Table 4 analyses the operating variance between income, pay and non pay.

Table 4: Summary Financial Position for the period ended 30th June 2019

Income/Pay/Non Pay	In Month			Cumulative Year to Date			Full Year		
	Budget £m	Actual £m	Variance (Fav)/Adv £m	Budget £m	Actual £m	Variance (Fav)/Adv £m	Budget £m	Forecast £m	Variance (Fav)/Adv £m
Income	(120.568)	(120.542)	0.026	(355.228)	(355.222)	0.006	(1,429.036)	(1,429.036)	0.000
Pay	52.948	52.785	(0.163)	160.652	160.138	(0.514)	618.931	618.931	0.000
Non Pay	67.620	67.849	0.230	194.576	196.892	2.316	810.105	810.105	0.000
Variance to Plan £m	0.000	0.093	0.093	0.000	1.808	1.808	0.000	0.000	0.000

Income

The year to date and in month financial position for income is shown in Table 5.

Table 5: Income Variance @ June 2019

Income	In Month			Cumulative Year to Date		
	Budget £m	Actual £m	Variance (Fav)/Adv £m	Budget £m	Actual £m	Variance (Fav)/Adv £m
Research & Development	(0.882)	(1.043)	(0.161)	(2.595)	(2.728)	(0.133)
Non Cash Limited Expenditure	(81.140)	(81.140)	0.000	(239.123)	(239.123)	0.000
Accommodation & Catering	(0.373)	(0.326)	0.047	(1.073)	(0.999)	0.074
Education & Training	(3.302)	(3.281)	0.021	(9.693)	(9.675)	0.018
Injury Cost Recovery Scheme (CRU) Income	(0.034)	(0.068)	(0.034)	(0.361)	(0.374)	(0.013)
NHS Patient Related Income	(26.253)	(26.230)	0.022	(76.554)	(76.762)	(0.208)
Non Revenue Resource Limit	(1.609)	(1.610)	(0.000)	(4.828)	(4.829)	0.000
Other Operating Income	(6.848)	(6.675)	0.173	(20.661)	(20.314)	0.347
Overseas Patient Income	(0.007)	(0.002)	0.006	(0.022)	(0.038)	(0.016)
Private Patient Income	(0.121)	(0.168)	(0.047)	(0.316)	(0.379)	(0.063)
Total £m	(120.568)	(120.542)	0.026	(355.228)	(355.222)	0.006

A deficit of £0.006m is reported against income budgets. The main variances to note are:

- £0.208m favourable variance on NHS Operating Income. The principal reason for the surplus is a relatively high level of English cross border activity in high cost services and performance against WHSSC funded services.
- £0.347m adverse variance on other operating income primarily due to underperformance in NICU and PICU and a reduction in pharmacy sales due to continuing production issues in the St Marys Pharmaceutical Unit during April to June.

LTA Provider Performance

The UHB receives circa £288m income from its contracts with WHSSC LHBs and other commissioners. In-month reporting reflects an estimate based on the prior month's activity, given the timeline for receipt of coded contract information.

The position at Month 3 is therefore broadly break-even against plan. This is summarised in Table 6 below.

Table 6: Month 3 LTA Provider Position

Income - C&V Provider				(fav) / adv
	Annual Budget £m	YTD Profile £m	YTD Actual £m	YTD Variance £m
WHSSC	(221.380)	(56.429)	(56.549)	(0.120)
Aneurin Bevan	(30.391)	(7.598)	(7.662)	(0.064)
Other LHBs	(39.284)	(9.819)	(9.610)	0.208
Non-Welsh	(3.019)	(1.565)	(1.659)	(0.093)
	(294.074)	(75.411)	(75.481)	(0.069)

Pay

In total pay budgets are showing a cumulative underspend of £0.514m as reported in Table 7.

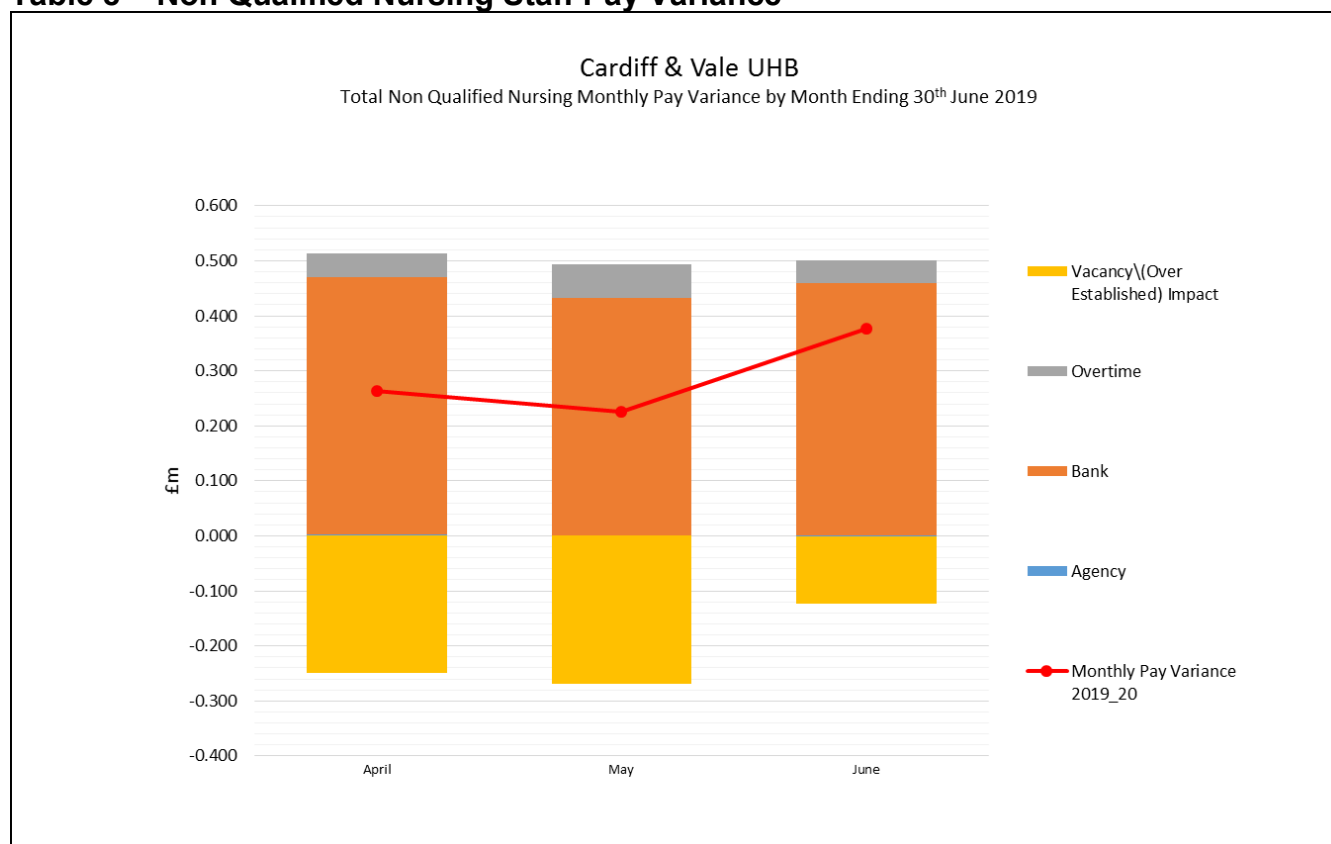
Table 7: Analysis of pay expenditure by staff group @ June 2019

Pay	In Month			Cumulative Year to Date		
	Budget	Actual	Variance (Fav)/Adv	Budget	Actual	Variance (Fav)/Adv
	£m	£m	£m	£m	£m	£m
Additional clinical services	1.996	1.985	(0.012)	6.067	6.058	(0.009)
Management, admin & clerical	6.337	6.287	(0.050)	19.141	19.050	(0.090)
Medical and Dental	13.193	13.188	(0.004)	39.534	39.529	(0.006)
Nursing (registered)	15.949	15.957	0.009	48.806	48.899	0.094
Nursing (unregistered)	4.119	4.497	0.377	12.949	13.815	0.866
Other staff groups	8.185	7.910	(0.275)	24.693	23.833	(0.860)
Scientific, prof & technical	3.170	2.961	(0.209)	9.463	8.953	(0.509)
Total £m	52.948	52.785	(0.163)	160.652	160.138	(0.514)

The main concern continues to be the pressure against nursing budgets particularly within the Surgery and Medicine Clinical Boards. The pressures are driven by high levels of vacancies and sickness which have led to increased agency expenditure to maintain established levels of nursing cover. In addition, specialing has been high in some areas and additional nursing has been deployed to support extra beds and relieve pressure in the Emergency Unit. A Nursing Recovery Plan is being developed to manage this pressure and will be monitored as the year progresses. The rate of overspend in nursing budgets increased in month 3 compared to the first 2 months.

The majority of the underspend against other staff groups is a consequence of vacancy management.

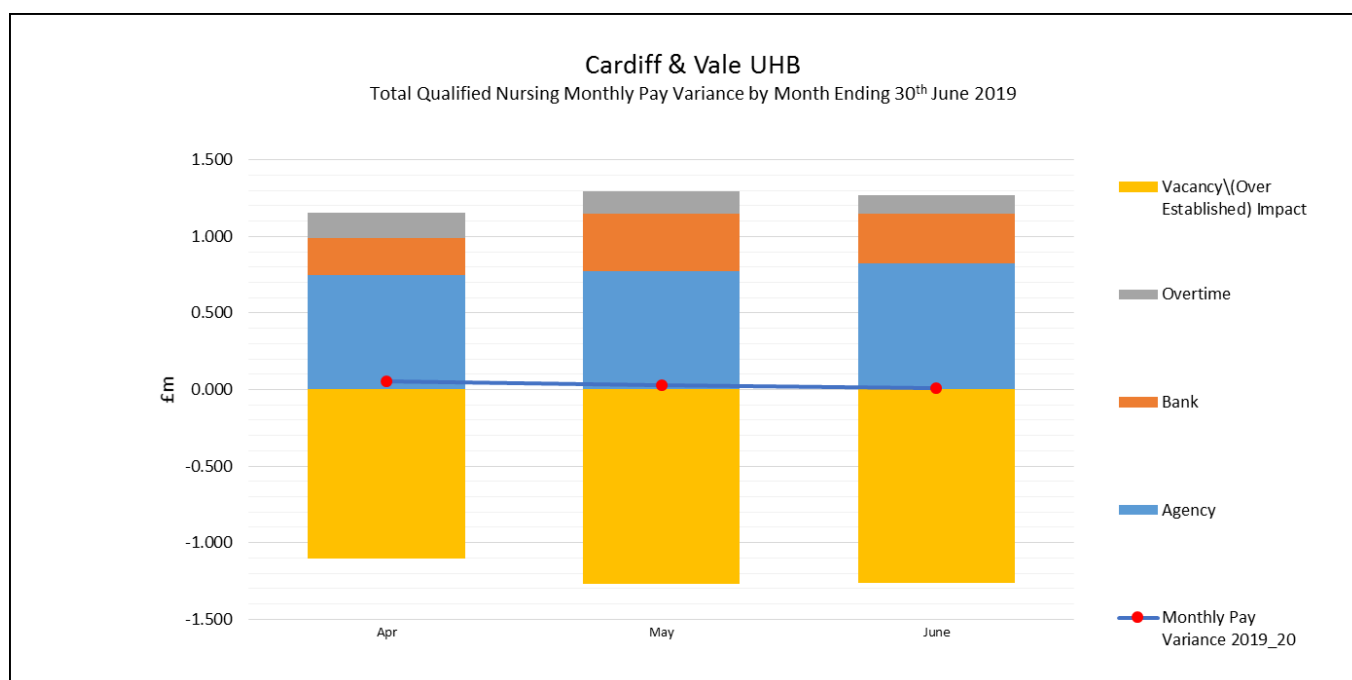
Table 8 – Non Qualified Nursing Staff Pay Variance



Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	(0.002)	0.002
Bank	0.459	1.357
Overtime	0.042	0.148
Adverse Impact	0.499	1.508
Vacancy\ (Over Established) Impact	(0.122)	(0.642)
Total Pay Variance - Unqualified Nursing (Fav)/Adv £m	0.377	0.866

Table 8 indicates that the £0.866m adverse variance against non-qualified nursing assistants is due to overspends of £1.357m on bank staff and £0.148m on overtime which is partly offset by an underspend against established posts.

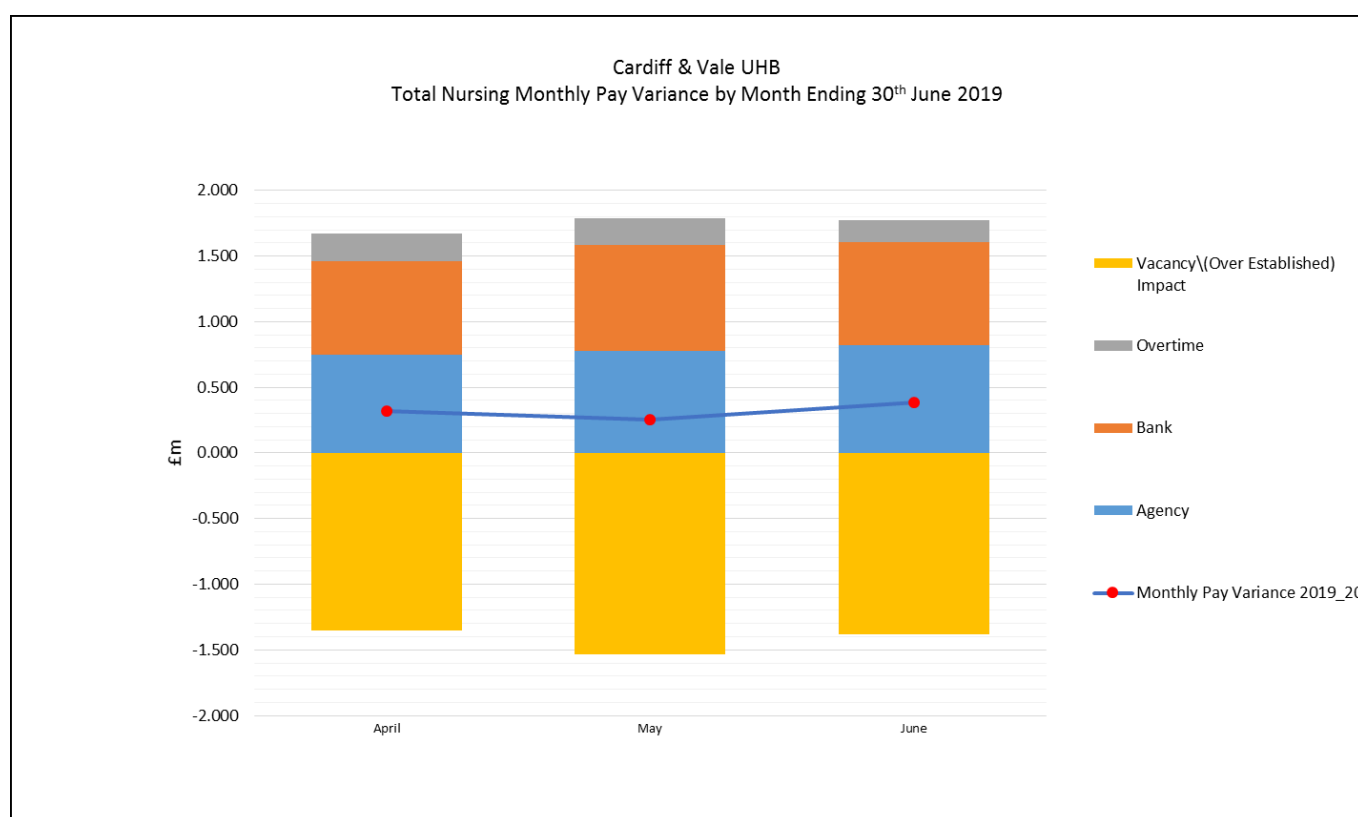
Table 9 - Qualified Nursing Staff Pay Variance



Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	0.823	2.345
Bank	0.325	0.944
Overtime	0.124	0.437
Adverse Impact	1.271	3.725
Vacancy\ (Over Established) Impact	(1.262)	(3.632)
Total Pay Variance - Qualified Nursing (Fav)/Adv £m	0.009	0.094

Table 9 confirms that expenditure on established qualified nursing posts is significantly less than budget and that the UHB is covering vacancies through additional spend on temporary staffing.

Table 10 - Total Nursing Staff Pay Variance



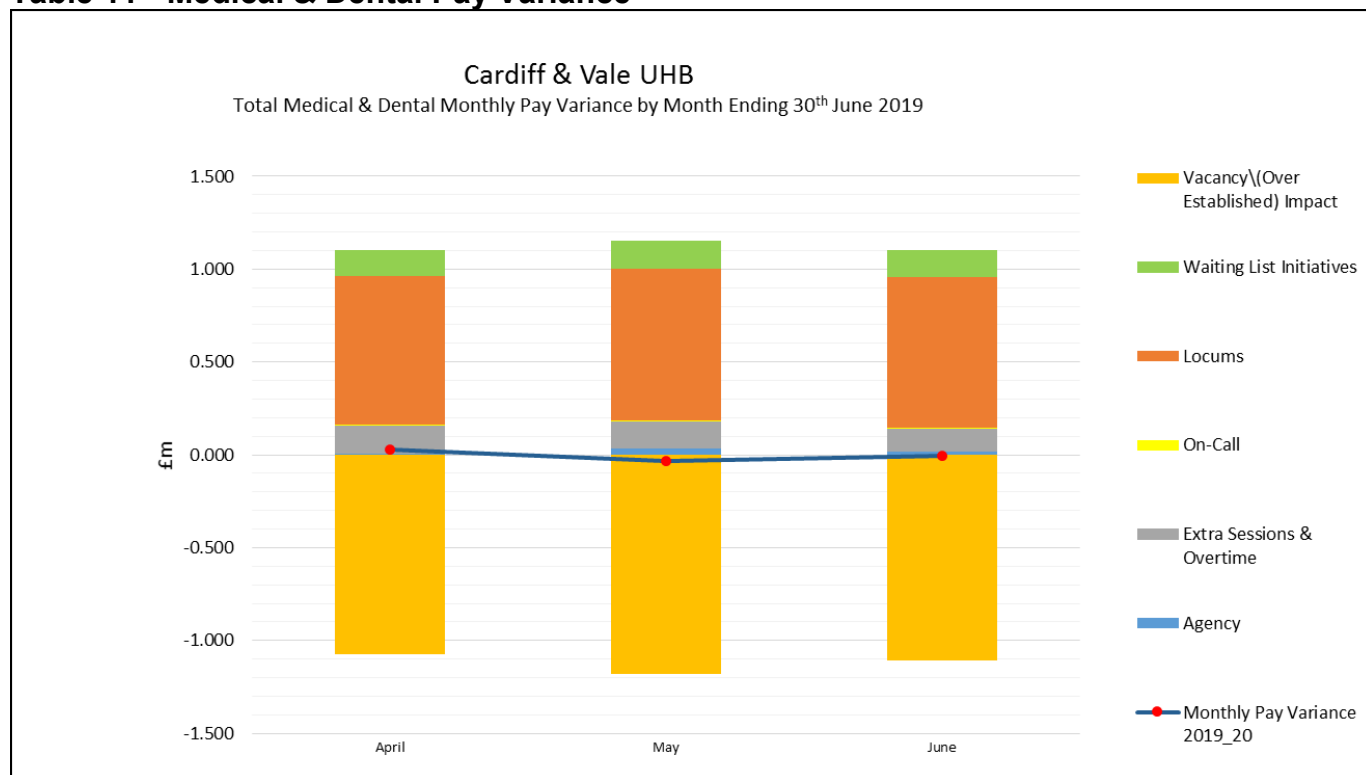
Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	0.821	2.347
Bank	0.784	2.301
Overtime	0.166	0.585
Adverse Impact	1.771	5.233
Vacancy\ (Over Established) Impact	(1.385)	(4.273)
Total Pay Variance - (Fav)/Adv £m	0.386	0.960

Table 10 identifies expenditure against substantive nursing posts for the year to date which is £0.960m more than budget. The £4.273m surplus against established posts is offset by a £5.233m overspend on agency, bank and overtime leading to an overall overspend against nursing budgets. Performance on nursing budgets remains a concern and features on the risk register for 2019/20.

