Bundle Finance Committee 31 July 2019

Agenda attachments

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	Wednesday, 25 September 2019 at 2.00pm
	TBC - Woodland House
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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
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2.	Items for Review and Assurance	
2.1	Finance Report for Month 3	Chris Lewis
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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 25th 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 PΕ Finance Manager

Apologies:

Abigail Harris **Executive Director of Planning** AΗ John Union Independent Member – Finance JU Maria Battle MB **UHB** Chair

Executive Director of Workforce and Organisational Martin Driscoll MD

Development

Andrew Gough AG Assistant Director of Finance

FC 19/063	WELCOME AND INTRODUCTIONS	ACTION
	The Chair welcomed everyone to the meeting.	
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 29 th MAY 2019	

The minutes of the meeting held on 29th May 2019 were reviewed for accuracy.

Resolved – that:

The minutes of the meeting held on 29th May 2019 were approved by the Committee as an accurate record.

FC 19/067 FINANCE REPORT AS AT MONTH 2

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.

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

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.

Performance against Income targets to date was broadly break even.

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.

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.

It was noted that Healthcare agreements with other NHS organisations were broadly balanced from both the commissioner and provider perspective.

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.

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 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.

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.

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.

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.

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.

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.

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.

ASSURANCE was provided by:

 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.

Resolved – that:

The Finance Committee **noted** that the UHB has an approved IMTP which includes a balanced Financial Plan for 2019/20;

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:

The Finance Committee **noted** the key concerns and actions being taken to manage risks

FC19/068 | CLINICAL BOARDS IN ESCALATION

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.

Resolved - that:

The Finance Committee noted the actions being taken to manage financial performance

FC19/069

COST REDUCTION PROGRAMME AND CROSS CUTTING THEME

The Deputy Director of Finance asked the Finance Committee to note the 2019/20 Cost Reduction Report which included the following key points:

- 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.

	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.	
	Resolved – that:	
	The Finance Committee noted the progress against the £31.245m UHB savings requirement for 2019/20.	
FC19/070	RISK REGISTER	
	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:	
	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.	
	Resolved – that:	
	The Finance Committee noted the risks highlighted within the 2019/20 risk registers.	
FC 19/071	MONTH 2 FINANCIAL MONITORING RETURNS	
	These were noted for information.	
FC 19/072	ITEMS TO BRING TO THE ATTENTION OF THE BOARD/OTHER COMMITTEES	
	No other items to bring to the main Board.	
FC 19/073	DATE OF THE NEXT MEETING OF THE BOARD	
	Wednesday 31st July; 2.00pm ; Coed Y Nant Meeting Room, Ground Floor, HQ, Woodland House	

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 30 th June 2019								
Meeting:	Finance Committee Meeting 31 st July Date: 2019								
Status:	For Discussion X For Assurance X 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	Rolling 3 year break even duty	Pass of fail
	surplus/(deficit) £m	surplus/(deficit) £m	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

Measure n		June 2019	RAG Rat	RAG Rating Latest Trend		Target	Time Period
Financial balance: remain within revenue resource limits	36	£1.808m deficit at month 3.	R	0	Ψ	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 🕡 0		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	0	^	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	0	9	£16.345m	M3 2019-20
Delivery of £12.8m recurrent/non recurrent corporate target	36c	£12.800m identified at month 3.	R	0	9	£12.800m	M3 2019-20
Creditor payments compliance 30 day Non NHS	37a	Cumulative 96.2 % in June	G	0	^	95% of invoices paid within 30 days	M3 2019-20
Remain within Cash Limit	37b	Forecast cash surplus of £ 0.677 m	G	0	9	To remain within Cash Limit	M3 2019-20
Maintain Positive Cash Balance	37c	Cash balance = £3.724m	G	0	<u>o</u>	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

	annually i manifest i control the period character can be accepted.								
	In Month			Cumulative Year to Date			Full Year		
Income/Pay/Non Pay	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Forecast	Variance
			(Fav)/Adv			(Fav)/Adv			(Fav)/Adv
	£m	£m	£m	£m	£m	£m	£m	£m	£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

		In Month		Cumulative Year to Date			
Income	Budget	Actual	Variance	Budget	Actual	Variance	
			(Fav)/Adv			(Fav)/Adv	
	£m	£m	£m	£m	£m	£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	
Accomodation & 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	YTD Profile	YTD Actual	YTD Variance
	£m	£m	£m	£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.