Table 11 shows financial performance against medical and dental pay budgets. This identifies that the favourable variance against established posts is offset by expenditure on locums, waiting list initiatives and extra sessions leaving an underspend of £0.006m at month 3.

There are however areas of concern that need to be addressed. The rate of overspend within the CD&T Clinical Board slowed down to £0.005m in month with a £0.116m year to date overspend due to demand driven additional sessions in Radiology and Cellular Pathology and the additional costs of Vascular Centralisation. An in month overspend of £0.090m and a year to date overspend of £0.217m in the Medicine Clinical Board is in part due to pressures in the Emergency Unit.

Table 11 - Medical & Dental Pay Variance



Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	0.017	0.058
Extra Sessions & Overtime	0.124	0.417
On-Call	0.006	0.018
Locums	0.812	2.432
Waiting List Initiatives	0.144	0.434
Adverse Impact	1.104	3.360
Vacancy\ (Over Established) Impact	(1.108)	(3.366)
Total Pay Variance - Medical & Dental (Fav)/Adv £m	(0.004)	(0.006)

Non Pay

Table 12 highlights an overspend of £2.316m against non pay budgets.

The key operational pressure areas are:

- High levels of CHC growth as a consequence of increasing numbers particularly in respect of palliative care.
- An overspend against drug budgets primarily in medicine, specialist services and primary care.
- Premises and fixed plant where the key cost drivers are increased spend on estates contractors to cover vacancies in substantive posts; energy costs; the cost of security at the vacant sites at Lansdowne and Whitchurch and IT and equipment costs.

The large favourable movement in the month in other non pay relates to removing the RTT variance that was reported in month 2 as income is now anticipated to match these costs.

Table 12: Non Pay Variance @ June 2019

Non Pay	In Month			Cumulative Year to Date		
	Budget £m	Actual £m	Variance (Fav)/Adv £m	Budget £m	Actual £m	Variance (Fav)/Adv £m
Clinical services & supplies	8.459	8.506	0.047	25.154	25.295	0.140
Commissioned Services	15.568	15.610	0.042	42.945	42.981	0.036
Continuing healthcare	5.391	5.589	0.198	16.127	16.547	0.420
Drugs / Prescribing	13.197	13.476	0.279	37.135	38.143	1.008
Establishment expenses	0.993	1.000	0.007	2.888	2.983	0.095
General supplies & services	0.768	0.778	0.010	2.151	2.271	0.120
Other non pay	6.542	5.991	(0.552)	17.312	17.093	(0.219)
Premises & fixed plant	2.521	2.663	0.143	8.553	9.140	0.586
Primary Care Contractors	14.180	14.237	0.057	42.311	42.440	0.129
Total £m	67.620	67.849	0.230	194.576	196.892	2.316

LTA Commissioner Performance

The UHB spends circa £165m on commissioning healthcare services for its population mainly through contracts with WHSSC, LHBs and Velindre. A broadly break-even position in month 3 is reported. The year to date commissioner position is shown in Table 13.

Table 13: Month 3 LTA Commissioner Position

Expenditure - C&V Commissioner			(fav) / adv	
Annual Budget	YTD Profile	YTD Actual	YTD Variance	
£m	£m	£m	£m	
WHSSC	126.207	31.450	31.492	0.042
Velindre	17.495	4.374	4.451	0.078
LHBs	20.340	5.083	5.071	(0.011)
Other / NCAs	1.290	0.223	0.088	(0.135)
	165.331	41.128	41.102	(0.026)

Financial Performance of Clinical Boards

Budgets were set to ensure that there is sufficient resource available to deliver the UHB's plan. Financial performance for the three months to 30th June 2019 by Clinical Board is shown in Table 14.

Table 14: Financial Performance for the period ended 30th June 2019

Clinical Board	M2 Budget Variance £m	M3 Budget Variance £m	In Month Variance £m	Cumulative % Variance
All Wales Genomics Service	0.008	0.005	(0.003)	0.18%
Capital Estates & Facilities	0.329	0.383	0.054	2.33%
Children & Women	0.242	0.413	0.171	1.52%
Clinical Diagnostics & Therapies	0.313	0.451	0.138	1.69%
Executives	(0.017)	(0.110)	(0.093)	(1.11%)
Medicine	0.749	1.094	0.345	3.66%
Mental Health	(0.040)	(0.013)	0.027	(0.07%)
PCIC	0.320	0.842	0.522	1.01%
Specialist	(0.195)	(0.500)	(0.306)	(1.17%)
Surgery	0.494	0.597	0.102	1.58%
SubTotal Delegated Position	2.205	3.163	0.958	1.07%
Central Budgets	(0.490)	(1.354)	(0.865)	(2.32%)
Total	1.715	1.808	0.093	0.51%

In month overspends were again reported by 7 Clinical Boards in June. The largest in month overspend was in the PCIC Clinical Board where cost and volume increases in GP prescribing and high levels of admissions combined with lower than average levels of discharge for CHC

placements accounted for the majority of the overspend. The largest cumulative overspend is £1.094m as reported by the Medicine Clinical Board due to the continuing difficulties in managing nursing, medical staff and drug overspends. The rate of overspend in Surgery slowed down in month, however nursing pressures remained a concern. Continuing NICU & PICU underperformance were the main in month concerns in the Women and Children Clinical Board and savings scheme slippage was a continuing concern in the CD & T Clinical Board. The rate of overspend in Capital Estates fell in month; the majority of the in month variance was due a shortfall in catering sales and security costs on vacant sites at Lansdowne and Whitchurch.

Further detail on the Performance of Executive Directorate Budgets is provided at appendix 5.

The financial performance on delegated budgets is now the key financial risk facing the UHB. Each clinical board has been asked to produce recovery actions to deliver a break even position at year end and this will be managed through the normal performance management and escalation processes.

Savings Programme

The UHBs £31.245m savings target has been reduced by £2.1m to £29.145m and this reflects the release of the UHBs remaining investment reserve.

At month 3 the UHB has a fully identified savings programme to deliver against the £29.145m savings target as summarised in Table 15.

Table 15: Progress against the 2019/20 Savings Programme at Month 3

	Total Savings Target £m	Total Savings Identified £m	Total Savings (Unidentified) £m
Total £m	29.145	29.145	0.000

The latest position is shown in **Appendix 1**.

Further work will continue on the savings programme to convert the key remaining amber schemes to green as soon as possible.

Underlying Financial Position

A key challenge to the UHB is eliminating its underlying deficit. The recurrent underlying deficit in 2018/19 b/f into 2019/20 was £36.3m. Successful delivery of the 2019/20 plan will reduce this to £4m by the year end. This is shown in Table 16.

Table 16: Summary of Underlying Financial Position

	2019/20 Plan £m	Forecast Position @ Month 3	
		Non Recurrent £m	Recurrent Position £m
Opening Underlying Deficit £m	36.261	0.000	36.261
Income	(56.610)		(56.610)
Cost pressures less mitigating actions	51.594		51.594
Less CIPs (includes income generation & NR accountancy gains)	(29.145)	4.000	(25.145)
Release of Remaining Investment Reserve	(2.100)		(2.100)
Deficit £m	0.000	4.000	4.000

The UHB's Welsh Government approved 2019/20-2021/22 Integrated Medium Term Plan (IMTP) includes measures to recurrently address the UHBs underlying deficit by the end of 2020/21.

Balance Sheet

The balance sheet at month 3 is detailed in Appendix 2.

The increase in the carrying value of property, plant & equipment since the start of the year is largely due to the impact of annual indexation.

Overall trade debtors have increased by £6.3m (3.4%) since the start of the year primarily due to an increase in amounts due from the Welsh Risk Pool in respect of clinical negligence cases and the annual prepayment of maintenance contracts running from April to March.

The value of Trade and other payables has fallen by around £15.5m (8.5%) since the start of the year due to a reduction in capital creditors; a reduction in clinical negligence accruals and the settlement of year end liabilities.

Cash Flow Forecast

The UHB does not expect to request additional cash support in 2019/20 and at the end of June 2019 the UHB had a forecast year end cash surplus of £0.677m. The UHB will continue to monitor this position with a view to revising the requirement if necessary.

The UHB's cash balance at the end of June was £3.724m.

Public Sector Payment Compliance

The UHB's cumulative performance to the end of June is 96.2% following a 0.5% improvement in month and is also significantly better than the cumulative rate achieved for the three months to the end of June in 2018/19 (94.2%).

Capital Resource Limit (CRL)

Progress against the CRL for the period to the end of June 2019 is summarised in Table 17.

Table 17: Progress against Capital Resource Limit @ June 2019

	£m
Planned Capital Expenditure at month 3	6.196
Actual net expenditure against CRL at month 3	5.075
Variance against planned Capital Expenditure at month	1.116

Capital progress for the year to date has been slow with net expenditure to the end of June being 13% of the UHB's approved Capital Resource Limit. The UHB had an approved capital resource limit of £40.030m at the end of June 2019 comprising of £12.228m discretionary funding and £27.802m towards specific projects (including Neo Natal Upgrading Phase 2, Rookwood Replacement & MR Scanners)

Key Risks and Recovery Actions

At month 3, the key risks are set out below:

1. Risk – Managing within current budgets.

Action - All Clinical Boards have been asked to produce break even recovery plans and financial performance will be managed through well established performance management and escalation processes.

2. Risk - Delivery of the £29.145m efficiency plan target;

Action - At month 3 the UHB has a fully identified savings programme to deliver against the £29.145m savings target . Further work is continuing on the savings programme to convert the key remaining amber schemes to green as soon as possible.

3. Risk - Delivering planned levels of performance within the current resources available.

Action - Discussions with Welsh Government on RTT funding have progressed well and the UHB expects an additional £6.1m performance funding to be confirmed shortly.

ASSURANCE is provided by the scrutiny of financial performance undertaken by the Finance Committee and the UHB intentions to recover the year to date deficit and deliver a break even position by the year end as planned.

RECOMMENDATION

The Finance Committee is asked to:

- NOTE that the UHB has an approved IMTP which includes a balanced Financial Plan for 2019/20.
- NOTE the £1.808m deficit at month 3
- NOTE the key risks and actions being taken to manage them.

Shaping our Future Wellbeing Strategic Objectives

This report should relate to at least one of the UHB's objectives, so please tick the box of the relevant objective(s) for this report

1. Reduce health inequalities		6. Have a planned care system where demand and capacity are in balance	
2. Deliver outcomes that matter to people		7. Be a great place to work and learn	
3. All take responsibility for improving our health and wellbeing		8. Work better together with partners to deliver care and support across care sectors, making best use of our people and technology	
4. Offer services that deliver the population health our citizens are entitled to expect		9. Reduce harm, waste and variation sustainably making best use of the resources available to us	x
5. Have an unplanned (emergency) care system that provides the right care, in the right place, first time		10. Excel at teaching, research, innovation and improvement and	

					provide an environment where innovation thrives				
Five Ways of Working (Sustainable Development Principles) considered Please tick as relevant, click here for more information									
Prevention		Long term	x	Integration		Collaboration		Involvement	
Equality and Health Impact Assessment Completed:		Not Applicable							



2019-20 In-Year Effect

Clinical Board	19-20 Target	Green	Amber	Total Green & Amber	Total Green & Amber	Pipeline Red	Shortfall/(Surplus) on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	%	£'000	£'000
Medicine	1,877	1,591	378	1,969	1.05	38	(92)
Specialist Services	2,019	1,807	244	2,051	1.02	0	(32)
CD&T	1,633	1,042	592	1,634	1.00	375	(1)
Mental Health	1,470	920	550	1,470	1.00	100	0
Children & Women	1,775	916	860	1,776	1.00	278	(1)
PCIC	3,300	1,572	1,738	3,310	1.00	540	(10)
Surgery	2,300	1,764	426	2,190	0.96	645	110
Corporate Execs	681	588	17	604	0.89	20	77
Capital Estates and Facilities	1,290	973	20	993	0.77	267	297
Total	16,345	11,172	4,825	15,996	1.96	2,263	349
Corporate	12,800	9,399	3,750	13,149	0.87	0	(349)
Total	29,145	20,571	8,575	29,145	3.60	2,263	0

2019-20 Full Year Effect

Clinical Board	Recurrent	Green	Amber	Total Green & Amber	Total Green & Amber	Pipeline Red	Shortfall/(Surplus) on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	%	£'000	£'000
Medicine	1,877	1,138	1,478	2,616	1.39	140	(739)
Specialist Services	2,019	1,637	246	1,883	0.93	0	136
CD&T	1,633	885	327	1,212	0.74	375	421
Mental Health	1,470	702	550	1,252	0.85	100	218
Children & Women	1,775	345	1,028	1,373	0.77	325	402
PCIC	3,300	1,564	1,424	2,988	0.91	0	312
Surgery	2,300	1,072	0	1,072	0.47	991	1,228
Corporate Execs	681	646	0	646	0.95	0	35
Capital Estates and Facilities	1,290	781	62	843	0.65	0	447
Total	16,345	8,770	5,116	13,885	1.70	1,931	2,460
Corporate	12,800	900	10,600	11,500	0.63	0	1,300
Total	29,145	9,670	15,716	25,385	3.14	1,931	3,760

BALANCE SHEET AS AT 30th JUNE 2019

	Opening Balance 1 st April 2019	Closing Balance 30 th June 2019
	£'000	£'000
Non-Current Assets		
Property, plant and equipment	675,904	696,591
Intangible assets	2,902	2,772
Trade and other receivables	21,432	17,701
Other financial assets		
Non-Current Assets sub total	700,238	717,064
Current Assets		
Inventories	16,926	17,168
Trade and other receivables	176,987	187,008
Other financial assets		
Cash and cash equivalents	1,219	3,724
Non-current assets classified as held for sale	1,906	994
Current Assets sub total	197,038	208,894
TOTAL ASSETS	897,276	925,958
Current Liabilities		
Trade and other payables	174,685	159,299
Other financial liabilities		
Provisions	129,087	135,514
Current Liabilities sub total	303,772	294,813
NET ASSETS LESS CURRENT LIABILITIES	593,504	631,145
Non-Current Liabilities		
Trade and other payables	9,095	8,940
Other financial liabilities		
Provisions	24,862	15,155
Non-Current Liabilities sub total	33,957	24,095
TOTAL ASSETS EMPLOYED	559,547	607,050
FINANCED BY:		
Taxpayers' Equity		
General Fund	443,904	469,105
Revaluation Reserve	115,643	137,945
Total Taxpayers' Equity	559,547	607,050

CASH FLOW FORECAST AS AT 30th JUNE 2019

	April £'000	May £'000	June £'000	July £'000	Aug £'000	Sept £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £,000	Total £,000
RECEIPTS													
WG Revenue Funding - Cash Limit (excluding NCL)	91,830	92,150	73,290	62,685	83,785	68,775	72,530	83,935	80,030	75,630	76,030	64,226	924,896
WG Revenue Funding - Non Cash Limited (NCL)	1,590	1,590	1,005	1,555	1,460	1,460	1,460	1,460	1,460	1,460	1,460	3,418	19,378
WG Revenue Funding - Other (e.g. invoices)	1,255	1,255	1,255	4,378	1,255	1,255	1,255	1,255	1,255	1,255	4,144	4,144	23,961
WG Capital Funding - Cash Limit	8,500	1,000	0	3,850	3,900	3,400	6,400	3,150	3,400	2,900	2,600	930	40,030
Sale of Assets	0	1,200	0	0	260	2,200	0	0	0	0	0	0	3,660
Income from other Welsh NHS Organisations	39,794	47,109	39,129	53,952	56,512	36,667	44,141	56,862	47,877	45,141	43,652	37,156	547,992
Other - (Specify in narrative)	14,126	6,259	5,137	14,571	5,648	5,337	13,834	5,371	5,152	13,842	5,186	6,750	101,213
TOTAL RECEIPTS	157,095	150,563	119,816	140,991	152,820	119,094	139,620	152,033	139,174	140,228	133,072	116,624	1,661,130
PAYMENTS													
Primary Care Services : General Medical Services	5,495	4,343	8,338	4,354	4,354	7,174	4,354	4,354	7,174	4,354	4,354	7,174	65,822
Primary Care Services : Pharmacy Services	165	136	176	124	150	150	150	150	300	600	300	300	2,701
Primary Care Services : Prescribed Drugs & Appliances	6,818	15,385	3	7,983	15,110	0	7,555	15,110	7,555	7,555	7,555	0	90,629
Primary Care Services : General Dental Services	1,835	1,877	1,926	2,054	1,925	1,925	1,925	1,925	1,925	1,925	1,925	1,925	23,092
Non Cash Limited Payments	1,957	1,861	2,088	2,169	2,035	2,035	2,035	2,035	2,035	2,035	2,035	2,035	24,355
Salaries and Wages	51,454	51,583	50,105	50,651	50,781	50,665	50,896	50,795	50,787	50,895	51,231	51,426	611,269
Non Pay Expenditure	68,366	54,158	46,656	54,775	43,383	42,305	47,423	43,551	43,255	51,259	44,096	46,044	585,271
Capital Payment	6,335	2,613	3,087	2,477	3,969	4,436	6,423	3,027	3,491	2,745	2,618	715	41,936
Other items (Specify in narrative)	10,691	19,637	7,881	16,033	31,115	10,400	18,905	31,115	22,610	18,905	18,905	10,400	216,597
TOTAL PAYMENTS	153,116	151,593	120,260	140,620	152,822	119,090	139,666	152,062	139,132	140,273	133,019	120,019	1,661,672
Net cash inflow/outflow	3,979	(1,030)	(444)	371	(2)	4	(46)	(29)	42	(45)	53	(3,395)	
Balance b/f	1,219	5,198	4,168	3,724	4,095	4,093	4,097	4,051	4,022	4,064	4,019	4,072	
Balance c/f	5,198	4,168	3,724	4,095	4,093	4,097	4,051	4,022	4,064	4,019	4,072	677	

PROGRESS AGAINST CRL AS AT 30th JUNE 2019

Approved CRL issued June 6 th 2019 £'000s	40,030
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Performance against CRL	Year To Date			Forecast		
	Plan £'000	Actual £'000	Var. £'000	Plan £'000	F'cast £'000	Var. £'000
All Wales Capital Programme:						
Neo Natal BJC2	1,383	1,271	(112)	5,734	5,607	(127)
Rookwood Replacement	4,268	3,411	(857)	18,768	18,768	0
MRI Scanners	0	0	0	3,300	3,300	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
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	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
Sub Total	5,651	4,682	(969)	27,802	27,675	(127)
Discretionary:						
I.T.	91	118	27	939	939	0
Equipment	80	(3)	(83)	1,950	2,077	127
Statutory Compliance	387	262	(125)	2,800	2,800	0
Estates	1,689	1,718	29	10,307	10,307	0
Sub Total	2,247	2,095	(152)	15,996	16,123	127
Donations:						
Charitable Funds Equipment	790	790	0	1,861	1,861	0
Sub Total	790	790	0	1,861	1,861	0
Asset Disposals:						
Iorweth Jones	912	912	0	912	912	0
Amy Evans	0	0	0	206	206	0
Lansdowne Hospital	0	0	0	789	789	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
Sub Total	912	912	0	1,907	1,907	0
CHARGE AGAINST CRL	6,196	5,075	(1,121)	40,030	40,030	0
PERFORMANCE AGAINST CRL (Under)/Over £'000s		(34,955)			0	

FINANCIAL PERFORMANCE OF EXECUTIVE DIRECTORATES

Corporate Executive Directorate	M3 Budget Variance £m
Chief Executive Officer	0.013
Chief Operating Officer	0.029
Director of Finance	(0.080)
Director of Governance	0.078
Director of Nursing	0.022
Director of Planning	0.038
Director of Public Health	0.002
Director of Therapies	(0.018)
Director of Transformation	(0.048)
Director of Workforce	(0.034)
Medical Director	(0.113)
Total £m	(0.110)

Report Title:	2019-20 Cost Reduction Programme							
Meeting:	Finance Committee					Meeting Date:	31st July 2019	
Status:	For Discussion	x	For Assurance	x	For Approval		For Information	x
Lead Executive:	Executive Director of Finance							
Report Author	Assistant Director of Finance							

SITUATION

The UHB started the year with a total savings requirement of £31.245m in 2019/20. This report summarises progress against the 2019/20 UHB devolved 2% savings programme of £16.345m. The report also summarises progress against the £14.900m corporate and high value opportunities target.

ASSESSMENT

PROGRESS AGAINST DEVOLVED CRP REQUIREMENT 2019-20

As at 30th June 2019 £15.996m of schemes had been identified as Green or Amber against the devolved 2% savings target of £16.345m. There is therefore a shortfall of £0.349m to be identified by delegated budget holders. Of the £15.996m identified schemes, £13.885m is recurrent 2020/21.

There is an expectation that Clinical Boards get 100% of schemes in green and amber as soon as possible.

PROGRESS AGAINST CORPORATE AND HIGH VALUE OPPORTUNITIES TARGET

The Corporate savings target of £14.900m has been reduced by £2.100m to £12.800m and this reflects the release of the UHBs remaining investment reserve.

As at 30th June 2019 £13.149m had been identified as Green or Amber against the £12.800m corporate and high value opportunities target. Of the £13.149m identified schemes, £11.500m is recurrent in 2020/21.

A significant amount of work is underway to address this shortfall focusing on a number of areas highlighted through both the Efficiency Framework and our own internal benchmarking and analysis.

The Finance Committee is asked to note that none of these measures has a detrimental impact upon service delivery.

SUMMARY

To date the value of Green and Amber schemes identified totals £29.145m, in line with the UHB revised savings target of £29.145m.

To ensure we achieve our financial objectives for 2019/20 and deliver against our IMTP commitments we need to progress the savings programme as a matter of urgency to have 100% CIP schemes in green.

AREAS OF CONCERN

There is a shortfall against the 2% devolved CRP target of £0.349m that needs to be addressed as soon as possible.

Whilst there are plans in place to deliver the 2019/20 CIP target across the UHB, further recurrent schemes need to be identified to ensure we start 2020/21 in the best possible position.

ASSURANCE is provided by:

- The scrutiny of financial performance undertaken by the Finance Committee;
- The weekly reported CIP tracker.

RECOMMENDATION

The Finance Committee is asked to:

- **NOTE** the progress against the revised £29.145m UHB savings requirement for 2019/20.

Shaping our Future Wellbeing Strategic Objectives

This report should relate to at least one of the UHB's objectives, so please tick the box of the relevant objective(s) for this report

1. Reduce health inequalities		6. Have a planned care system where demand and capacity are in balance	
2. Deliver outcomes that matter to people		7. Be a great place to work and learn	
3. All take responsibility for improving our health and wellbeing		8. Work better together with partners to deliver care and support across care sectors, making best use of our people and technology	
4. Offer services that deliver the population health our citizens are entitled to expect		9. Reduce harm, waste and variation sustainably making best use of the resources available to us	x
5. Have an unplanned (emergency) care system that provides the right care, in the right place, first time		10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives	

Five Ways of Working (Sustainable Development Principles) considered

Please tick as relevant, click [here](#) for more information

Prevention		Long term	x	Integration		Collaboration		Involvement	
Equality and Health Impact Assessment Completed:		Not Applicable							

Savings Tracker Summary

2019-20 In-Year Effect

Clinical Board	19-20 Target	Green	Amber	Total Green & Amber	Total Green & Amber	Pipeline Red	Shortfall/(Surplus) on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	%	£'000	£'000
Medicine	1,877	1,591	378	1,969	1.05	38	(92)
Specialist Services	2,019	1,807	244	2,051	1.02	0	(32)
CD&T	1,633	1,042	592	1,634	1.00	375	(1)
Mental Health	1,470	920	550	1,470	1.00	100	0
Children & Women	1,775	916	860	1,776	1.00	278	(1)
PCIC	3,300	1,572	1,738	3,310	1.00	540	(10)
Surgery	2,300	1,764	426	2,190	0.96	645	110
Corporate Execs	681	588	17	604	0.89	20	77
Capital Estates and Facilities	1,290	973	20	993	0.77	267	297
Total	16,345	11,172	4,825	15,996	1.96	2,263	349
Corporate	12,800	9,399	3,750	13,149	0.87	0	(349)
Total	29,145	20,571	8,575	29,145	3.60	2,263	0

Full Year Effect in 2020/21

Clinical Board	Recurrent	Green	Amber	Total Green & Amber	Total Green & Amber	Pipeline Red	Shortfall/(Surplus) on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	%	£'000	£'000
Medicine	1,877	1,138	1,478	2,616	1.39	140	(739)
Specialist Services	2,019	1,637	246	1,883	0.93	0	136
CD&T	1,633	885	327	1,212	0.74	375	421
Mental Health	1,470	702	550	1,252	0.85	100	218
Children & Women	1,775	345	1,028	1,373	0.77	325	402
PCIC	3,300	1,564	1,424	2,988	0.91	0	312
Surgery	2,300	1,072	0	1,072	0.47	991	1,228
Corporate Execs	681	646	0	646	0.95	0	35
Capital Estates and Facilities	1,290	781	62	843	0.65	0	447
Total	16,345	8,770	5,116	13,885	1.70	1,931	2,460
Corporate	12,800	900	10,600	11,500	0.63	0	1,300
Total	29,145	9,670	15,716	25,385	3.14	1,931	3,760

Corporate Schemes

2019-20 In-Year Effect against £12.8m target

Corporate Scheme	19-20 Target	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall/(Surplus) on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicines Management (Lucentis / Avastin)	1,000		1,000	1,000	0	0
Estates Management (Global Link rent)	200	200		200	0	0
Sale of Iorwerth Jones profit on disposal	400	400		400	0	0
Net rates reduction	450	450		450	0	0
Management Structures - Organising for Success	1,000		1,000	1,000	0	0
Non Electice LOS - Bed reduction (3 wards)	1,250		1,250	1,250	0	0
Managed Service Contract - Theatres stock	500		500	500	0	0
Cost Avoidance - WEQAS	1,800	1,800		1,800	0	0
Review of discretionary expenditure	1,000	1,000		1,000	0	0
Cost Avoidance - Rates	2,000	2,078		2,078	0	(78)
Cost Avoidance - CHC	2,000	1,628		1,628	0	372
Accounting policy change - goods received	1,000	1,000		1,000	0	0
Stock Management	200	300		300	0	(100)
Prescribing provision	0	343		343	0	(343)
FP2 Rebanding provision	0	200		200		(200)
Total	12,800	9,399	3,750	13,149	-	(349)

Full Year Effect

Corporate Scheme	Recurrent Target	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicines Management (Lucentis / Avastin)	2,000		2,000	2,000	0	0
Estates Management (Global Link rent)	450	450		450	0	0
Net rates reduction	450	450		450	0	0
Management Structures - Organising for Success	2,000		2,000	2,000	0	0
Non Electice LOS - Bed reduction (3 wards)	5,100		5,100	5,100	0	0
Managed Service Contract - Theatres stock	1,500		1,500	1,500	0	0
Unidentified Gap to achieve full recurrent impact	1,300			-	0	1,300
Total	12,800	900	10,600	11,500	-	1,300

Note – the above table reflects the final full year effect of 3 ward closure which will be realised in 2021/22

CRP RAG Rating

	Red Pipeline	Amber	Green
Project plan/brief	<ul style="list-style-type: none"> ▶ Evidence of project planning (project brief, milestones with timescales etc.) appears incomplete considering level of complexity / risk 	<ul style="list-style-type: none"> ▶ Non complex project ▶ Evidence of some important elements of a project plan (project brief, milestones with timescales etc.), however some key areas are not sufficiently addressed ▶ Project planning not deemed sufficiently specific / comprehensive 	<ul style="list-style-type: none"> ▶ Appropriate degree of project planning (project brief, milestones with timescales etc.) evidenced considering the level of complexity / risk
Lead responsible & support	<ul style="list-style-type: none"> ▶ Lead to be identified 	<ul style="list-style-type: none"> ▶ Project lead identified, however indication that roles & responsibilities are not entirely clear ▶ Inappropriate lead assigned to project ▶ Indication that not all the necessary individuals are involved in supporting the delivery of the project 	<ul style="list-style-type: none"> ▶ Appropriate individual identified and actively leading the project ▶ The appropriate individuals appear to be included within the delivery team
Financial & activity calculation	<ul style="list-style-type: none"> ▶ Calculation of savings ongoing ▶ Significant factors to be worked through ▶ Savings to be fully quantified 	<ul style="list-style-type: none"> ▶ Evidence that the majority of the key financial implications have been factored into calculations, some specific factors have been omitted / are yet to be clarified ▶ Number represents actual savings identified, not a target 	<ul style="list-style-type: none"> ▶ Simple project, limited financial planning deemed sufficient ▶ All elements of the saving adequately identified and incorporated into the calculation ▶ Number represents actual savings identified, not a target
Financial phasing	<ul style="list-style-type: none"> ▶ Rationale for financial phasing outstanding 	<ul style="list-style-type: none"> ▶ Rationale deemed appropriate ▶ Financial savings phased according to timing of plans and milestones 	<ul style="list-style-type: none"> ▶ Financial savings phased according to timing of plans and milestones

Kind and caring
Caredig a gofalgar

Respectful
Dangos parch

Trust and integrity
Ymddiriedaeth ac uniondeb

Personal responsibility
Cyfrifoldeb personol

CARING FOR PEOPLE
KEEPING PEOPLE WELL



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board

Report Title:	Finance Risk Register							
Meeting:	Finance Committee					Meeting Date:	31st July 2019	
Status:	For Discussion	x	For Assurance	x	For Approval		For Information	x
Lead Executive:	Executive Director of Finance							
Report Author (Title):	Assistant Director of Finance							

SITUATION

This report highlights the 2019/20 Finance Risk Register risk categorisation by severity of risk as at 31st July 2019. The detailed risk register is shown in Appendix 1.

REPORT

ASSESSMENT

Following the most recent review the number of risks identified in each category is shown below:

2019/20 UHB Financial Risks at 31st July 2019

Risk Category	Risk Score	Number of Risks as at 31 July 2019
Extreme Risk	20 - 25	4
High Risk	12 - 16	5
Moderate Risk	4 - 10	3
Low Risk	1 - 3	0

A summary of the **Extreme Risks** are shown below:

Fin01/19 – Reducing underlying deficit from £36.3m to £4.0m in line with approved IMTP.

Fin02/19 – Management of budget pressures. Month 3 overspends reported in Medicine Clinical Board (£1.094m), PCIC (£0.824m), Surgery (£0.597m)

Fin04/19 – Deliver Corporate CIP target of £12.8m. No red pipeline schemes identified.

Fin09/19 – Management of nursing position £0.960m overspend at month 3.

SUMMARY

The Finance Committee will be kept up to date regarding any additions to the Risk Registers or any change in risk assessment.

ASSURANCE is provided by:

- The scrutiny of the Risk Register undertaken by the Finance Committee;

RECOMMENDATION

The Finance Committee is asked to:

- **NOTE** the risks highlighted within the 2019/20 risk register

Shaping our Future Wellbeing Strategic Objectives

This report should relate to at least one of the UHB's objectives, so please tick the box of the relevant objective(s) for this report

1. Reduce health inequalities		6. Have a planned care system where demand and capacity are in balance	
2. Deliver outcomes that matter to people		7. Be a great place to work and learn	
3. All take responsibility for improving our health and wellbeing		8. Work better together with partners to deliver care and support across care sectors, making best use of our people and technology	
4. Offer services that deliver the population health our citizens are entitled to expect		9. Reduce harm, waste and variation sustainably making best use of the resources available to us	x
5. Have an unplanned (emergency) care system that provides the right care, in the right place, first time		10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives	

Five Ways of Working (Sustainable Development Principles) considered

Please tick as relevant, click [here](#) for more information

Prevention		Long term	x	Integration		Collaboration		Involvement	
Equality and Health Impact Assessment Completed:		Yes / No / Not Applicable If "yes" please provide copy of the assessment. This will be linked to the report when published.							

Categories	CB/Dir Ref No	Date Entered onto new CB/Dir/UHB Risk Register	Risk/Issue (Including Impact)	Existing Controls	Current Risk Rating			Adequacy Existing Controls	Summary of Additional Controls Required	Target Risk Rating if Controls in Place			Date of Last Review	Review Completed By	Date of Next Review	Risk Owner	Exec Lead	Assuring committee
					Impact / Consequence	Likelihood	Score			Impact / Consequence	Likelihood	Score						
Finance	Fin01/19	Mar-19	The opening underlying deficit in 19/20 is £36.3m. The IMTP planned c/f underlying deficit in 2020/21 is £4m.	Governance reporting and monitoring arrangements through the Finance Committee and Board	5	4	20	Adequate but more Action Required	Progress against the underlying deficit is to be managed by Management Executive.	4	3	12	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Finance	Finance Committee
Finance	Fin02/19	Mar-19	Manage Budget pressures	The requirement to manage budget pressures clearly communicated to primary budget holders. Standing Financial Instructions set spending limits. Break even plans have been requested from all Clinical Boards. Progress to be reviewed through Executive Performance Reviews with Clinical Boards. Significant overspends at month 3: Medicine PCIC £0.842m Surgery £0.597m	5	4	20	Adequate but more Action Required	Escalation process led by Chief Executive.	4	2	8	Jul-19	Assistant Director of Finance	Aug-19	The Board	Chief Operating Officer	Finance Committee
Finance	Fin03/19	Mar-19	Deliver 2% Recurrent CIP (£16.4m) - Full CIP plan in place at month 3.	2% recurrent CIP target clearly communicated to budget holders. CIP tracker in place to monitor weekly progress across the organisation. Project Management Office in place to support the identification of cross cutting CIPs. Executive lead identified for each cross cutting theme. Monthly Financial Clearance Meeting. Executive / Clinical Board Performance Reviews. Surgery Clinical Board £0.169m shortfall against target at month 3.	4	4	16	Adequate but more Action Required		4	3	12	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Finance	Finance Committee
Finance	Fin04/19	Mar-19	Develop and deliver Corporately led financial opportunities of £12.8m to achieve year end break even position - Full CIP plan in place at month 3.	CIP target clearly communicated. CIP tracker in place to monitor weekly progress. Executive lead identified for each Corporate Scheme	5	4	20	Adequate but more Action Required	Progress against Corporate schemes is to be managed by Management Executive.	4	3	12	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Finance	Finance Committee
Finance	Fin05/19	Mar-19	Manage internal investments within £4m envelope	When Internal investment plan agreed business cases to be approved through the Business Case Approval Group (BCAG)	3	3	9	Optimum Controls/NFA Required	Internal investments will not be agreed until the UHB has a full savings programme in place.	3	2	6	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Finance	Finance Committee
Finance	Fin06/19	Mar-19	Deliver RTT within resources available (Baseline£10.5m 19/20) Additional £6.1m funding agreed with WG	The UHB will continue to work closely with WG to ensure appropriate resources are made available to maintain progress.	4	3	12	Adequate but more Action Required	Monthly meetings with the COO, progress report to be received through performance review meetings and regular dialogue with WG.	3	2	6	Jul-19	Assistant Director of Finance	Aug-19	The Board	Chief Operating Officer	Finance Committee
Finance	Fin07/19	Mar-19	Winter pressures managed within (£1.5m 19/20)	Winter plan for 2019/20 being developed for sign off by Management Executive.	4	3	12	Adequate but more Action Required	Progress report to be received through performance review meetings.	3	2	6	Jul-19	Assistant Director of Finance	Aug-19	The Board	Chief Operating Officer	Finance Committee
Finance	Fin08/19	Mar-19	Commissioning Risks	Regular performance/LTA meetings with other providers/WHSSC and internal commissioning group.	3	3	9	Optimum Controls/NFA Required	None	3	2	6	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Finance	Finance Committee
Finance	Fin09/19	Mar-19	Management of Nursing overspend - £0.960m month 3 (£1.8m month 12 2018/19)	Progress to be monitored through Nursing Productivity Group and Executive / Clinical Board Performance Reviews.	4	5	20	Adequate but more Action Required	Escalation process led by Chief Executive	3	4	12	Jul-19	Assistant Director of Finance	Aug-19	The Board	Chief Operating Officer / Director of Nursing	Finance Committee
Finance	Fin10/19	Mar-19	Containment of IT developments	Internal investment plan agreed with business cases to be approved through the Business Case Approval Group (BCAG) / Capital Management Group.	4	4	16	Optimum Controls/NFA Required	Internal investments will not be agreed until the UHB has a full savings programme in place. Possibility of digital funding from WG.	2	3	6	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Transformation	Finance Committee
Finance	Fin11/19	Mar-19	Increased employers pension contributions	The UHB will continue to work closely with WG to ensure appropriate resources are made available to maintain progress.	4	2	8	Optimum Controls/NFA Required	None	2	2	4	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Finance	Finance Committee

Guidance Notes to assist completing the risk register

Remember all risks must have undergone a risk assessment, prior to them being added to the Risk Register

UHB Reference No:- This number will be allocated by the Risk Management Department. Once added this will be communicated back to the Divisions.