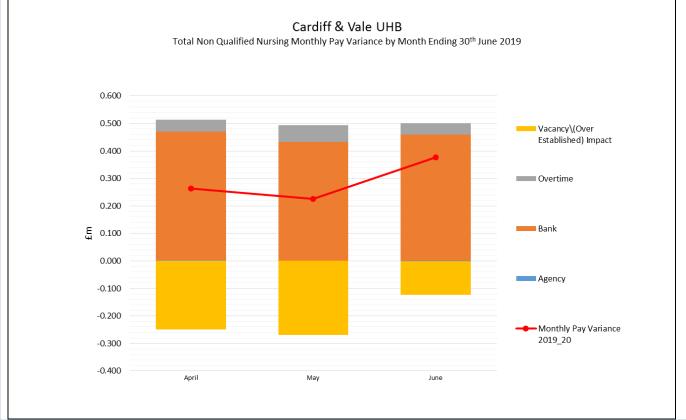
Table 7: Analysis of pay expenditure by staff group @ June 2019

		In Month		Cumulative Year to Date		o Date
Pay	Budget	Actual	Variance	Budget	Actual	Variance
			(Fav)/Adv			(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.



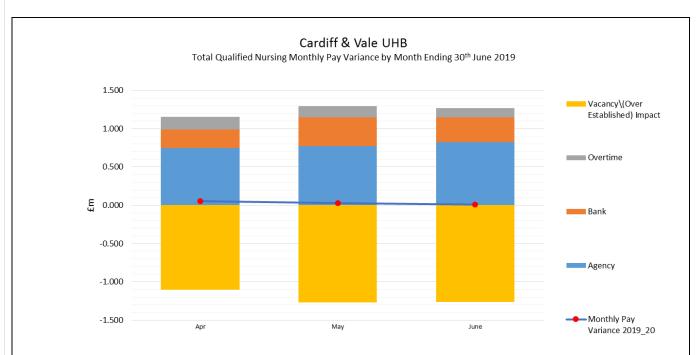




Reason	In	Year To
	Month	Date
	£m	£m
	(Fav)/Adv	(Fav)/Adv
Agency	(0.002)	0.002
Bank	0.459	1.357
Overtime	0.042	0.148
Adverse Impact	0.499	1.508
Vacancy\(Over Established) Impact	(0.122)	(0.642)
Total Pay Variance - Unqualified Nursing (Fav)/Adv £m	0.377	0.866

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

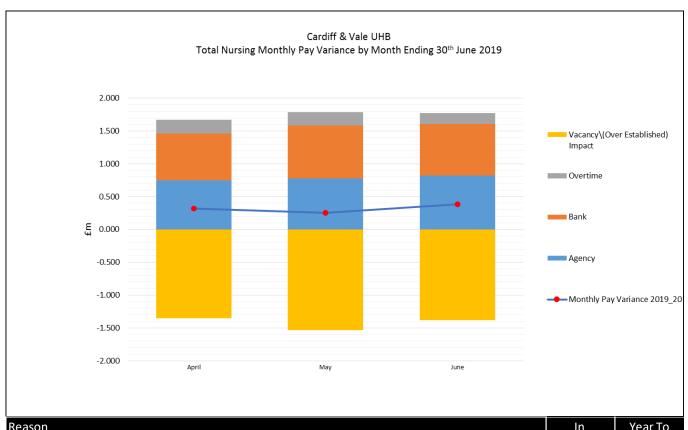


Reason	In	Year To
	Month	Date
	£m	£m
	(Fav)/Adv	(Fav)/Adv
Agency	0.823	2.345
Bank	0.325	0.944
Overtime	0.124	0.437
Adverse Impact	1.271	3.725
Vacancy\(Over Established) Impact	(1.262)	(3.632)
Total Pay Variance - Qualified Nursing (Fav)/Adv £m	0.009	0.094

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	Year To
	Month	Date
	£m	£m
	(Fav)/Adv	(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

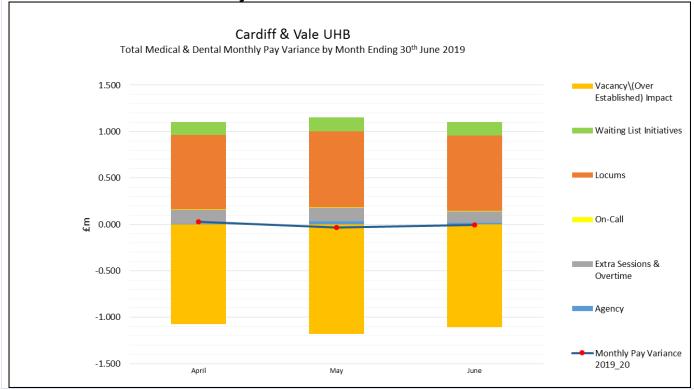


Table 10 identifies expenditure against substantive nursing posts for the year to date which is £0.960m more than budget. The £4.273m surplus against established posts is offset by a £5.233m overspend on agency, bank and overtime leading to an overall overspend against nursing budgets. Performance on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





Reason	In	Year To
	Month	Date
	£m	£m
	(Fav)/Adv	(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