Divisional / Directorate Reference No:- Each Division / Directorate should have a unique numbering system for the risks that they enter onto the register. It should contain the initials of the Division, a consecutive number and the year e.g. Mental Health = MH, Children's and Women's = CW, Primary, Community & Intermediate & Older Persons = PCIO, Dental = Den, Diagnostics & Therapeutics = DT, Medicine = M, Surgical Services = SS, Specialist Services = SpS. MH 01/10, SPS 01/10 etc. (Note - as this register is in the developmental stage please advise Melanie Westlake if there are alternative initials to be used).

Previous Reference No:- Whilst the UHB is in the process of consolidating and updating registers it will be necessary to include the previous reference number for audit purposes. This will be populated by the Risk Management Department.

Date entered onto original Register:- as above

Risk / Issue (Including Impact):- The Risk or Issue is the event that could cause an incident or hinder the achievement of objectives. A risk is something that may happen. An issue is already occurring. The impact is the effect that the Risk or Issue will have on the UHB.

Link to UHB Core Objectives:- List here, the main Strategic Goal that links to the risk being assessed.

Existing Controls:- Summarise in bullet form the existing controls to prevent the risk / issue occurring or reduce the impact.

Current Risk Rating:- Assess the current impact on the UHB using Tables 1,2 & 3.

Ranking:- This is the ranking of the risk e.g. The highest risk will score 25 and be ranked at 1, those that score 20 will be ranked at 2 etc.

Adequacy of existing controls:- Indicate how well controlled you feel the risk / issue is i.e. No control, Inadequate controls, Adequate but more action required and Optimum / NFA required.

Summary of Additional Controls Required:- Summarise in bullet form the controls that you know should be introduced to reduce the risk together with resources required.

Target Risk Rating if Controls in Place:- What will be the risk be if the actions proposed to further reduce / eliminate the risk are taken.

Date of Last Review:- When was the Risk Assessment / Control measures last reviewed.

Review completed by:- This should be a senior member of staff for high / medium risk on the register e.g. Divisional Manager / Nurse.

Date of Next Review:- This should be determined by the adequacy of controls and risk score e.g. risks scoring 25 with Inadequate control = monthly, risk scoring 12 with adequate controls but more action required = 6 monthly.

Risk Owner:- Who is the lead for taking the actions proposed relating to this risk. This should be Divisional Director, Board Secretary, Assistant Director etc.

Director Lead:- Who is the lead Director for this risk.

Assuring Committee:- This is the Committee that will monitor / manage the risk on behalf of the UHB Board or the UHB itself e.g. Quality & Safety Committee, Performance Committee.

	Consequence score (severity levels) and examples of descriptors				
	1	2	3	4	5
Domains	Negligible	Minor	Moderate	Major	Catastrophic
Impact on the safety of patients, staff or public (physical/psychological harm)	Minimal injury requiring no/minimal intervention or treatment. No time off work	Minor injury or illness, requiring minor intervention Requiring time off work for >3 days Increase in length of hospital stay by 1-3 days	Moderate injury requiring professional intervention Requiring time off work for 4-14 days Increase in length of hospital stay by 4-15 days RIDDOR/agency reportable incident An event which impacts on a small number of patients	Major injury leading to long-term incapacity/disability Requiring time off work for >14 days Increase in length of hospital stay by >15 days Mismanagement of patient care with long-term effects	Incident leading to death Multiple permanent injuries or irreversible health effects An event which impacts on a large number of patients
Quality/complaints/audit	Peripheral element of treatment or service suboptimal Informal complaint/inquiry	Overall treatment or service suboptimal Formal complaint/ Local resolution Single failure to meet internal standards Minor implications for patient safety if unresolved Reduced performance rating if unresolved	Treatment or service has significantly reduced effectiveness Formal complaint / Local resolution (with potential to go to independent review) Repeated failure to meet internal standards Major patient safety implications if findings are not acted on	Non-compliance with national standards with significant risk to patients if unresolved Multiple complaints/ independent review Critical report	Totally unacceptable level or quality of treatment/service Inquest/ombudsman inquiry Gross failure of patient safety if findings not acted on Gross failure to meet national standards
Human resources/ organisational development/staffing / competence	Short-term low staffing level that temporarily reduces service quality (< 1 day)	Low staffing level that reduces the service quality	Late delivery of key objective/ service due to lack of staff Unsafe staffing level or competence (>1 day) Low staff morale Poor staff attendance for mandatory/key professional training	Uncertain delivery of key objective/service due to lack of staff Unsafe staffing level or competence (>5 days) Loss of key staff Very low staff morale No staff attending mandatory/ key professional training	Non-delivery of key objective/service due to lack of staff Ongoing unsafe staffing levels or competence Loss of several key staff No staff attending mandatory training /key professional training on an ongoing basis
Statutory duty/ inspections	No or minimal impact or breach of guidance/ statutory duty	Breach of statutory legislation	Single breach in statutory duty Challenging external recommendations/ improvement notice	Enforcement action Multiple breaches in statutory duty Improvement prohibition notices Critical report	Multiple breaches in statutory duty Prosecution Complete systems change required Severely critical report

Adverse publicity/ reputation	Rumours Potential for public concern	Local media coverage – short-term reduction in public confidence Elements of public expectation not being met	Local media coverage – long-term reduction in public confidence	National media coverage with <3 days service well below reasonable public expectation	National media coverage with >3 days service well below reasonable public expectation. MP/AM concerned (questions in the House/Assembly) Total loss of public confidence
Business objectives/ projects	Insignificant cost increase/ schedule slippage	<5 per cent over project budget Schedule slippage	5–10 per cent over project budget Schedule slippage	Non-compliance with national 10–25 per cent over project budget Schedule slippage Key objectives not met	Incident leading >25 per cent over project budget Schedule slippage Key objectives not met
Finance including claims	Small loss Risk of claim remote	Loss of 0.1–0.25 per cent of budget Claim less than £10,000	Loss of 0.25–0.5 per cent of budget Claim(s) between £10,000 and £100,000	Uncertain delivery of key objective/Loss of 0.5–1.0 per cent of budget Claim(s) between £100,000 and £1 million Purchasers failing to pay on time	Non-delivery of key objective/ Loss of >1 per cent of budget Failure to meet specification/ slippage Loss of contract Claim(s) >£1 million
Service/business interruption	Loss/interruption of >1 hour	Loss/interruption of >8 hours	Loss/interruption of >1 day	Loss/interruption of >1 week	Permanent loss of service or facility
Environmental impact	Minimal or no impact on the environment	Minor impact on environment	Moderate impact on environment	Major impact on environment	Catastrophic impact on environment

Likelihood Score (L)

- What is the likelihood of the consequence occurring?
- The frequency based score is appropriate in most circumstances and is easier to identify. It should be used whenever it is possible to identify the frequency at which a risk is likely to occur.
- The probability score is more appropriate for risks relating to time limited or one-off projects or business objectives

Likelihood Score

Descriptor	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
<u>Frequency</u> How often does it might it happen	This will probably never happen/ recur	Do not expect it to happen / recur but it is possible it may do so	Might happen or recur occasionally	Will probably happen/recur but it is not a persisting issue	Will undoubtedly happen/recur, possibly frequently
<u>Probability</u> Will it happen or not? % chance of <u>not</u> meeting objective	<0.1 per cent	0.1-1 per cent	1 -10 per cent	10-50 per cent	>50 per cent

Table 3 - Risk Scoring = Consequence x Likelihood (C x L)

Consequence Score	Likelihood Score				
	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
5 - Catastrophic	5	10	15	20	25
4 - Major	4	8	12	16	20
3 - Moderate	3	6	9	12	15
2 - Minor	2	4	6	8	10
1 - Negligible	1	2	3	4	5

For grading risk, the scores obtained from the risk matrix are assigned grades as follows

1 - 3 = Low Risk	Quick, easy measures implemented immediately and further action planned for when resources permit
4 - 10 = Moderate Risk	Actions implemented as soon as possible but no later than a year
12 - 16 = High Risk	Actions implemented as soon as possible but no later than six months
20 - 25 = Extreme Risk	Requires urgent action. The UHB Board is made aware and it implements immediate corrective action

Report Title:	Committee Effectiveness Review – Results and Actions						
Meeting:	Finance Committee				Meeting Date:	31 st July 2019	
Status:	For Discussion	x	For Assurance		For Approval	x	For Information
Lead Executive:	Director of Corporate Governance						
Report Author (Title):	Director of Corporate Governance						

SITUATION

It is good practice and good governance for Committees of the Board to undertake an effectiveness review on an annual basis.

It is also a requirement of Standing Orders that Committees of the Board undertake an annual review of their effectiveness. This is the first time that such a review has been undertaken.

The questions which were asked by Members of the Committee were agreed at the meeting of the Committee in April 2019. It was also agreed that Survey Monkey would be used as a tool to gather the feedback.

ASSESSMENT

Attached at appendix 1 are the results for the Committee Effectiveness review undertaken by Committee Members in addition to the Executive Director Lead for the Committee. In future the questionnaire will also be sent to Attendees to ensure a broader view of the Committee is captured.

An action plan to improve the results which had either an 'adequate', 'needs improvement' or 'no' response to the questions asked was developed from the results of other Committees. However, the Finance Committee only had positive results and therefore no action plan for improvement has been developed.

RECOMMENDATION

The Committee is asked to:

- Note the results of the Committee Effectiveness Review for 2019.

Shaping our Future Wellbeing Strategic Objectives

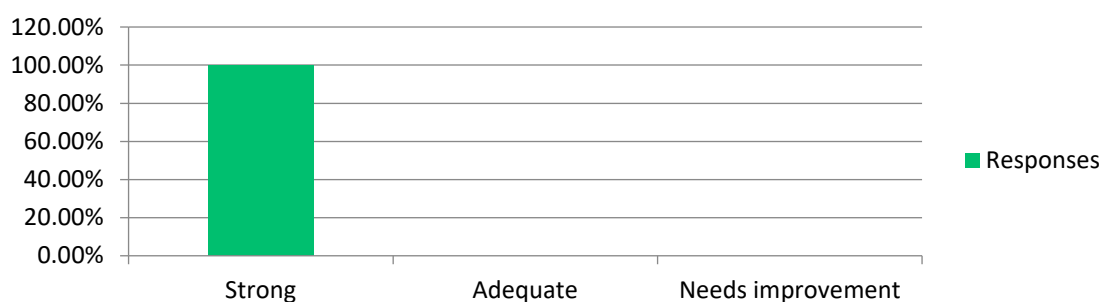
This report should relate to at least one of the UHB's objectives, so please tick the box of the relevant objective(s) for this report

1. Reduce health inequalities		6. Have a planned care system where demand and capacity are in balance	
2. Deliver outcomes that matter to people	x	7. Be a great place to work and learn	x

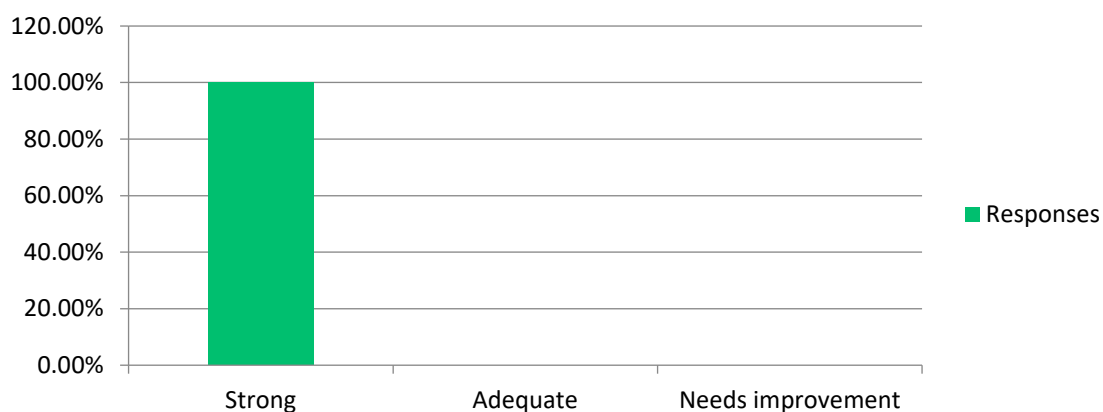
3. All take responsibility for improving our health and wellbeing	x	8. Work better together with partners to deliver care and support across care sectors, making best use of our people and technology	
4. Offer services that deliver the population health our citizens are entitled to expect		9. Reduce harm, waste and variation sustainably making best use of the resources available to us	
5. Have an unplanned (emergency) care system that provides the right care, in the right place, first time		10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives	
Five Ways of Working (Sustainable Development Principles) considered <i>Please tick as relevant, click here for more information</i>			
Prevention		Long term	x
		Integration	
		Collaboration	
		Involvement	
Equality and Health Impact Assessment Completed:	Yes / No / Not Applicable <i>If "yes" please provide copy of the assessment. This will be linked to the report when published.</i>		

Finance Committee – Effectiveness Review Results

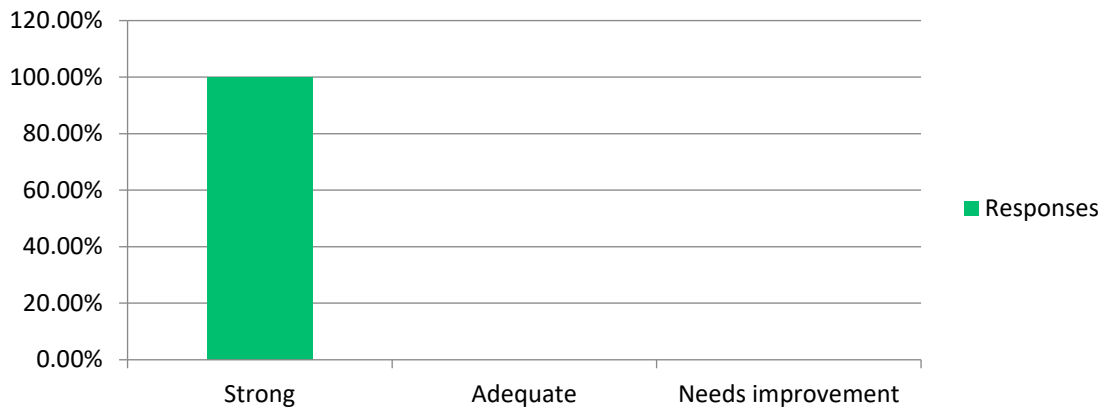
The Finance Committee terms of reference clearly, adequately & realistically set out the Committee's role and nature and scope of its responsibilities in accordance with guidance and have been approved by...



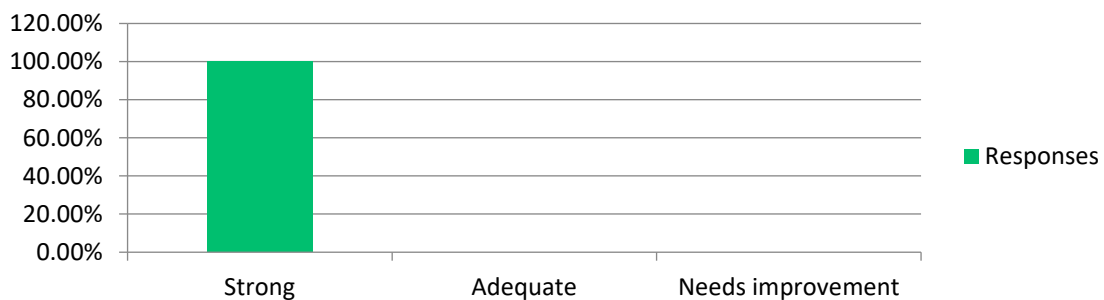
The board was active in its consideration of the Finance Committee composition. NHS Handbook status: 2 - should do



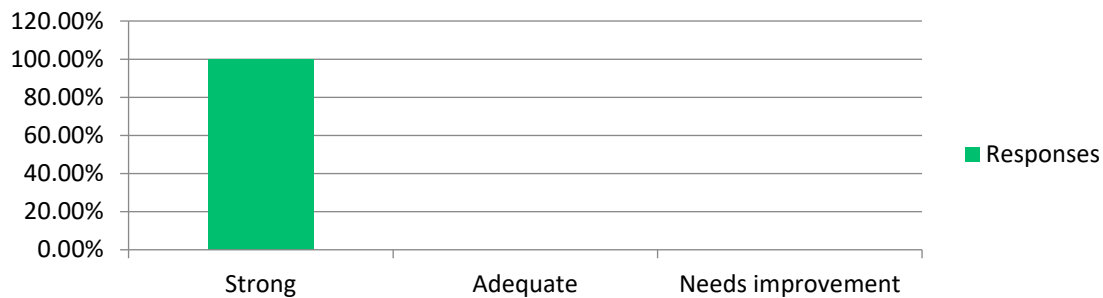
The Finance Committee actions reflect independence from management, ethical behaviour and the best interests of the Health Board and its stakeholders.



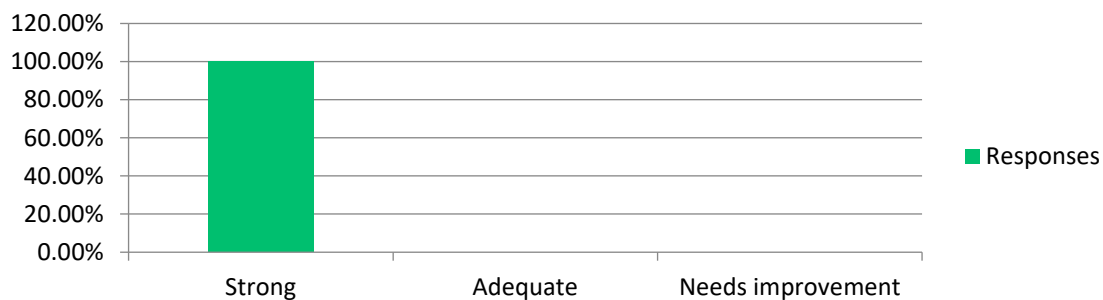
The Finance Committee meeting packages are complete, are received with enough lead time for members to give them due consideration and include the right information to allow meaningful discussion. Minutes are received as...



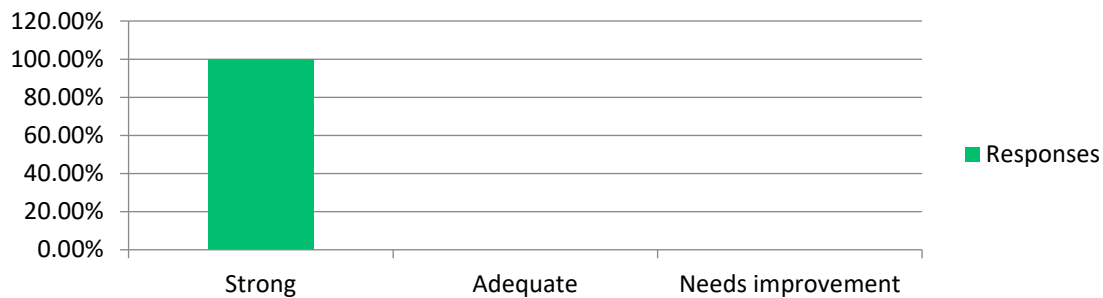
Finance Committee meetings are well organised, efficient, and effective, and they occur often enough and are of appropriate length to allow discussion of relevant issues consistent with the committee's responsibilities.NHS...



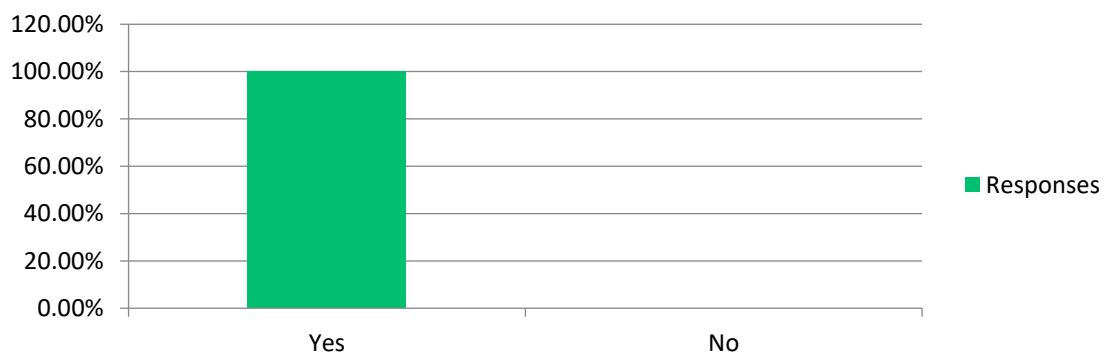
Appropriate internal or external support and resources are available to the Finance Committee and it has sufficient membership and authority to perform its role effectively.NHS Handbook status: 1 - must do



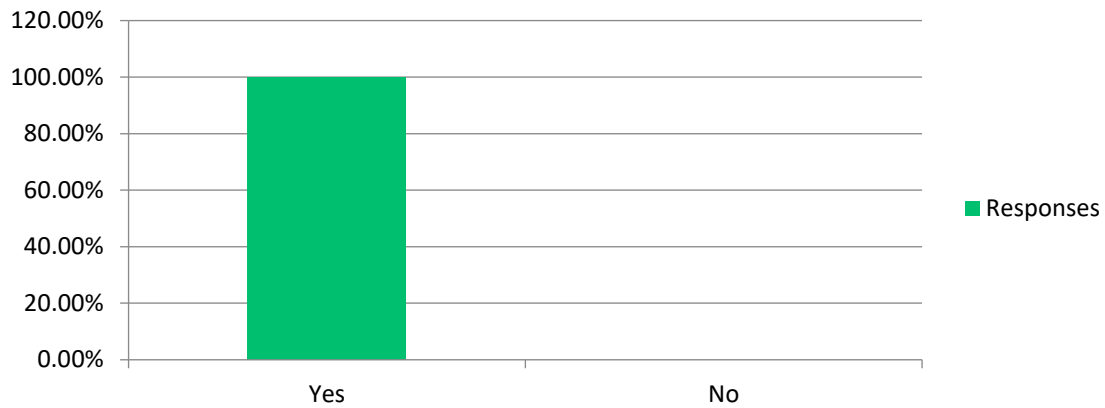
The Committee informs the Board on its significant activities, actions, recommendations and on its performance through minutes and regular reports and has appropriate relationships with other committees.NHS Handbook status: 2 -...



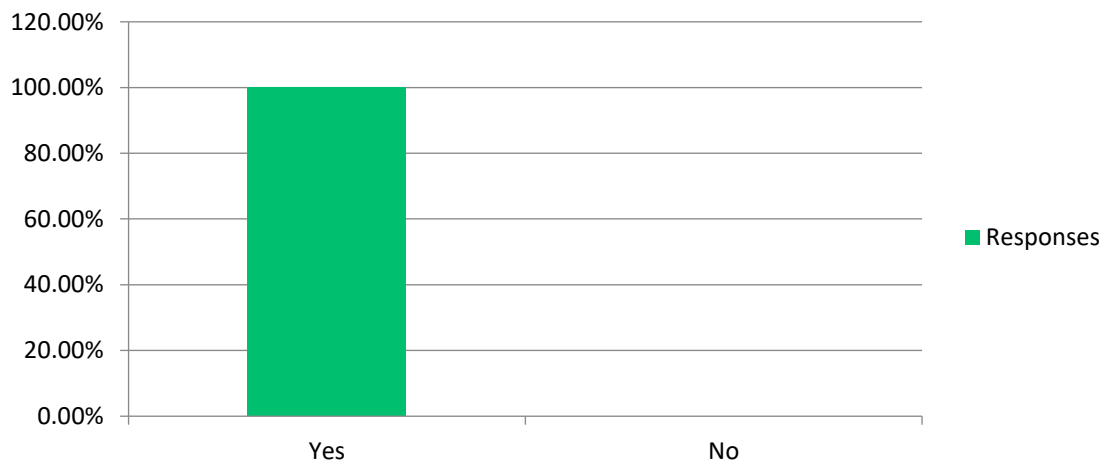
Are the terms of reference reviewed annually to take into account governance developments and the remit of other committees within the organisation?NHS Handbook status: 2 - should do



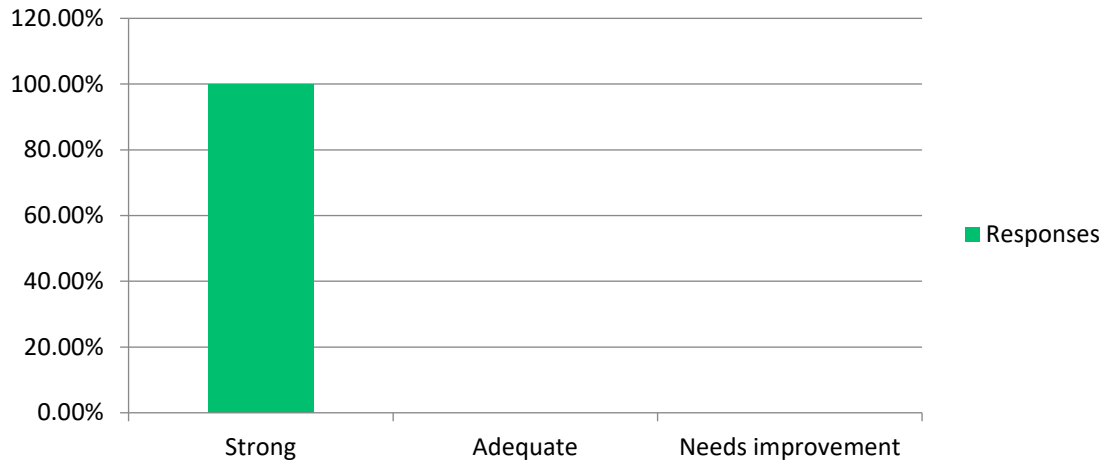
Are changes to the committee's current and future workload discussed and approved at Board level? NHS Handbook status: 2 - should do



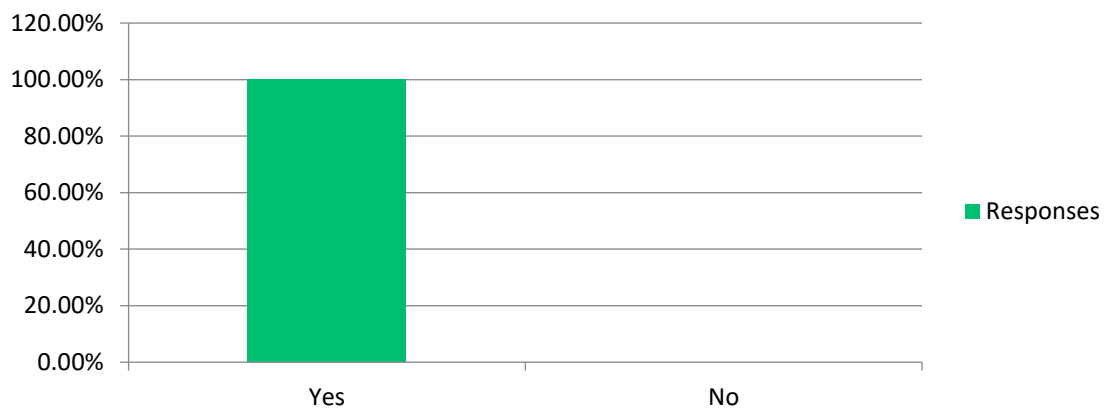
Are committee members independent of the management team? NHS Handbook status: 1 - must do



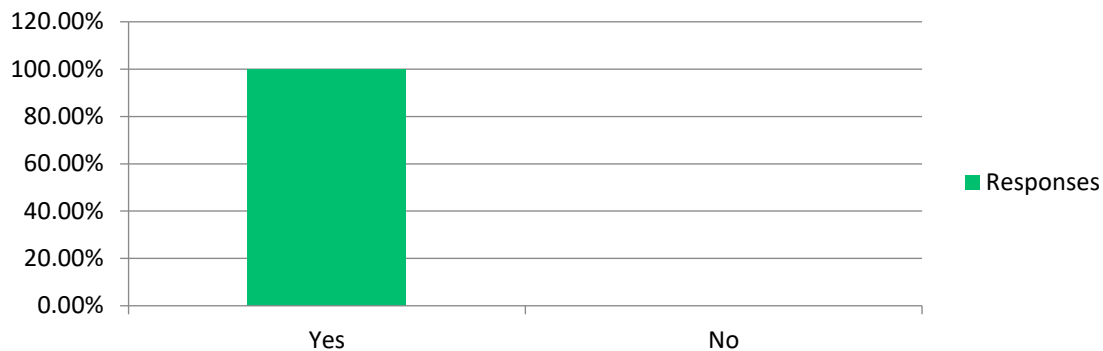
The Finance Committee agenda-setting process is thorough and led by the Finance Committee chair.



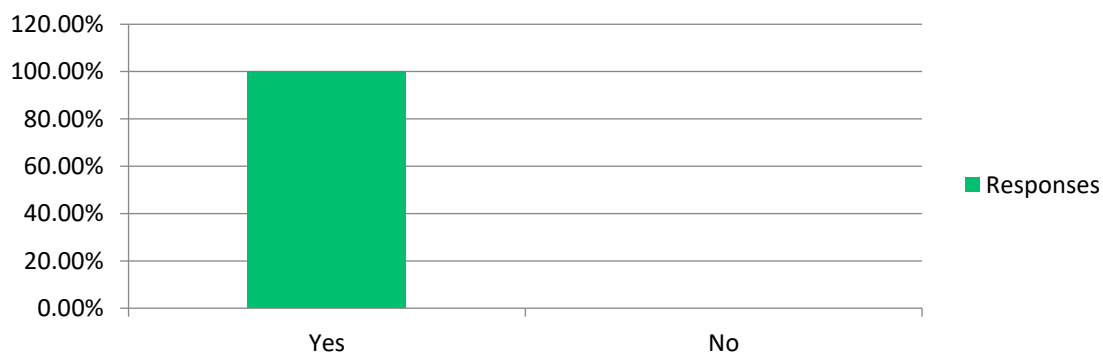
Has the Committee established a plan for the conduct of its work across the year? NHS Handbook status: 2 - should do



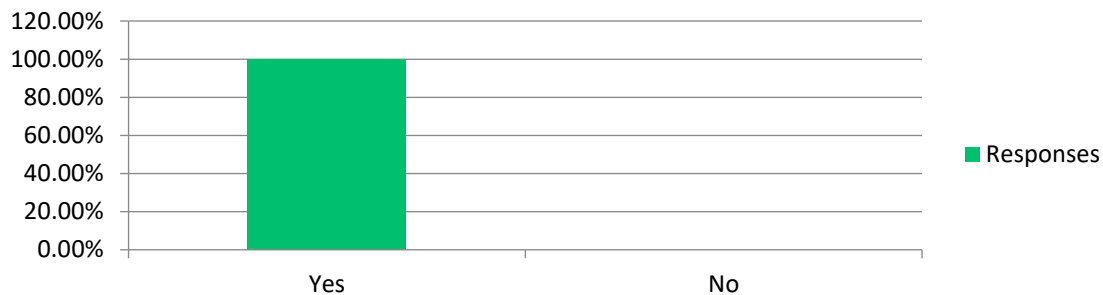
Has the committee formally considered how its work integrates with wider performance management and standards compliance? NHS Handbook status: 2 - should do



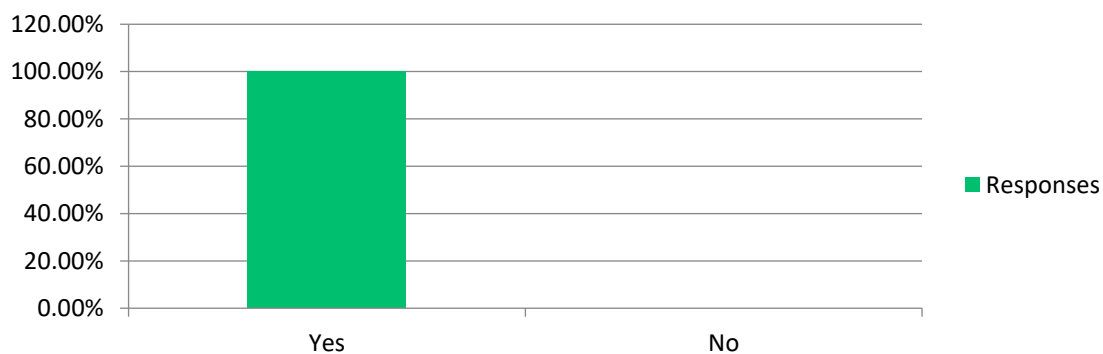
Has the committee reviewed whether the reports it receives are timely and have the right format and content to ensure its responsibilities are discharged? NHS Handbook status: 2 - should do



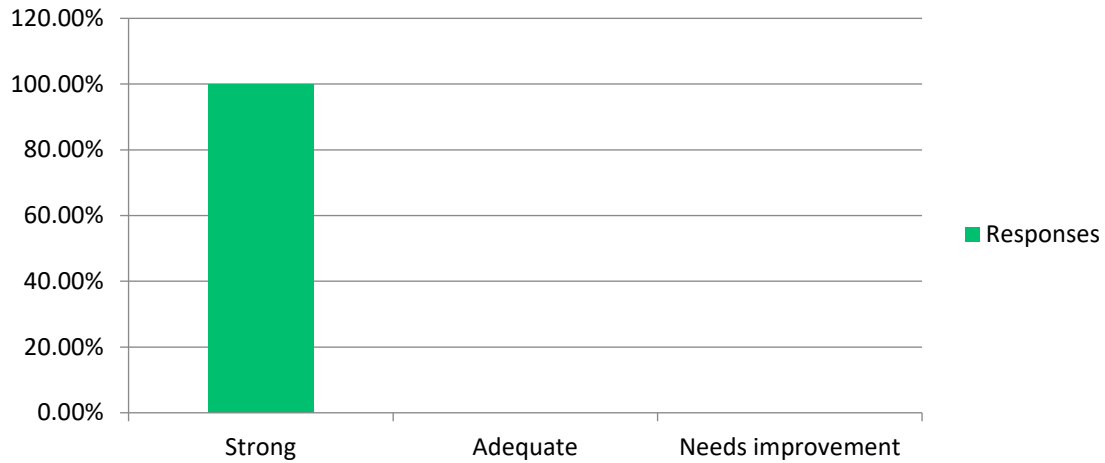
Does the Board ensure that Committee members have sufficient knowledge of the organisation to identify key risks and to challenge line management on critical and sensitive matters? NHS Handbook status: 2 - should do



Is the committee satisfied that the Board has been advised that assurance reporting is in place to encompass all the organisation's responsibilities? NHS Handbook status: 2 - should do



The Finance Committee's self-evaluation
process is in place and effective.NHS
Handbook status: 2 - should do



What is your overall assessment of the
performance of the Finance Committee?

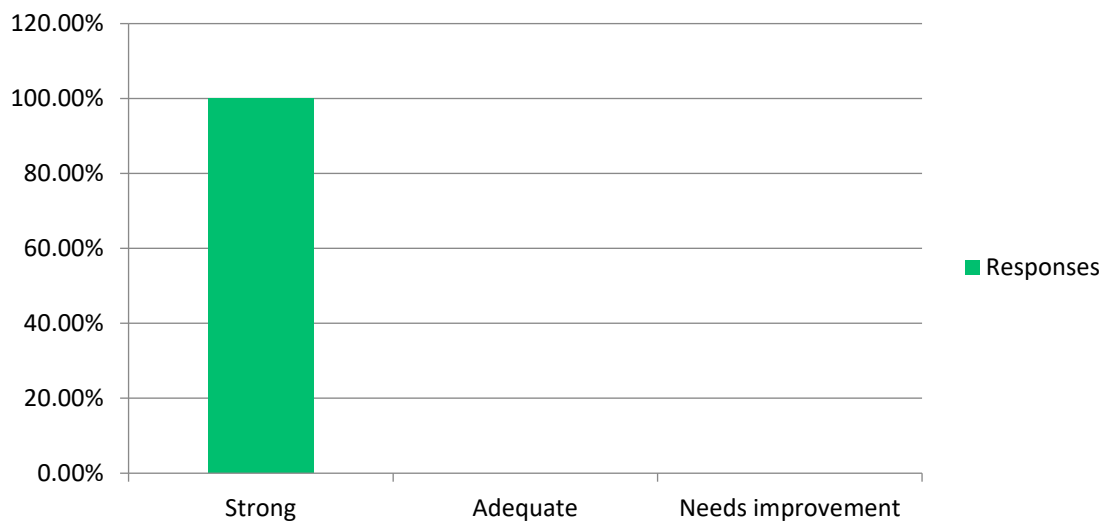


Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 11 should reflect the corresponding amounts included within the latest IMTP submission to WG

Lines 1 - 11 should not be adjusted after Month 1

		In Year Effect	Non Recurring	Recurring	FYE of Recurring
		£'000	£'000	£'000	£'000
1	Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit - Negative Value)	-36,261	0	-36,261	-36,261
2	New Cost Pressures - as per 3 year plan (Negative Value)	-51,594		-51,594	-51,594
3	Opening Cost Pressures	-87,855	0	-87,855	-87,855
4	Identified Savings Plan (Positive Value)	25,071	9,609	15,462	21,646
5	Savings / Mitigating Actions Yet To Be Identified (Positive Value)	3,553	2,553	1,000	4,362
6	Welsh Government Funding (Positive Value)	56,610		56,610	56,610
7	Net Income Generated (Positive Value)	1,279	65	1,214	1,262
8	Planned Accountancy Gains (Positive Value)	1,000	1,000	0	0
9	Release of Uncommitted Contingencies & Reserves (Positive Value)				
10	Profit on Disposal of Asset	342	342	0	0
11	Opening Financial Plan	0	13,569	-13,569	-3,975
12	Cost Pressures b/fwd from Previous Year - unidentified within 3 year plan (Negative Value)				
13	Opening Plan Savings - Forecast (Underachievement) / Overachievement	-683	-279	-404	-49
14	Additional In Year Identified Savings - Forecast (Positive Value)	1,517	1,274	243	2,466
15	Additional In Year Identified Accountancy Gains (Positive Value)	599	599	0	0
16	Additional Net Income Generated (Positive Value)	20	16	4	21
17	Non Identification of Savings / Mitigating Actions Yet To Be Identified in Opening Plan	-3,553	-2,553	-1,000	-4,362
18	Release of Previously Committed Contingencies & Reserves (Positive Value)	2,100		2,100	2,100
19	Additional In Year Welsh Government Funding (Positive Value)	0			
20		0			
21		0			
22		0			
23		0			
24		0			
25		0			
26		0			
27		0			
28		0			
29		0			
30		0			
31		0			
32		0			
33		0			
34		0			
35		0			
36		0			
37		0			
38	Forecast Outturn (- Deficit / + Surplus)	0	12,625	-12,626	-3,798