		In Month		Cumulative Year to Date		
Non Pay	Budget	Actual	Variance	Budget	Actual	Variance
			(Fav)/Adv			(Fav)/Adv
	£m	£m	£m	£m	£m	£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
1000.2	07.020	07.0.13	0.200	13 1.370	130.032	2.010



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 positon 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	Total	Total
	Savings	Savings	Savings
	Target	Identified	(Unidentified)
	£m	£m	£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	Forecast Position @ Month	
	Plan	Non	Recurrent
		Recurrent	Position
	£m	£m	£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

relevant objective(s) for this report									
1. Reduce health inequalities	6. Have a planned care system where demand and capacity are in balance								
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								
Offer services that deliver the population health our citizens are entitled to expect	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	Long term x Integration Collaboration Involvement								
Equality an Health Impa Assessmer Completed	act nt	Not Applicat	ole								

Kind and caring
Caredig a gofalgar

Respectful
Dangos parch

Trust and integrity
Ymddiriedaeth ac uniondeb

Cyfrifoldeb personol



Appendix 1

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

Appendix 2

BALANCE SHEET AS AT 30th JUNE 2019

	Opening Balance	Closing Balance
	1 st April 2019	30 th June 2019
Non-Current Assets	£'000	£'000
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	440.004	400.405
General Fund	443,904	469,105
Revaluation Reserve	115,643	137,945
Total Taxpayers' Equity	559,547	607,050



Appendix 3

CASH FLOW FORECAST AS AT 30th JUNE 2019

	U F	CIII L	<u> </u>		OI AO	<u> </u>	OOIIL	2013					
	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	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	24,355
Salaries and Wages	51,454	51,583	50,105	50,651	50,781	50,665	50,896		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	-,	43,255	51,259	44,096	46,044	585,271
Capital Payment	6,335	2,613	3,087	2,477	3,969	4,436	6,423	-,-	3,491	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	- , -	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 6th 2019 £'000s 40,030

Plan	Actual	Var.			Forecast				
			Plan	F'cast	Var.				
£'000	£'000	£'000	£'000	£'000	£'000				
					(127)				
		` '			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	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	0	0	0				
5,651	4,682	(969)	27,802	27,675	(127)				
91	118	27	939	939	0				
80	(3)	(83)	1,950	2,077	127				
387	262	(125)	2,800	2,800	0				
1,689	1,718	29	10,307	10,307	0				
2,247	2,095	(152)	15,996	16,123	127				
790	790	0	1,861	1,861	0				
790	790	0	1,861	1,861	0				
j					0				
912	912	0	912	912	0				
0	0	0	206	206	0				
0	0	0	789	789	0				
0	0	0	0	0	0				
0	0	0	0	0	0				
0	0	0	0	0	0				
912	912	0		1,907	0				
		(1,121)	40,030	40,030	0				
1 3,100	-,	V / 1	.,	-,					
	(34 955)			۸					
	0 0 0 0 0 0 0 0 0 0 0 0 0 0 5,651 91 80 387 1,689 2,247 790 790 790	4,268 3,411 0	4,268 3,411 (857)	4,268 3,411 (857) 18,768 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	4,268 3,411 (857)				

FINANCIAL PERFORMANCE OF EXECUTIVE DIRECTORATES

Corporate Executive Directorate
Chief Executive Officer
Chief Operating Officer
Director of Finance
Director of Governance
Director of Nursing
Director of Planning
Director of Public Health
Director of Therapies
Director of Transformation
Director of Workforce
Medical Director
Total £m

M3 Budget
Variance £m
0.013
0.029
(0.080)
0.078
0.022
0.038
0.002
(0.018)
(0.048)
(0.034)
(0.113)
(0.110)

Report Title:	2019-20 Cost	2019-20 Cost Reduction Programme										
Meeting:	Finance Com	inance Committee Meeting 31st July Date: 2019										
Status:	For Discussion	V Entintormation										
Lead Executive:	Executive Dire	Executive Director of Finance										
Report Author	Assistant Dire	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 a 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				a planned care and and capacity	•				
2. Deliver outcom people	es that matter	to		7.Be a	great place to w	ork a	nd learn			
3.All take respondour health and		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 t population heal entitled to expe	th our citizens			Reduce harm, waste and variation sustainably making best use of the resources available to us						
5. Have an unplar care system that care, in the righ	at provides the	e right		10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives						
Five Wa					pment Principl for more informa	•	onsidered			
Prevention	Prevention Long term x Integration Collaboration Involvement									
Equality and Health Impact Assessment Completed:										