[illegible]

Period : Jun 19

Table C - Identified Expenditure Savings Schemes (Excludes Income Generation and Accountancy Gains)

This Table is currently showing 0 errors

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast	
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000			YTD variance as %age of YTD	Green	Amber	non recurring	recurring
																		£'000	£'000	£'000	£'000
1	CHC and Funded Nursing Care	Budget/Plan	46	46	46	46	46	46	70	94	117	141	165	189	138	1,050		0	1,050		
		Actual/F'cast	46	46	46	46	46	46	70	94	117	141	165	189	138	1,050	13.10%	0	1,050	0	1,050
		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
4	Commissioned Services	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
7	Medicines Management (Primary & Secondary Care)	Budget/Plan	121	121	127	149	149	149	316	316	316	316	316	415	370	2,811		993	1,818		
		Actual/F'cast	121	121	127	149	149	149	316	316	316	316	316	415	370	2,811	13.15%	993	1,818	0	2,811
		Variance	0	0	0	0	0	0	(0)	(0)	(0)	(0)	(0)	(0)	0	(0)	0.00%	0	(0)		
10	Non Pay	Budget/Plan	381	976	900	1,333	795	879	863	906	906	907	907	3,658	2,257	13,411		10,102	3,917		
		Actual/F'cast	305	963	829	1,367	758	1,300	864	902	902	918	918	3,587	2,097	13,613	15.40%	9,708	3,905	8,719	4,895
		Variance	(76)	(13)	(71)	34	(37)	421	0	(4)	(4)	12	11	(71)	(160)	203	(7.09%)	(394)	(12)		
13	Pay	Budget/Plan	402	330	369	875	666	670	692	702	704	704	704	771	1,102	7,591		4,940	3,295		
		Actual/F'cast	380	316	433	898	676	683	783	793	796	790	788	889	1,128	8,223	13.72%	4,928	3,295	1,885	6,338
		Variance	(23)	(14)	63	24	10	13	90	90	92	86	84	117	26	632	2.37%	(12)	0		
16	Primary Care	Budget/Plan	17	17	17	17	17	17	17	17	17	17	17	17	52	208		208	0		
		Actual/F'cast	17	17	17	17	17	17	17	17	17	17	17	17	52	208	25.00%	208	0	0	208
		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
19	Total	Budget/Plan	968	1,491	1,460	2,420	1,674	1,761	1,958	2,035	2,060	2,085	2,109	5,051	3,918	25,071		16,243	10,080		
		Actual/F'cast	869	1,463	1,452	2,478	1,646	2,196	2,049	2,121	2,148	2,182	2,204	5,097	3,784	25,905	14.61%	15,837	10,068	10,604	15,302
		Variance	(99)	(28)	(8)	58	(27)	435	91	86	87	97	95	46	(134)	834	(3.42%)	(406)	(11)		
22	Variance in month		(10.18%)	(1.87%)	(0.52%)	2.40%	(1.63%)	24.67%	4.62%	4.25%	4.24%	4.67%	4.52%	0.91%	(3.42%)						
23	In month achievement against FY forecast		3.35%	5.65%	5.61%	9.56%	6.35%	8.48%	7.91%	8.19%	8.29%	8.42%	8.51%	19.67%							

Table C1- Savings Schemes Pay Analysis

		Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY YTD variance as %age of YTD Budget/Plan	Assessment		Full In-Year forecast	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar				Green	Amber	non recurring	recurring
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000
1	Changes in Staffing Establishment	Budget/Plan	202	138	141	395	395	395	484	494	496	496	496	496	480	4,626		2,334	2,547		
2		Actual/F'cast	183	121	144	423	423	429	512	522	524	524	522	558	448	4,886	9.18%	2,339	2,547	393	4,493
3		Variance	(19)	(16)	3	28	28	34	28	28	28	28	26	62	(32)	260	(6.67%)	5	0		
4	Variable Pay	Budget/Plan	61	64	66	317	117	121	130	130	130	130	130	130	191	1,524		1,184	340		
5		Actual/F'cast	61	63	69	296	93	97	130	130	130	130	130	183	193	1,511	12.74%	1,171	340	492	1,019
6		Variance	(0)	(1)	3	(21)	(24)	(24)	1	1	1	1	1	52	2	(13)	0.98%	(13)	0		
7	Locum	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
10	Agency / Locum paid at a premium	Budget/Plan	10	10	10	10	10	10	10	10	10	10	10	10	30	118		100	18		
11		Actual/F'cast	10	10	10	10	10	10	10	10	10	10	10	10	30	118	25.00%	100	18	18	100
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
13	Changes in Bank Staff	Budget/Plan	4	4	4	4	4	4	4	4	4	4	4	4	11	42		42	0		
14		Actual/F'cast	4	4	3	3	6	4	4	4	5	1	1	1	10	38	25.79%	38	0	26	12
15		Variance	0	0	(1)	(1)	2	0	0	0	2	(3)	(3)	(3)	(1)	(4)	(6.67%)	(4)	0		
16	Other (Please Specify)	Budget/Plan	126	115	150	150	141	141	65	65	65	65	65	132	391	1,282		1,280	390		
17		Actual/F'cast	123	118	207	166	144	144	127	127	126	125	125	137	448	1,670	26.83%	1,280	390	956	714
18		Variance	(3)	3	57	17	3	3	61	61	61	60	60	6	57	388	14.56%	(0)	0		
19	Total	Budget/Plan	402	330	369	875	666	670	692	702	704	704	704	771	1,102	7,591		4,940	3,295		
20		Actual/F'cast	380	316	433	898	676	683	783	793	796	790	788	889	1,128	8,223	13.72%	4,928	3,295	1,885	6,338
21		Variance	(23)	(14)	63	24	10	13	90	90	92	86	84	117	26	632	2.37%	(12)	0		

Table C2- Savings Schemes Agency/Locum Paid at a Premium Analysis

		Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY YTD variance as %age of YTD Budget/Plan	Assessment		Full In-Year forecast	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar				Green	Amber	non recurring	recurring
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000
1	Reduced usage of Agency/Locums paid at a premium	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
2		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
4	Non Medical 'off contract' to 'on contract'	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
7	Medical - Impact of Agency pay rate caps	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
10	Other (Please Specify)	Budget/Plan	10	10	10	10	10	10	10	10	10	10	10	10	30	118		100	18		
11		Actual/F'cast	10	10	10	10	10	10	10	10	10	10	10	10	30	118	25.00%	100	18	18	100
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
13	Total	Budget/Plan	10	10	10	10	10	10	10	10	10	10	10	10	30	118		100	18		
14		Actual/F'cast	10	10	10	10	10	10	10	10	10	10	10	10	30	118	25.00%	100	18	18	100
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		

Full-Year Effect of Recurring Savings
£'000
1,050
0
3,916
6,957
11,933
208
24,064

Full-Year Effect of Recurring Savings
£'000
9,969
1,130
0
100
12
723
11,933

Full-Year Effect of Recurring Savings
£'000
0
0
0
100
100

This Table is currently showing 3 errors

Table C3 - Savings Tracker

Summary of Forecast Savings (£000's)	Cash-Releasing Saving (Pay)	Cash-Releasing Saving (Non Pay)	Cost Avoidance	Savings Total	Income Generation	Accountancy Gains
Planned Care	2,221	1,807	65	4,093	124	0
Unscheduled Care	2,503	380	50	2,933	96	0
Primary and Community Care (Excl Prescribing)	119	2,786	1,964	4,869	119	343
Mental Health	849	650	0	1,499	0	0
Clinical Support	848	411	311	1,570	16	0
Non Clinical Support (Facilities/Estates/Corporate)	281	1,578	4,032	5,891	294	0
Commissioning	0	0	0	0	640	0
Across Service Areas	1,310	2,207	293	3,810	10	1,256
CHC	0	0	0	0	0	0
Prescribing	0	88	0	88	0	0
Medicines Management (Secondary Care)	0	1,128	24	1,152	0	0
Total	8,130	11,035	6,740	25,905	1,295	1,599

Organisation	Division	Business Unit	Savings Scheme Number (i.e. DA1 onwards)	Scheme / Opportunity Title	Recurrent/ Non Recurrent	Current Year Annual Plan £'000	Plan FYE (Recurring Schemes only) £'000	Current Year Forecast £'000	Forecast FYE (Recurring Schemes only) £'000	Scheme Identified: By Month 1 or in Year	Scheme Start Date	Date Scheme Expected to go Green	Scheme RAG rating (incl Income Generation & Accountancy Gains)	Service Area	Scheme Type	Definition	MMR Category - Savings only - Do not complete for IG & AG	Apr Plan £'000	May Plan £'000	Jun Plan £'000	Jul Plan £'000	Aug Plan £'000	Sep Plan £'000	Oct Plan £'000	Nov Plan £'000	Dec Plan £'000	Jan Plan £'000	Feb Plan £'000
Cardiff & Vale U	STATES, AND	Planning & A	CEF33	Centralise & rationalise cleaning products	R	2	3	2	3	Month 1	01-Jun-19	01-Jun-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Commercial	CEF22	Pharmacy Contract - UHW & UHL	R	130	178	138	178	Month 1	01-Jun-19	01-Jun-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	13	13	13	13	13	13	13	13	13
Cardiff & Vale U	STATES, AND	Commercial	CEF22A	Pharmacy Contract - UHW & UHL	R	0	0	0	0	Month 1	01-Jun-19	01-Jun-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	-13	1	1	1	1	1	1	1	1
Cardiff & Vale U	STATES, AND	Commercial	CEF39	Reduce Food Waste	R	115	115	50	115	Month 1	01-May-19	01-Jun-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	12	12	12	12	12	12	12	12	12
Cardiff & Vale U	STATES, AND	Commercial	CEF39A	Reduce Food Waste	R	0	0	0	0	Month 1	01-May-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	1	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Commercial	CEF34	Change supplier of bread	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Commercial	CEF34A	Change supplier of bread	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Commercial	CEF16	retrospective vat reclaim on tills in commercial outlets	NR	130	0	130	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	11	11	11	11	11	11	11	11	11	11	11
Cardiff & Vale U	STATES, AND	Commercial	CEF16A	retrospective vat reclaim on tills in commercial outlets	NR	0	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	-22	-11	119	-11	-11	-11	-11	-11	-11	-11
Cardiff & Vale U	STATES, AND	Commercial	CEF23	Books Plus Re-location 20% add rent	NR	4	0	4	0	Month 1	01-Jul-19	01-Jul-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay				0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Energy Rates	CEF12	Lease of Wedal Road Land - Nov 18-Nov 19	NR	33	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Income Generation		1	1	13	1	1	13	1	1	1	1	1
Cardiff & Vale U	STATES, AND	Energy Rates	CEF32	Waterless Urinals	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	12	1	1	1	1	1	1	1	1
Cardiff & Vale U	STATES, AND	Energy Rates	CEF32A	Waterless Urinals	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	-11	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Energy Rates	CEF4	Operational cost savings - Park View Closure	R	40	40	(2)	40	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale U	STATES, AND	Energy Rates	CEF6	Operational cost savings - Amy Evans Closure	R	15	15	0	15	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U	STATES, AND	Energy Rates	CEF11	Service Charge - Boots Riverside	R	2	2	1	2	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Energy Rates	CEF11A	Service Charge - Boots Riverside	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Energy Rates	CEF17	vat recovery cardiff university non sla energy	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	5	5	5	5	5	5	5	5	5	5	5
Cardiff & Vale U	STATES, AND	Energy Rates	CEF18	vat recovery cardiff university non sla energy	NR	213	0	213	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	18	18	18	18	18	18	18	18	18	18	18
Cardiff & Vale U	STATES, AND	Energy Rates	CEF18A	vat recovery cardiff university non sla energy	NR	0	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	-36	-18	196	-18	-18	-18	-18	-18	-18	-18
Cardiff & Vale U	STATES, AND	Energy Rates	CEF19	Business Rates	R	130	130	130	130	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	11	11	11	11	11	11	11	11	11	11	11
Cardiff & Vale U	STATES, AND	North - Facilities	CEF41	Benchmarking opportunities - Rookwood Porter	R	20	20	20	20	Month 1	01-Apr-19	01-Sep-19	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale U	STATES, AND	Energy Rates	CEF30	UHW CHP1 Engine Service Efficiency improvements	R	15	15	15	15	Month 1	01-Apr-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U	STATES, AND	Energy Rates	CEF31	UHW CHP1 Engine Service Carbon savings	R	2	2	2	2	Month 1	01-Apr-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Energy Rates	CEF31A	UHW CHP1 Engine Service Carbon savings	R	0	0	0	0	Month 1	01-Apr-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Facilities	CEF55	CRI Security / Porter	R	23	23	0	23	Month 1	01-Apr-19	01-Mar-20	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale U	STATES, AND	North - Facilities	CEF55A	CRI Security / Porter	R	0	0	0	0	Month 1	01-Apr-19	01-Mar-20	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF43	Ward bag to bin waste solution	R	14	19	0	19	Month 1	01-Jul-19	01-Aug-19	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	2	2	2	2	2	2	2	2
Cardiff & Vale U	STATES, AND	Energy Rates	CEF5	Operational cost savings - Colcolt Closure	R	9	9	9	9	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U	STATES, AND	North - Estates	CEF42	Waste segregation ITU	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Facilities	CEF24	coffee grinds	R	2	2	1	2	Month 1	01-Apr-19	14-Jul-19	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Commercial	CEF52	food waste production WBC	R	2	2	1	2	Month 1	01-Apr-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	Commercial	CEF52A	food waste production WBC	R	0	0	0	0	Month 1	01-Apr-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF35	Review of overtime	R	5	5	4	5	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF35A	Review of overtime	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	-1	1	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF45	Recycling Bins	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF46	Recycling for community sites	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF36	Replace plastic water cups with glass in WBC	R	3	3	3	3	Month 1	01-May-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF36A	Replace plastic water cups with glass in WBC	R	0	0	0	0	Month 1	01-May-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	-1	1	0	0	0	0	0	0	0	0
Cardiff & Vale U	STATES, AND	North - Estates	CEF47	Change household waste supplier	R	30	40	17	40	Month 1	01-Jul-19	01-Jul-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay				3	3	3	3	3	3	3	3
Cardiff & Vale U	STATES, AND	North - Estates	CEF59	Replace hand towels in Barry	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0				

Cardiff & Vale USTATES AND	Vice Board Gen	CEF3	Paperless meetings	R	2	2	0	2	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale USTATES AND	Vice Board Gen	CEF15A	sale of assets	NR	0	0	0	0	Month 1	01-Jul-19	01-Jul-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	0	0				-93	93		
Cardiff & Vale USTATES AND	South - Estates	CEF44	Redsign UHL Waste Yard	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale USTATES AND	South - Estates	CEF38	Hand towels - UHL	R	13	16	13	16	Month 1	01-Jun-19	01-Jun-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	1	1	1	1	1	1	1	1	1
Cardiff & Vale USTATES AND	South - Facilities	CEF57	Benchmarking opportunities - Barry - Security/Porter	R	20	20	20	20	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale USTATES AND	South - Facilities	CEF58	Request a Porter - UHL	R	25	25	25	25	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH01	Medicines Management - growth hormone	R	100	200	100	200	Month 1	01-Jul-19	01-Aug-19	Amber	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary & Secondary Care)											
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH02	Commissioning of unfunded respiratory / LTV / sleep studies	R	250	250	250	250	Month 1	01-Apr-19	01-Oct-19	Amber	Commissioning	External - from other LHBS & Trusts	Income Generation							42	42	42	42	42	
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH03	Operational efficiencies - paediatrics	R	150	150	150	150	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)											
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH05	Review (look at electronic booking of outpatients, staff of	R	10	20	10	20	Month 1	01-Apr-19	01-Sep-19	Amber	Planned Care	Patient care administration	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment							2	2	2	2	2
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH06	Management of stock	NR	15	0	0	0	Month 1	01-Apr-19	01-Sep-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cost Avoidance	Non Pay											
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH07	Procurement - hand towels	R	3	5	3	5	Month 1	01-Apr-19	01-Sep-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			15		0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH08	Review of theatre consumables	R	5	5	5	5	Month 1	01-Apr-19	01-Aug-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH09	Recover costs of increased out reach clinics	R	5	5	5	5	Month 1	01-Apr-19	01-Sep-19	Amber	Commissioning	External - from other LHBS & Trusts	Income Generation			0	0	0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH10	Annual Leave Purchase Scheme	NR	10	0	10	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH11	Clinical Lead sessions - target 1 lead session per Director	R	10	10	10	10	Month 1	01-Apr-19	01-Aug-19	Amber	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH12	Umbilic admin by company / self admin (assume 10% reduction)	R	7	7	7	7	Month 1	01-Apr-19	01-Oct-19	Amber	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Child Health	ACH15	Aztreonam homecare	R	8	8	8	8	Month 1	01-Apr-19	01-May-19	Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH03	Review of respite care	R	50	100	50	100	Month 1	01-Apr-19	01-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Non Pay		0	0	0	0	0	8	8	8	8	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH04	Introduction of MDT for early years (reduction in translation services)	R	5	5	5	5	Month 1	01-Apr-19	01-Aug-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			0	0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH05	Review of equipment and JES contract	R	14	14	14	14	Month 1	01-Apr-19	01-Sep-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH09	Clinical Lead sessions - target 1 lead session per Director	R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH10	Azoxemoline (generic)	R	2	2	2	2	Month 1	01-Apr-19	01-Oct-19	Amber	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Medical Board Manager	MGTO3	Workforce efficiencies	R	50	50	50	50	Month 1	01-Apr-19	01-Aug-19	Amber	Across Service Areas	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay			0	0	0	0	8	8	8	8	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G01	Review bed capacity and nurse rosters	R	200	200	200	200	Month 1	01-Apr-19	01-Aug-19	Amber	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Variable Pay					22	22	22	22	22	22	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G04	Improved Commissioning Vaginal Mesh	R	10	10	4	10	Month 1	01-Apr-19	01-Oct-19	Amber	Commissioning	External - from other LHBS & Trusts	Income Generation			0	0	0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G05	Review of existing activity recording systems (Transitional)	R	150	150	150	150	Month 1	01-Apr-19	01-Aug-19	Amber	Commissioning	External - from other LHBS & Trusts	Income Generation					0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Medical Board Manager	MGTO1	Review specialist commissioning	NR	200	0	200	0	Month 1	01-Apr-19	01-Jun-19	Green	Across Service Areas	Other	Cost Avoidance	Non Pay			0	38	200		0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Medical Board Manager	MGTO2	Annual Leave Purchase Scheme	NR	1	0	1	0	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G19	Reduction in translation costs using telephone/ video - assume 50% reduction	R	25	33	25	33	Month 1	01-Jul-19	01-Jul-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay					3	3	3	3	3	3	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G22	Nextplanon implant funding	R	3	3	4	4	Month 1	01-Apr-19	01-May-19	Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G23	Specialist commissioning	NR	20	0	25	0	In Year	01-Apr-19	01-Apr-19	Green	Across Service Areas	Other	Cost Avoidance	Non Pay											
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G20b	Obstetrics & Gynaecology	NR	50		50	0	In Year	01-Apr-19	01-Apr-19	Green	Across Service Areas	Other	Cost Avoidance	Non Pay											
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G08b	Reduction in IV AB's for new births	R	0	10	3	10	In Year	01-Apr-19	01-Apr-19	Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH01	Medicines Management - Product switch (Xeninate) / Concerta to Concerta	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary & Secondary Care)			1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH02	LAC income for out of county	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Other	Income Generation			0	0	0	0	5		0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH06	Health Visiting skill mix	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH07	Review of printing / scanning/storage	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			0	0	0	0	0	0	0	0	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH08	Annual Leave Purchase Scheme	NR	10	0	10	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Community Child Health	CCH12	Medical workforce efficiencies	NR	38	0	38	0	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	6	6	6	6	6	(6					
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G06	Clinical Lead sessions - target 1 lead session per Director	R	12	12	12	12	Month 1	01-Apr-19	01-Jul-19	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Changes in Bank Staff	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G07	Step up to enable women to birth within the AMU (cost saving)	R	12	12	12	12	Month 1	01-Apr-19	01-Jun-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Non Pay)	Non Pay			1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G08	Reduction in IV AB's for new births	R	7	10	8	10	Month 1	01-Apr-19	01-Apr-19	Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G09	Procurement of Consumables - amnioticks and lancets	R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			1	1	1	1	1	1	1	1	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G12	Enoxaparin switch to Inheia	R	20	20	20	20	Month 1	01-Apr-19	01-Jun-19	Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary & Secondary Care)			2	2	2	2	2	2	2	2	
Cardiff & Vale UHILDREN WOMEN'S	Maternity & Gynaecology	O&G15	Annual Leave Purchase Scheme	NR	10	0	28	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	