Savings Tracker Summary

2019-20 In-Year Effect

Clinical Board	19-20 Target	Green	Amber	Total	Total	Pipeline	Shortfall/(Surplus)
				Green &	Green &	Red	on Total Target vs
				Amber	Amber		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 lorwerth 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	► Evidence of project planning (project brief, milestones with timescales etc.) appears incomplete considering level of complexity / risk	 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 	Appropriate degree of project planning (project brief, milestones with timescales etc.) evidenced considering the level of complexity / risk	
Lead responsible & support	► Lead to be identified	 ▶ 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 	 Appropriate individual identified and actively leading the project The appropriate individuals appear to be included within the delivery team 	
Financial & activity calculation	 Calculation of savings ongoing Significant factors to be worked through Savings to be fully quantified 	 ▶ 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 	 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	► Rationale for financial phasing outstanding	 Rationale deemed appropriate Financial savings phased according to timing of plans and milestones 	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



Report Title:	Finance Risk Register				
Meeting:	Finance Committee Meeting 31 st July 2019				
Status:	For Discussion x For Assurance x Approval For Information				
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

This report	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 hea	alth	inequalities				ve a planned ca mand and capac						
2. Deliver outcomes that matter to people						a great place to	work a	and learn				
3. All take response our health a	-	•	rovin	g	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							
•	n tha	nned (emerge at provides th at place, first t	e righ	ıt	10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives							
Five	e Wa	_				lopment Princi						
Prevention		Long term	x	Integration	ı	Collaboration	1	Involvement				
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.							•					

Finance Risk Register 2019-20 Appendix 1

						ent Ris ating	sk			Ra	get Risk iting if itrols in Place						
Categories	No	Date Entered onto new CB/Dir/UHB Risk Register	Risk/Issue (Including Impact)	Existing Controls	Impact / Consequence	Likelihood	0 1	Adequacy Existing Controls	Summary of Additional Controls Required	Impact / Consequence	Likelihood	Date of Last Review	Completed	Date of Next Review	Risk Owner	Exec Lead	Assuring committee
Finance	Fin01/19	Mar-19		Governance reporting and monitoring arrangements through the Finance Committee and Board	5	4 2		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		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: Clinical Board £1.094m FCIC £0.842m Surgery £0.597m	5	4 2		Adequate but more Action Required		4	2 8	Jul-19	Assistant Director of Finance	Aug-19	The Board	Chief Operating Officer	Finance Committee
Finance	Fin03/19	Mar-19	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 identied 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		Adequate but more Action Required	Escalation process led by Chief Executive.	4	3 12	Jul-19	Assistant Director of Finance	Aug-19	The Board	Director of Finance	Finance Committee
Finance	Fin04/19	Mar-19	break even position - Full CIP plan in place at	CIP target clearly communicated. CIP tracker in place to monitor weekly progress. Executive lead identied for each Corporate Scheme	5	4 2		Adequate but more Action Required	Progress against Corporate schemes is to be managed by Management Executive.		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		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)	The UHB will continue to work closely with WG to ensure appropraite resources are made available to maintain progress.	4	3		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 plan for 2019/20 being developed for sign off by Management Executive.	4	3		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		Regular performance/LTA meetings with other providers/WHSSC and internal commissioning group.	3	3		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	month 3 (£1.8m month 12 2018/19)	Progress to be monitored through Nursing Productivity Group and Executive / Clinical Board Performance Reviews.	4	5 2		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	Fin10/19	Mar-19		Internal investment plan agreed with business cases to be approved through the Business Case Approval Group (BCAG) / Capital Management Group.	4	4		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		The UHB will continue to work closely with WG to ensure appropraite resources are made available to maintain progress.	4	2		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 their 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 ex	amples of descriptors		
	1		3	4	5
Domains	Negligible	Minor	Moderate	Major	Catastrophic
Impact on the safety of patients, staff or public (physical/psychologi cal harm)	Minimal injury requiring no/minimal intervention or treatment.	Minor injury or illness, requiring minor intervention	Moderate injury requiring professional intervention	Major injury leading to long-term incapacity/disability	Incident leading to death
	No time off work	Requiring time off work for >3 days	Requiring time off work for 4-14 days	Requiring time off work for >14 days	Multiple permanent injuries or irreversible health effects
		Increase in length of hospital stay by 1-3 days	Increase in length of hospital stay by 4-15 days	Increase in length of hospital stay by >15 days	An event which impacts on a large number of patients
			RIDDOR/agency reportable incident	Mismanagement of patient care with long-term effects	
			An event which impacts on a small number of patients		
Quality/complaints/a udit	Peripheral element of treatment or service suboptimal	Overall treatment or service suboptimal	Treatment or service has significantly reduced effectiveness	Non-compliance with national standards with significant risk to patients if unresolved	Totally unacceptable level or quality of treatment/service
	Informal complaint/inquiry	Formal complaint/ Local resolution	Formal complaint / Local resolution (with potential to go to independent review)		Inquest/ombudsman inquiry Gross failure of patient safety if findings not acted on
		Single failure to meet internal standards	Repeated failure to meet internal standards	Critical report	Gross failure to meet national standards
		Minor implications for patient safety if unresolved Reduced performance rating if unresolved	Major patient safety implications if findings are not acted on		
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	Uncertain delivery of key objective/service due to lack of staff	Non-delivery of key objective/service due to lack of staff
			Unsafe staffing level or competence (>1 day)	Unsafe staffing level or competence (>5 days)	Ongoing unsafe staffing levels or competence
			Low staff morale	Loss of key staff	Loss of several key staff
			Poor staff attendance for mandatory/key professional training	Very low staff morale No staff attending mandatory/ key professional training	No staff attending mandatory training /key professional training on an ongoing basis
Statutory duty/ inspections	No or minimal impact or breech of guidance/ statutory	Breech of statutory legislation	Single breech in statutory duty	Enforcement action	Multiple breeches in statutory duty
	duty		Challenging external recommendations/ improvement notice	Multiple breeches in statutory duty	Prosecution
				Improvement prohibition notices Critical report	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	long-term reduction in	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		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
Frequency 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
Probability Will it happen or not? % chance of not meeting objective	<0.1 per cent	0.1-1 per cent	1 -10 per cent	10-50 per cent	>50 per cent

<u>Table 3 - Risk Scoring = Consequence x Likelihood (C x L)</u>

Concoguence	Likelihood Score										
Consequence Score	1	2	3	4	5						
Score	Rare	Unlikely	Possible	Likely	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: 31st July 2019									
Status:	For For For Approval	x For Information								
Lead Executive:	Director of Corporate Governance									
Report Author (Title):	Director of Corporate Governance 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

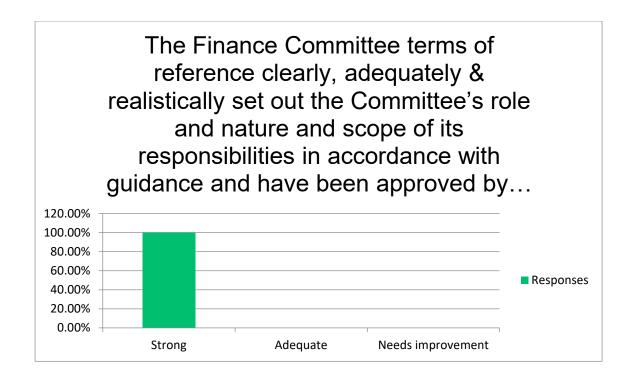


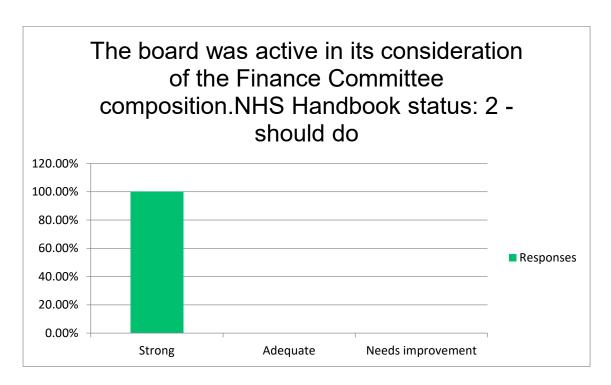
	esponsibility for ir h and wellbeing	nproving	X	S	deliver care and support across care sectors, making best use of our people and technology			
population	vices that deliver on health our citize o expect			S	Reduce harm, waste and variation sustainably making best use of the resources available to us			
care sys	unplanned (emer tem that provides he right place, firs	the right		iı p	10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives			
Fiv		• •			lopment Principle e for more informa	•		
Prevention	Long term	x Int	egratio	n	Collaboration	Involvement		
Equality and Health Impa Assessmen Completed:	t Yes / No / N	se provid	е сору	of the	assessment. This	will be linked to the		