[illegible]

Cardiff & Vale UORATE_EXECUTOR OF WORK			CE22	Workforce Control	R	15	15	15	Month 1	01-Apr-19	14-Feb-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UORATE_EXECUTOR OF WORK			CE23	Workforce Control	R	9	9	9	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UORATE_EXECUTOR OF WORK			CE24	Workforce Control	R	6	6	6	Month 1	01-Apr-19	14-Feb-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UORATE_EXECUTOR OF WORK			CE27	Workforce Control	R	23	23	23	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UORATE_EXECUTOR OF THER			CE29	Workforce Control	R	6	6	6	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UORATE_EXECUTOR OF PLAN			CE30	Income Generation	NR	17	0	17	Month 1	01-Oct-19	01-Oct-19	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Income Generation		0	0	0	0	0	0	3	3	3	3
Cardiff & Vale UORATE_EXECUR OF TRANSFC			CE31	Workforce Control	R	42	42	42	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Pay - Changes in Staffing Establishment	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale UORATE_EXECUR OF TRANSFC			CE32	Workforce Control	R	19	19	19	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UORATE_EXECUR OF PUBLIC			CE33	Workforce Control	R	11	11	11	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UORATE_EXECUTOR OF PLAN			CE34	Relocation of Premises	R	18	18	18	Month 1	01-Apr-19	07-Feb-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM01	HCA re-alignment MEAU/East 1	R	85	85	85	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	7	7	7	7	7	7	7	7	7	7
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM02	Non-pay re-alignment East 1	R	9	9	9	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM03	Vacant Post - Band 7	R	26	26	26	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM04	Review t-ANP uplift	R	36	36	36	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM05	Review t-ANP uplift	NR	30	0	30	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM06	Nurse Consultant Recruitment Plan	NR	16	0	31	Month 1	01-Jul-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	5	5	5	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM07	Drug Expenditure	R	14	14	14	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM08	Drug Expenditure	R	13	13	13	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM09	Increased scrutiny of Repose Mattresses	R	8	8	8	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM10	Change of process - ID Bracelets	R	4	4	4	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM11	Change of process - ID Bracelets	R	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM12	Join of Chart within Surgical Assessment Proforma (Light)	R	4	4	4	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM13	Review of Miscellaneous Expenditure	R	7	7	5	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM14	Annual Leave Purchase	NR	6	0	6	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM15	Review of Toshiba Income	NR	2	0	2	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Other	Cash-Releasing Saving (Non Pay)	Non Pay	2									
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM16	Review t-ANP course fees	R	21	21	21	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM17	Non-pay - Trolley Reduction AU	R	31	37	0	Month 1	01-Jun-19	01-Jun-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	3	3	3	3	3	3	3	3
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM20	Non-pay - Trolley Reduction AU	R	25	31	0	Month 1	01-Jun-19	01-Jun-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	3	3	3	3	3	3	3	3
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM22	Increased scrutiny of Repose Mattresses	R	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE ncy & Acute Medicine			EM23	Increased scrutiny of uniform orders	R	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE Integrated Medicine			IM05	Antibiotic usage	R	6	6	6	Month 1	TBC	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				1	1	1	1	1	1	1
Cardiff & Vale UI MEDICINE Integrated Medicine			IM07	Inhaler switch	R	4	4	4	Month 1	TBC	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0

Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM08	Adult Bulk Purchase Insulin Pumps	R	16	16	16	16	Month 1	TBC	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM09	Procurement	R	75	75	75	75	Month 1	01-Jul-19	01-Aug-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				8	8	8	8	8	8	8	8
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM01	Drug Expenditure Review-Hypertonic Saline	R	15	15	15	15	Month 1	TBC	01-Jun-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			2	2	2	2	2	2	2	2	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM03	Directorate Purchases Expenditure Review	R	12	14	11	14	Month 1	01-Apr-19	01-Jun-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	1	1	1	1	1	1	1	1	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM04	Directorate Purchases Expenditure Review	R	16	19	14	19	Month 1	01-Apr-19	01-Jun-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	2	2	2	2	2	2	2	2	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM05	Endoscopy Project - Cleaning Detergent	R	7	7	7	7	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM06	Endoscopy Project - Polytraps	R	3	3	2	3	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM07	Procurement	NR	35	0	35	0	Month 1	01-Jul-19	01-Aug-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				4	4	4	4	4	4	4	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM08	Dermatology Private Patient Income Development	R	10	10	9	10	In Year	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Income Generation			1	1	1	1	1	1	1	1		
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM10a	Lead Nurse Vacancy (April)	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Non Pay	6										
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM11	Directorate Manager (April)	NR	5	0	5	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Non Pay)	Non Pay	5										
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM12	Ward Closure - Pay savings	R	508	1,016	508	1,016	Month 1	01-Oct-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment						85	85	85	85	85	
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM13	Ward Closure - Non Pay Savings	R	36	71	36	71	Month 1	01-Oct-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay						6	6	6	6	6	
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM14	Reprovision - Poisons ward	R	158	237	158	237	Month 1	01-Aug-19	01-Aug-19	Amber	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Non Pay)	Non Pay				20	20	20	20	20	20	20	
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM15	HW ward efficiencies (reduced capacity(LOS) - Pay savings	R	19	25	19	25	Month 1	01-Jul-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment			2	2	2	2	2	2	2	2	
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM16	Lansdowne closure (April 19)	NR	65	0	65	0	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	65										
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM17	New Consultant Rota	R	164	164	160	164	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	14	14	14	14	14	14	14	14	14	14	
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM18	Asthma Respiratory Post	R	20	20	20	20	Month 1	TBC	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM19	Homecare - Denosumab	R	42	42	42	42	Month 1	TBC	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	4	4	4	4	4	4	4	4	4	4	
Cardiff & Vale UH	MEDICINE	Integrated Medicine	IM20	Low Priority Funding - Thyroid Treatments	R	56	113	56	113	Month 1	TBC	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay					9	9	9	9	9		
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM09	Admin and Clerical Review	R	17	17	17	17	Month 1	01-Jul-19	01-Apr-19	Green	Planned Care	Patient care administration	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM10	Aztreonam Lysine transfer to Homecare (VAT Saving)	R	30	30	33	33	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM11	Adalimumab Biosimilar switches	R	151	165	125	165	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	5	9	14	14	14	14	14	14	14	14	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM12	Adalimumab Biosimilar switches	R	104	115	85	115	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	3	5	10	10	10	10	10	10	10	10	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM13	Adalimumab Biosimilar switches	R	27	40	26	40	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	1	1	1	2	2	2	3	3	4	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM14	Saline - transfer from 5% product	R	5	5	4	5	Month 1	TBC	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM15	No recurrent saving	NR	16	0	16	0	Month 1	01-Sep-19	01-Sep-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay					16						
Cardiff & Vale UH	MEDICINE	Specialised Medicine	SM16	2018/19 FYE Endoscopy Booking System Redesign	R	2	2	3	3	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1								
Cardiff & Vale UH	UNITAL_HEALTH	Mental Health Services	MH-01	Band 6 - re-design Community Rehabilitation	R	39	39	39	39	Month 1	01-Apr-19	01-Apr-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	
Cardiff & Vale UH	UNITAL_HEALTH	CHC	MH-02	CHC step down, price	R	500	500	500	500	Month 1	01-Apr-19	01-Oct-19	Amber	Mental Health	Other	Cash-Releasing Saving (Non Pay)	CHC and Funded Nursing Care						24	48	71	95	119	
Cardiff & Vale UH	UNITAL_HEALTH	Health Services for Children	MH-04	MHSOP - length of stay project	R	270	360	270	360	Month 1	01-Apr-19	01-Apr-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay			30	30	30	30	30	30	30	30	
Cardiff & Vale UH	UNITAL_HEALTH	Mental Health Services	MH-05	Review CMHT medicines usage	R	50	50	50	50	Month 1	01-Oct-19	01-Oct-19	Amber	Mental Health	Other	Cash-Releasing Saving (Non Pay)	Non Pay						8	8	8	8	8	

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Cardiff & Vale UICIALIST_SERV	Haematology	HAEM009	Meds Mgt - Cyclosporyn	R	20	20	20	20	Month 1	01-Apr-19	21-Jan-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM010	Meds Mgt - Voriconazole (anti-fungal)	R	10	10	10	10	Month 1	01-Apr-19	21-Jan-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM011	Meds Mgt -Idelalisib (HCD) homecare	R	30	30	0	30	Month 1	01-Apr-19	21-Jan-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM012	Homecare - Pomalidomide (HCD)	R	25	25	25	25	Month 1	01-Apr-19	21-Jan-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM013	Review nursing deployment	R	50	50	50	50	Month 1	tb	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialities coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM015	Digital dictation	R	20	20	20	20	Month 1	tb	01-Apr-19	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR003	Review of Activity coding Paeds Neurosurgery	R	40	40	40	40	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Patient care administration	Income Generation		3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR004	Increased Neurosurgery bed capacity (FYE long stay patients)	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialities coming within the National Planned Care Programme	Income Generation		5	5	5	5	5	5	5	5	5	5	5
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR006	Medical related savings - neurosurgery less WLTs	R	15	15	15	15	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialities coming within the National Planned Care Programme	Cost Avoidance	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR011	WHP10s - Neurology	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR012	Review nursing deployment - rehabilitation	NR	200	0	200	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialities coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Variable Pay	17	17	17	17	17	17	17	17	17	17	17
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR015	Repatriation of Neurosurgery patients - ANPs & Co-ordinators	R	20	20	20	20	Month 1	01-Apr-19	01-Apr-19	Green	Commissioning	External - from other LHBs & Trusts	Income Generation		2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERV	Cardiac	CARD001	Theatres Cancellation & Re-utilisation	R	40	40	40	40	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Theatre utilisation and productivity	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UICIALIST_SERV	Cardiac	CARD005	Reduction in back fill premiums - Cardiac Surgery medical	R	50	50	50	50	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cost Avoidance	Agency - Other (Please specify)	4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale UICIALIST_SERV	Cardiac	CARD006	Drug Eluting Stents	R	48	48	48	48	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale UICIALIST_SERV	Critical Care	CRIT001	Haemofiltration consumables	R	12	12	12	12	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UICIALIST_SERV	Critical Care	CRIT004	Nursing Review - rostering efficiency	R	240	240	240	240	Month 1	01-Apr-19	01-Mar-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	20	20	20	20	20	20	20	20	20	20	20
Cardiff & Vale UICIALIST_SERV	Critical Care	CRIT005	Reduction in use of consultant additional payments	R	30	50	30	50	Month 1	01-Apr-19	01-Oct-19	Amber	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	4	4	4	4	4	4
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM005	Review Posaconazole (anti-fungal drug)	R	50	50	50	50	Month 1	01-Apr-19	01-Oct-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	5	5	5	5	5	5	5	5	5
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM008	Meds Mgt - Lenalidomide savings	R	120	120	120	120	Month 1	01-Apr-19	01-Mar-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	10	10	10	10	10	10	10	10	10	10	10
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR001	Theatres Cancellation & Re-utilisation	R	0	0	0	0	Month 1	01-Apr-19	01-Oct-19	Amber	Unscheduled Care	Patient care administration	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR013	Review specialling for neurosurgery	R	60	60	60	60	Month 1	01-Apr-19	01-Oct-19	Amber	Planned Care	Planned care pathway optimisation specifically in specialities coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Variable Pay	5	5	5	5	5	5	5	5	5	5	5
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR016	Pathway review - Spinal/Neuro Rehab patients retained on B4	R	12	12	12	12	Month 1	01-Apr-19	01-Oct-19	Amber	Commissioning	External - from other LHBs & Trusts	Income Generation		1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR018	MS Drugs - Trials	R	24	24	24	24	Month 1	01-Apr-19	01-Oct-19	Amber	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cost Avoidance	Medicines Management (Primary & Secondary Care)	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERV	Neurosciences	NEUR019	Cardiff Uni Junior Doctors	NR	18	0	18	0	Month 1	01-Apr-19	01-Oct-19	Amber	Across Service Areas	Medical staff management	Cost Avoidance	Agency - Other (Please specify)	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM016	Meds Mgt - Daratumumab	R	90	90	120	120	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	10	10	10	10	10	10	10	10
Cardiff & Vale UICIALIST_SERV	Haematology	HAEM017	Review of CLL drugs suitability for homecare	R	50	50	50	50	Month 1	01-Apr-19	01-Oct-19	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	6	6	6	6	6	6	6	6
Cardiff & Vale UICIALIST_SERV	Specialist Manager	SPS005	Procurement Opportunities	R	60	60	60	60	Month 1	tb	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Other	Cash-Releasing Saving (Non Pay)	Non Pay	5	5	5	5	5	5	5	5	5	5	5
Cardiff & Vale URGICAL_SERV	ENT	SURG5	Nursing post funded through McMillan	R	45	45	45	45	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale URGICAL_SERV	ENT	SURG6	UV Decontamination	R	45	45	30	45	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale URGICAL_SERV	ENT	SURG35	APD Out of Area Outpatient attendances (IPFR)	R	5	5	3	5	Month 1	01-Apr-19	01-Apr-19	Green	Commissioning	External - from other LHBs & Trusts	Income Generation		0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL_SERV	ENT	SURG52	Medical staff non pensionable savings	R	16	16	16	16	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialities coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1

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0	2	0	0	0										0	0	0	0	0	0	0	0	0	0	0	0	0	-2		
0	0		0											0	0	0	0	0	0	0	0	0	0	93	-93	0	0	0	
0	3	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	13	0	0	1	1	1	1	1	1	1	1	1	1	1	13	0	0	-1	0	0	0	0	0	0	0	0	0	0	
2	20		0	0	0	0	3	3	3	3	3	3	3	0	20	-2	-2	-2	-2	-2	1	1	1	1	1	1	1	0	
2	25		0	6	2	2	2	2	2	2	2	2	2	6	25	-2	-2	4	0	0	0	0	0	0	0	0	0	0	
100	100	0	0	0	0	0	0	0	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
42	250	0	0	0	0	0	0	42	42	42	42	42	42	0	250	0	0	0	0	0	0	0	0	0	0	0	0	0	
15	150	0	0	15	15	15	15	15	15	15	15	15	15	15	150	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	10	0	0	0	0	0	0	2	2	2	2	2	2	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-15	0	0	0	0	0	0	0	0	-15	
0	3	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	5	0	0	0	0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	
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1	10	1	1	1	1	1	1	1	1	1	1	1	1	3	10	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	7	1	1	1	1	1	1	1	1	1	1	1	1	2	7	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	8	1	1	1	1	1	1	1	1	1	1	1	1	2	8	0	0	0	0	0	0	0	0	0	0	0	0	0	
8	50	0	0	0	0	0	0	8	8	8	8	8	8	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	5	0	0	0	0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	14	1	1	1	1	1	1	1	1	1	1	1	1	4	14	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	10	1	1	1	1	1	1	1	1	1	1	1	1	3	10	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	2	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	
8	50	0	0										50	0	50	0	0	0	0	0	0	0	-8	-8	-8	-8	-8	42	0
22	200	0	0	0	0	0	0	33	33	33	33	33	33	0	200	0	0	0	-22	-22	-22	11	11	11	11	11	11	0	
10	10	0	0	0	0	0	0	0	0	0	0	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	-6	-6	
38	150	0	0	0	0	0	0	25	25	25	25	25	25	0	150	0	0	-38	0	0	-38	25	25	-13	25	25	-13	0	
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0	3	0	0	1	0	0	0	0	0	0	0	0	0	1	4	0	0	1	0	0	0	0	0	0	0	0	0	1	
20	20	0	0										25	0	25	0	0	0	0	0	0	0	0	0	0	0	5	5	
50	50	0											50	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	
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1	10	1	1	1	1	1	1	1	1	1	1	1	1	3	10	0	0	0	0	0	0	0	0	0	0	0	0	0	
	38	6	6	6	6	6	6							19	38	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	12	1	1	0	0	3	1	1	1	1	1	1	1	2	12	0	0	-1	-1	2	0	0	0	0	0	0	0	0	
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2	20	2	2	2	2	2	2	2	2	2	2	2	2	5	20	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	10	1	1		6	2	2	2	2	2	2	2	4	2	28	0	0	-1	5	1	1	1	1	1	1	1	3	18	