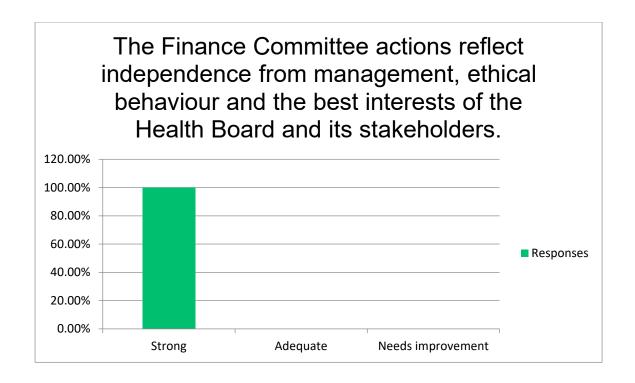


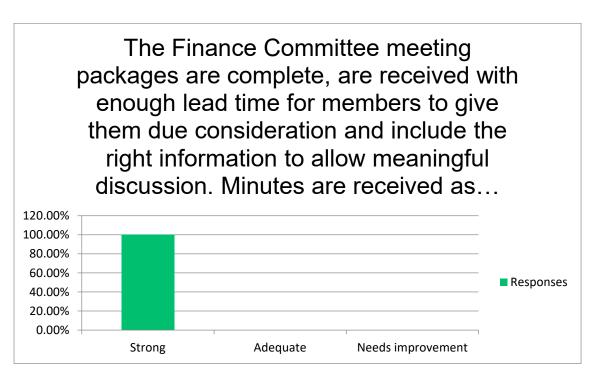


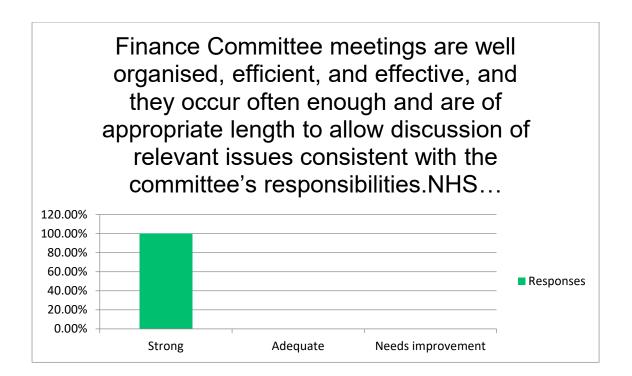


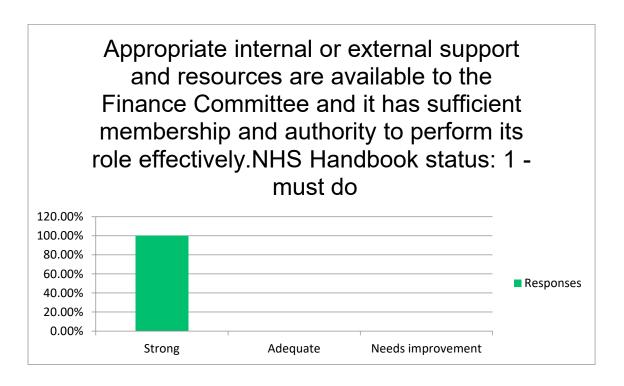


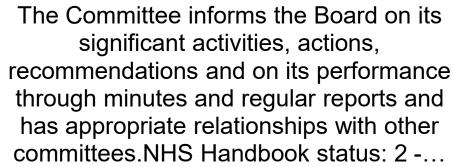


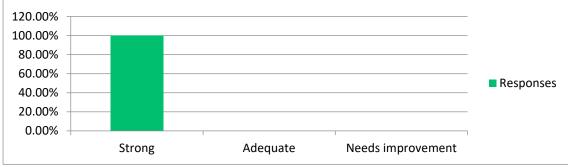


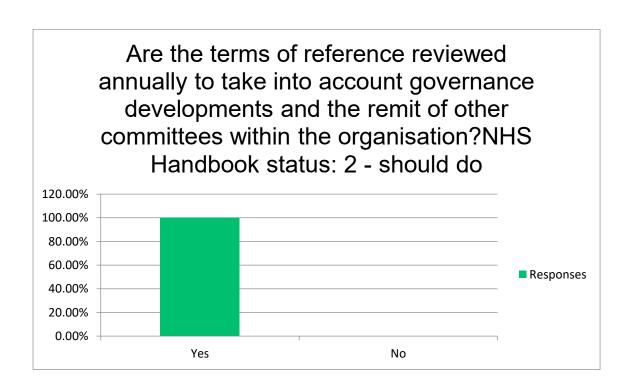


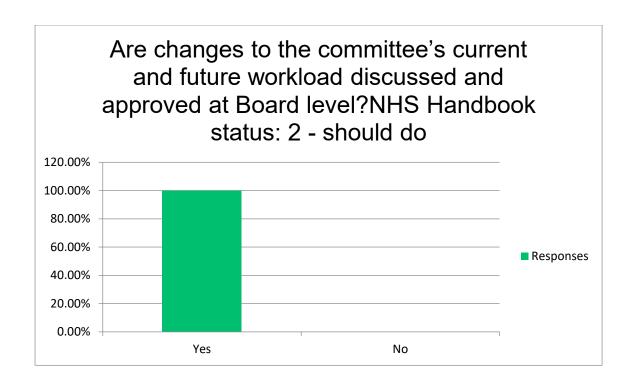


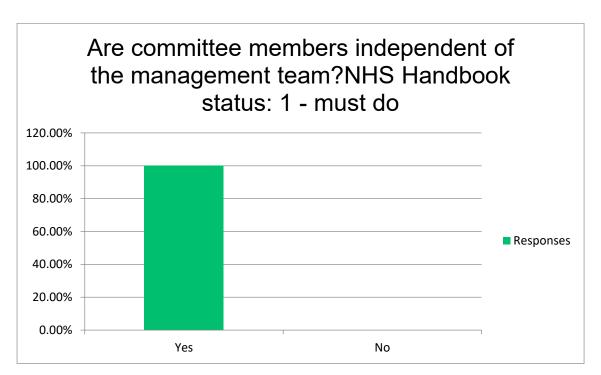


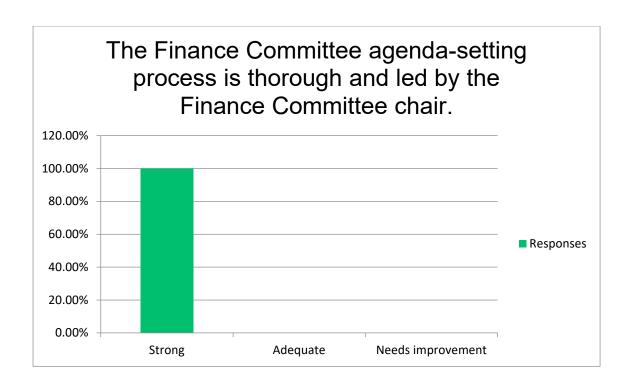


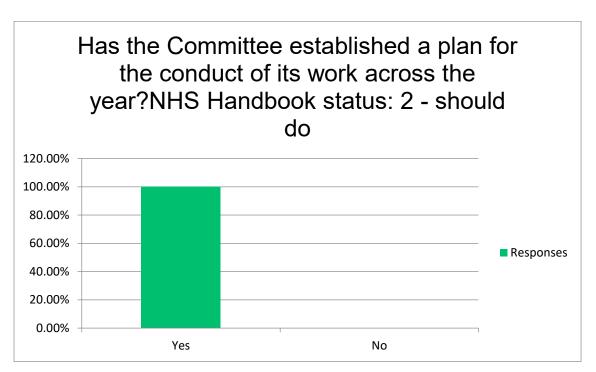


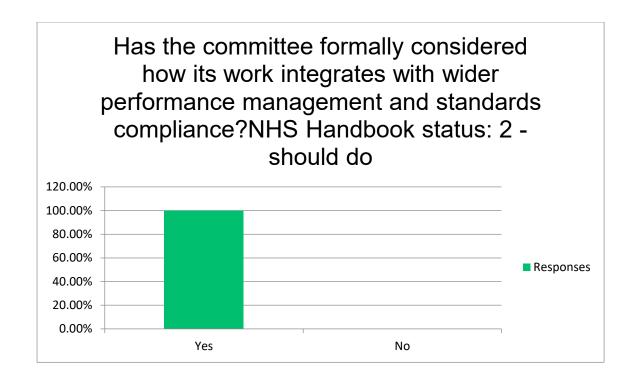


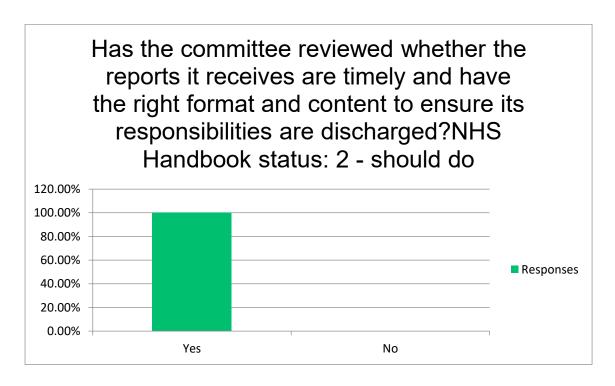


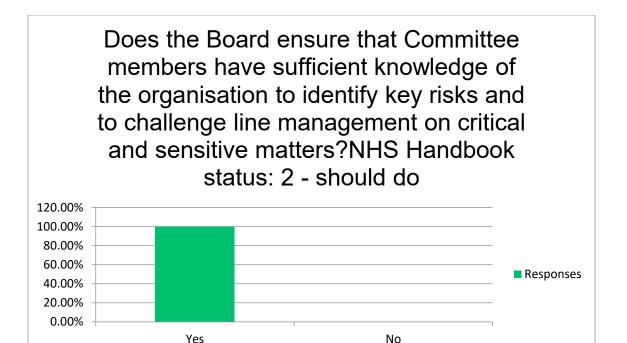


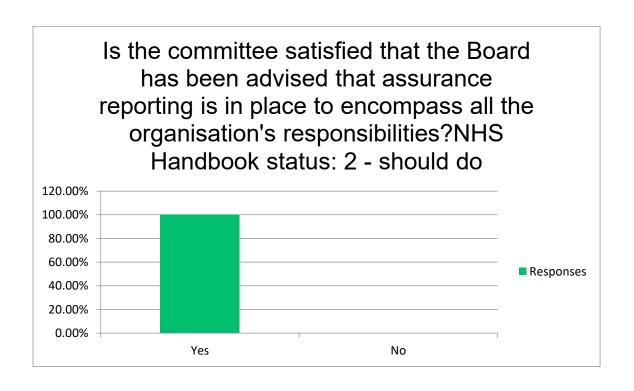


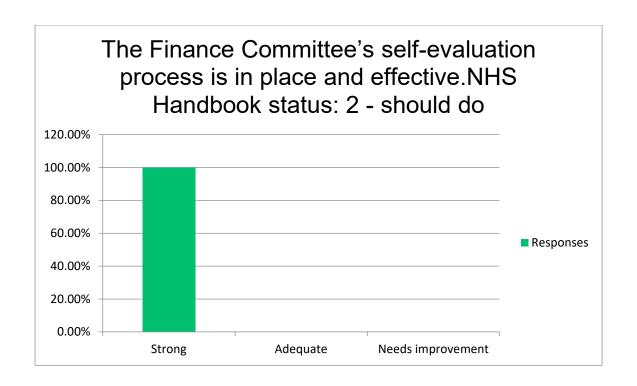


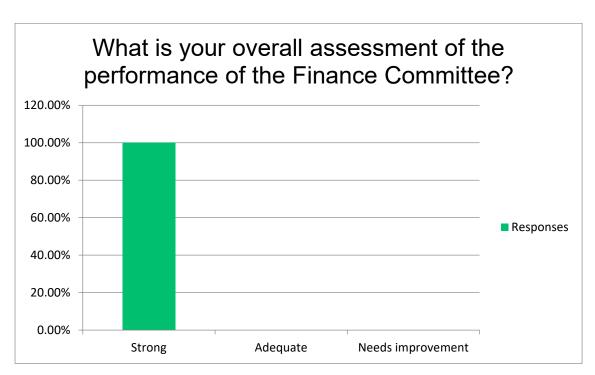












Cardiff & Vale ULHB Period : Jun 19

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

			Non		FYE of
		In Year Effect	Recurring	Recurring	Recurring
		£'000	£'000	£'000	£'000
	Inderlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / leficit - Negative Value)	-36,261	0	-36,261	-36,261
2 N	ew Cost Pressures - as per 3 year plan (Negative Value)	-51,594		-51,594	-51,594
	pening Cost Pressures	-87,855	0	-87,855	-87,855
4 Id	dentified Savings Plan (Positive Value)	25,071	9,609	15,462	21,646
5 S	avings / Mitigating Actions Yet To Be Identified (Positive Value)	3,553	2,553	1,000	4,362