3	24	0	0		3	3	3	3	3	3	3	3	3	0	24	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	6	1	1	1	1	1	1	1	1	1	1	1	1	2	6	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	200	0	0		200									0	200	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	30	3	3	3	3	3	3	3	3	3	4			8	26	0	0	0	0	0	0	0	0	0	2	-3	-3	-4	
3	35	0	6	3	3	3	3	3	3	3	3	3	3	6	35	-3	3	0	0	0	0	0	0	0	0	0	0	0	
22	111	0	0	0						22	22	22	22	22	0	111	0	0	0	0	0	0	0	0	0	0	0	0	
20	100	0	0	0						20	20	20	20	20	0	100	0	0	0	0	0	0	0	0	0	0	0	0	
2	17	0	0	4	2	2	2	2	2	2	2	0	0	4	17	0	0	4	0	0	0	0	0	0	0	-2	-2	0	
10	50	0	0	0						10	10	10	10	10	0	50	0	0	0	0	0	0	0	0	0	0	0	0	
1	10	0	0	0	1	1	1	1	1	1	1	1	3	0	10	-1	-1	-1	0	0	0	0	0	0	0	0	3	0	
1	10	1	1	1	1	1	1	1	1	1	1	1	1	3	10	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	30	3	3	0	3	3	3	3	3	3	3	3	5	5	30	0	0	-3	0	0	0	0	0	0	0	0	3	0	
5	0	0	0	0			5							0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	
100	70	30	0											100	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
5	56	0	0	3	5	5	5	5	5	5	5	5	15	3	56	-5	-5	-1	0	0	0	0	0	0	0	0	11	0	
1	10	0	0	0	1	1	1	1	1	1	1	1	1	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	25	1	2	2	2	2	2	2	2	2	2	2	4	5	25	-1	-1	0	0	0	0	0	0	0	0	0	2	0	
6	70	0	4	9	6	6	6	6	6	6	6	6	11	13	70	-6	-2	3	0	0	0	0	0	0	0	0	5	0	
2	21	0	0	0	2	2	2	2	2	2	2	2	7	0	21	-2	-2	-2	0	0	0	0	0	0	0	0	5	0	
1	10	3	0	0						2	2	2	1	0	3	11	3	0	0	0	-1	-1	1	1	1	-1	-1	1	
2	15	0	0	1	1	1	1	1	1					1	5	0	0	1	1	1	-1	-1	-2	-2	-2	-2	-10		
1	13	1	1	1	1	1	1	1	1	1	1	1	1	3	13	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	21	0	0	0	2	2	2	2	2	2	2	2	7	0	21	-2	-2	-2	0	0	0	0	0	0	0	0	5	0	
2	25	0	0	0	2	2	2	2	2	2	2	2	8	0	25	-2	-2	-2	0	0	0	0	0	0	0	0	6	0	
2	19	0	0	0	1	1	1	1	1	1	1	1	4	0	11	-2	-2	-2	-1	-1	-1	-1	-1	-1	-1	-1	2	-8	
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2	29	2	2	2	2	2	2	2	2	2	2	2	2	7	29	0	0	0	0	0	0	0	0	0	0	0	0	0	
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6	73	6	6	6	6	6	6	6	6	6	6	6	6	18	73	0	0	0	0	0	0	0	0	0	0	0	0	0	
0																													
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
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0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
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2	20	3	3	3	2	2	2	2	2	2	1	0	0	10	20	2	2	2	0	0	0	0	0	0	0	-2	-2	-2	0
2	18	2	2	2	2	2	2	2	2	2	2	2	2	5	18	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	7	1	1	1	1	1	1	1	1	1	1	1	1	2	7	0	0	0	0	0	0	0	0	0	0	0	0	0	
-1	-8	-1	-1	-1	1	1	1	0	0	0	0	0	0	(2)	0	0	0	0	1	1	1	1	1	1	1	1	1	8	
2	25	2	2	2	2	2	2	2	2	2	2	2	2	6	25	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	15	1	1	1	1	1	1	1	1	1	1	1	1	4	15	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	36	3	3	3	3	3	3	3	3	3	3	3	3	9	36	0	0	0	0	0	0	0	0	0	0	0	0	0	

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1	16	1	1	1	1	1	1	1	1	1	1	1	1	4	16	0	0	0	0	0	0	0	0	0	0	0	0
8	75				8	8	8	8	8	8	8	8	8	0	75	0	0	0	0	0	0	0	0	0	0	0	0
2	15	0	0	2	2	2	2	2	2	2	2	2	2	2	15	0	0	0	0	0	0	0	0	0	0	0	0
1	12	0	0	0	1	1	1	1	1	1	1	1	1	0	11	0	0	-1	0	0	0	0	0	0	0	0	-1
2	16	0	0	0	2	2	2	2	2	2	2	2	2	0	14	0	0	-2	0	0	0	0	0	0	0	0	-2
0	7	1	1	1	1	1	1	1	1	1	1	1	0	2	7	0	0	0	0	0	0	0	0	0	0	0	0
0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	-1
4	35	0	0	0	4	4	4	4	4	4	4	4	4	0	35	0	0	0	0	0	0	0	0	0	0	0	0
1	10	0	0	1	1	1	1	1	1	1	1	1	1	1	9	0	0	0	0	0	0	0	0	0	0	0	-1
	6	6			0	0	0	0	0	0	0	0	0	6	6	0	0	0	0	0	0	0	0	0	0	0	0
	5	5			0	0	0	0	0	0	0	0	0	5	5	0	0	0	0	0	0	0	0	0	0	0	0
85	508				0	0	0	85	85	85	85	85	85	0	508	0	0	0	0	0	0	0	0	0	0	0	0
6	36				0	0	0	6	6	6	6	6	6	0	36	0	0	0	0	0	0	0	0	0	0	0	0
20	158				0	20	20	20	20	20	20	20	20	0	158	0	0	0	0	0	0	0	0	0	0	0	0
2	19				2	2	2	2	2	2	2	2	2	0	19	0	0	0	0	0	0	0	0	0	0	0	0
	65	65			0	0	0	0	0	0	0	0	0	65	65	0	0	0	0	0	0	0	0	0	0	0	0
14	164	14	9	14	14	14	14	14	14	14	14	14	14	36	160	0	-5	0	0	0	0	0	0	0	0	0	-5
2	20	2	2	2	2	2	2	2	2	2	2	2	2	5	20	0	0	0	0	0	0	0	0	0	0	0	0
4	42	4	4	4	4	4	4	4	4	4	4	4	4	11	42	0	0	0	0	0	0	0	0	0	0	0	0
9	56				0	0	0	9	9	9	9	9	9	0	56	0	0	0	0	0	0	0	0	0	0	0	0
1	17	1	1	1	1	1	1	1	1	1	1	1	1	4	17	0	0	0	0	0	0	0	0	0	0	0	0
3	30	4	1	5	3	3	3	3	3	3	3	3	3	10	33	1	-1	3	0	0	0	0	0	0	0	0	3
14	151	1	3	6	6	14	14	14	14	14	14	14	14	10	125	-4	-6	-8	-8	0	0	0	0	0	0	0	-25
10	104	0	1	3	3	10	10	10	10	10	10	10	10	5	85	-2	-4	-7	-7	0	0	0	0	0	0	0	-20
5	27	1	0	1	1	2	2	2	3	3	3	4	5	2	26	0	-1	0	0	0	0	0	0	0	0	0	-1
0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	-1
	16				0	0	0	16	0	0	0	0	0	0	16	0	0	0	0	0	0	0	0	0	0	0	0
	2	1	1	1	0	0	0	0	0	0	0	0	0	3	3	0	0	0	0	0	0	0	0	0	0	0	1
3	39	3	3	3	3	3	3	3	3	3	3	3	3	10	39	0	0	0	0	0	0	0	0	0	0	0	0
143	500	0	0	0	0	0	0	24	48	71	95	119	143	0	500	0	0	0	0	0	0	0	0	0	0	0	0
30	270	0	0	0	30	30	30	30	30	30	30	30	30	0	270	0	0	0	0	0	0	0	0	0	0	0	0
8	50	0	0	0	0	0	0	8	8	8	8	8	8	0	50	0	0	0	0	0	0	0	0	0	0	0	0

[illegible]

[illegible]

2	20	2	2	2	2	2	2	2	2	2	2	2	2	5	20	0	0	0	0	0	0	0	0	0	0	0	0
1	10	1	1	1	1	1	1	1	1	1	1	1	1	3	10	0	0	0	0	0	0	0	0	0	0	0	0
3	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-30
2	25	2	2	2	2	2	2	2	2	2	2	2	2	6	25	0	0	0	0	0	0	0	0	0	0	0	0
4	50	4	4	4	4	4	4	4	4	4	4	4	4	13	50	0	0	0	0	0	0	0	0	0	0	0	0
2	20	2	2	2	2	2	2	2	2	2	2	2	2	5	20	0	0	0	0	0	0	0	0	0	0	0	0
3	40	3	3	3	3	3	3	3	3	3	3	3	3	10	40	0	0	0	0	0	0	0	0	0	0	0	0
5	60	5	5	5	5	5	5	5	5	5	5	5	5	15	60	0	0	0	0	0	0	0	0	0	0	0	0
1	15	1	1	1	1	1	1	1	1	1	1	1	1	4	15	0	0	0	0	0	0	0	0	0	0	0	0
0	5	0	0	0	0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0
17	200	17	17	17	17	17	17	17	17	17	17	17	17	50	200	0	0	0	0	0	0	0	0	0	0	0	0
2	20	2	2	2	2	2	2	2	2	2	2	2	2	5	20	0	0	0	0	0	0	0	0	0	0	0	0
3	40	3	3	3	3	3	3	3	3	3	3	3	3	10	40	0	0	0	0	0	0	0	0	0	0	0	0
4	50	4	4	4	4	4	4	4	4	4	4	4	4	13	50	0	0	0	0	0	0	0	0	0	0	0	0
4	48	4	4	4	4	4	4	4	4	4	4	4	4	12	48	0	0	0	0	0	0	0	0	0	0	0	0
1	12	1	1	1	1	1	1	1	1	1	1	1	1	3	12	0	0	0	0	0	0	0	0	0	0	0	0
20	240	20	20	20	20	20	20	20	20	20	20	20	20	60	240	0	0	0	0	0	0	0	0	0	0	0	0
5	30	0	0	0	0	0	4	4	4	4	4	4	5	0	30	0	0	0	0	0	0	0	0	0	0	0	0
5	50	0	0	5	5	5	5	5	5	5	5	5	5	5	50	0	0	0	0	0	0	0	0	0	0	0	0
10	120	10	10	10	10	10	10	10	10	10	10	10	10	30	120	0	0	0	0	0	0	0	0	0	0	0	0
	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	60	5	5	5	5	5	5	5	5	5	5	5	5	15	60	0	0	0	0	0	0	0	0	0	0	0	0
1	12	1	1	1	1	1	1	1	1	1	1	1	1	3	12	0	0	0	0	0	0	0	0	0	0	0	0
2	24	2	2	2	2	2	2	2	2	2	2	2	2	6	24	0	0	0	0	0	0	0	0	0	0	0	0
2	18	2	2	2	2	2	2	2	2	2	2	2	2	5	18	0	0	0	0	0	0	0	0	0	0	0	0
10	90	3	3	3	13	13	13	13	13	13	13	13	13	8	120	3	3	3	3	3	3	3	3	3	3	3	30
6	50	0	0	0	6	6	6	6	6	6	6	6	6	0	50	0	0	0	0	0	0	0	0	0	0	0	0
5	60	5	5	5	5	5	5	5	5	5	5	5	5	15	60	0	0	0	0	0	0	0	0	0	0	0	0
4	45	4	4	4	4	4	4	4	4	4	4	4	4	11	45	0	0	0	0	0	0	0	0	0	0	0	0
4	45	0	0	0	0	4	4	4	4	4	4	4	4	0	30	-4	-4	-4	-4	0	0	0	0	0	0	0	-15
0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	-2
1	16	1	1	1	1	1	1	1	1	1	1	1	1	4	16	0	0	0	0	0	0	0	0	0	0	0	0

1	11	1	1	1	1	1	1	1	1	1	1	1	1	3	11	0	0	0	0	0	0	0	0	0	0	0	0
0	2	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0
0	39	20	20	0	0	0	0	0	0	0	0	0	0	39	39	0	0	0	0	0	0	0	0	0	0	0	0
1	17	0	0	0			1	1	1	1	1	1	1	0	10	-1	-1	-1	-1	-1	0	0	0	0	0	0	-7
3	30	3	3	3	3	3	3	3	3	3	3	3	3	8	30	0	0	0	0	0	0	0	0	0	0	0	0
2	18	2	2	2	2	2	2	2	2	2	2	2	2	5	18	0	0	0	0	0	0	0	0	0	0	0	0
2	18	2	2	2	2	2	2	2	2	2	2	2	2	5	18	0	0	0	0	0	0	0	0	0	0	0	0
1	15	1	1	1	1	1	1	1	1	1	1	1	1	4	15	0	0	0	0	0	0	0	0	0	0	0	0
4	41	0	2	9	0	0	0	0	0	0	0	0	0	11	11	0	-2	5	-4	-4	-4	-4	-4	-4	-4	-4	-30
2	17	0	0	2	2	2	2	2	2	2	2	2	2	2	17	0	0	0	0	0	0	0	0	0	0	0	0
4	37	0	0											0	0	0	0	0	-4	-4	-4	-4	-4	-4	-4	-4	-37
	69	0	0	69										69	69	0	0	0	0	0	0	0	0	0	0	0	0
10	118	39	-14	9	9	9	9	9	9	9	9	9	9	35	118	0	6	-1	-1	-1	-1	-1	-1	-1	-1	-1	0
1	9		0											0	0	0	0	0	-1	-1	-1	-1	-1	-1	-1	-9	
	50		0				50							0	50	0	0	0	0	0	0	0	0	0	0	0	0
	10		0				10							0	10	0	0	0	0	0	0	0	0	0	0	0	0
	2	2	0	0										2	2	0	0	0	0	0	0	0	0	0	0	0	0
1	12	1	1	1	1	1	1	1	1	1	1	1	1	3	12	0	0	0	0	0	0	0	0	0	0	0	0
13	150	13	12	13	13	13	13	13	13	13	13	13	13	37	150	0	0	0	0	0	0	0	0	0	0	0	0
3	31	3	3	3	3	3	3	3	3	3	3	3	3	8	31	0	0	0	0	0	0	0	0	0	0	0	0
3	36	3	3	3	3	3	3	3	3	3	3	3	3	9	36	0	0	0	0	0	0	0	0	0	0	0	0
1	11	1	1	1	1	1	1	1	1	1	1	1	1	3	11	0	0	0	0	0	0	0	0	0	0	0	0
0	45	15	15	15	0									45	45	0	0	0	0	0	0	0	0	0	0	0	0
2	19	0	0		2	2	2	2	2	2	2	2	2	0	19	0	0	0	0	0	0	0	0	0	0	0	0
0	86	0	0	86										86	86	0	0	0	0	0	0	0	0	0	0	0	0
0	4	0	0	0									4	0	4	0	0	0	0	0	0	0	0	0	0	4	0
7	82	7	7	7	7	7	7	7	7	7	7	7	7	21	82	0	0	0	0	0	0	0	0	0	0	0	0
3	31	3	3	3	3	3	3	3	3	3	3	3	3	8	31	0	0	0	0	0	0	0	0	0	0	0	0
2	19	2	2	2	2	2	2	2	2	2	2	2	2	5	19	0	0	0	0	0	0	0	0	0	0	0	0
	158		0	40	40	40	40							40	158	0	0	0	0	0	0	0	0	0	0	0	0
	70		0	18	18	18	18							18	70	0	0	0	0	0	0	0	0	0	0	0	0
	50		0	13	13	13	13							13	50	0	0	0	0	0	0	0	0	0	0	0	0
0	3	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0
1	8	1	1	1	1	1	1	1	1	1	1	1	1	2	8	0	0	0	0	0	0	0	0	0	0	0	0
0	2	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0
	17	4	4	4	4									13	17	0	0	0	0	0	0	0	0	0	0	0	0
1	5	0	0	1	1	1	1	1	1	1	1	1	1	1	5	0	0	0	0	0	0	0	0	0	0	0	0
	7	7	0	0										7	7	0	0	0	0	0	0	0	0	0	0	0	0

	22		0		22									0	22	0	0	0	0	0	0	0	0	0	0	0	0	0	
12	116		0	12	12	12	12	12	12	12	12	12	12	12	116	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	17	0	0	0	2	2	2	2	2	2	2	2	2	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	17		0			2	2	2	2	2	2	2	2	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	10	0	2	1	1	1	1	1	1	1	1	1	1	3	10	-1	1	0	0	0	0	0	0	0	0	0	0	0	
2	14		0			2	2	2	2	2	2	2	2	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0	
	20		0	20	0									20	20	0	0	0	0	0	0	0	0	0	0	0	0		
1	16		3	1	1	1	1	1	1	1	1	1	1	4	14	0	0	0	0	0	0	0	0	0	0	0	0	-2	
	5		5	0	0									5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	
	17	4	4	4	4									13	17	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	5	0	0	0	0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	
0.000	147			0.000	54.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0	54	0	0	0	0	0	0	0	0	0	-93	0	0	0	-93
	0													0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	200				300									0	300	0	0	0	100	0	0	0	0	0	0	0	0	100	
	0				343									0	343	0	0	0	343	0	0	0	0	0	0	0	0	343	
	0													0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	8				3	3	3	3	3	3	3	3	3	0	26	0	0	-2	2	2	2	2	2	2	2	2	2	18	
0	0	0	0		0	0	3	3	3	3	3	3	3	0	18	0	0	0	0	0	3	3	3	3	3	3	3	18	
	0				0	0	0	8	8	8	8	8	8	0	50	0	0	0	0	0	0	8	8	8	8	8	8	50	
-3	0			3	1	0	0	0	0	0	0	0	-3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
-8	0			7	2	0	0	0	0	0	0	0	-8	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
-11	0			9	2	0	0	0	0	0	0	0	-11	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
-14	0			12	3	0	0	0	0	0	0	0	-14	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
-29	0			23	6	0	0	0	0	0	0	0	-29	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	5			0.00	5									0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	
40	240							40	40	40	40	40	40	0	240	0	0	0	0	0	0	0	0	0	0	0	0	0	
18	108							18	18	18	18	18	18	0	108	0	0	0	0	0	0	0	0	0	0	0	0	0	
13	78							13	13	13	13	13	13	0	78	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	37			9	3	3	3	3	3	3	3	3	3	9	37	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	8				1	1	1	1	1	1	1	1	1	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	
	1				0	0	0	0	0	0			0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	19			3	2	2	2	2	2	2	2	2	2	3	19	0	0	0	0	0	0	0	0	0	0	0	0	0	

0	4			1	0	0	0	0	0	0	0	0	0	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0
1	2						4	4	4	4	4	4	4	0	26	0	0	0	4	4	2	2	2	2	2	2	2	24
	0				0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3
	0	0.000												0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	0			-2	3	3	3	3	3	3	3	3	3	(2)	27	0	0	-2	3	3	3	3	3	3	3	3	3	27
	0						1.857	2	2	2	2	2	2	0	13	0	0	0	0	0	2	2	2	2	2	2	2	13
	0				1	1	1	1	1	1	1	1	1	0	6	0	0	0	1	1	1	1	1	1	1	1	1	6
	0				256									0	256	0	0	0	256	0	0	0	0	0	0	0	0	256

This Table is currently showing 0 errors

Table F - Overview Of Key Risks / Opportunities Affecting Forecast Outturn

		FORECAST YEAR END			
		Worst Case £'000	Likelihood	Best Case £'000	Likelihood
Current Reported Forecast Outturn		0		0	
Risks (negative values)					
1	Non delivery of Saving Plans/CIPs	(1,500)	Medium		
2	Continuing Healthcare				
3	Prescribing				
4	Pharmacy Contract				
5	WHSSC Performance				
6	Other Contract Performance				
7	GMS Ring Fenced Allocation Underspend Potential Claw back				
8	Dental Ring Fenced Allocation Underspend Potential Claw back				
9	Operational pressures	(4,000)	Medium		
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
Opportunities (positive values)					
23					
24					
25					
26					
27					
28					
29					
30	Total Risks /Opportunities	(5,500)		0	
31	Total Amended Forecast	(5,500)		0	