6 W	Velsh Government Funding (Positive Value)	56,610		56,610	56,610
7 N	et Income Generated (Positive Value)	1,279	65	1,214	1,262
8 P	lanned Accountancy Gains (Positive Value)	1,000	1,000	0	0
9 R	elease of Uncommitted Contingencies & Reserves (Positive Value)				
10 P	rofit on Disposal of Asset	342	342	0	0
11 O	pening Financial Plan	0	13,569	-13,569	-3,975
	ost Pressures b/fwd from Previous Year - unidentified within 3 year plan (Negative Value)		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,
	pening Plan Savings - Forecast (Underachievement) / Overachievement	-683	-279	-404	-49
	dditional In Year Identified Savings - Forecast (Positive Value)	1.517	1.274	243	2,466
	dditional In Year Identified Accountancy Gains (Positive Value)	599	599	0	0
	dditional Net Income Generated (Positive Value)	20	16	4	21
	on Identification of Savings / Mitigating Actions Yet To Be Identified in Opening Plan	-3,553	-2,553	-1,000	-4,362
	delease of Previously Committed Contingencies & Reserves (Positive Value)	2,100	2,000	2.100	2.100
19 A	dditional 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			
	orecast Outturn (- Deficit / + Surplus)	0	12,625	-12,626	-3,798

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	In Year Effect
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
18			2,100										2,100
19													0
20													0
21													0
22 23 24													0
23													0
24													0
25 26													0
26													0
27													0
28													0
29 30													0
30													0
31													0
32													0
33													0
34													0
33 34 35													0
36													0
37													0

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	YTD as %age of FY	Asses	sment	Full In-Ye	ear forecast
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total <u>FTD</u>	forecast	YTD variance as %age of YTD	Green	Amber	non recurring	recurring
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000
1	Budget/Plan	46	46	46	46	46	46	70	94	117	141	165	189	138	1,050		0	1,050		
CHC and Funded Nursin 2 Care	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
3	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
4	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
5 Commissioned Services	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 Medicines Management	Budget/Plan	121	121	127	149	149	149	316	316	316	316	316	415	370	2,811		993	1,818		
8 (Primary & Secondary	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
Care)	Variance	0	0	0	0	0	0	(0)	(0)	(0)	(0)	(0)	(0)	0	(0)	0.00%	0	(0)		
10	Budget/Plan	381	976	900	1,333	795	879	863	906	906	907	907	3,658	2,257	13,411		10,102	3,917		
11 Non Pay	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
12	Variance	(76)	(13)	(71)	34	(37)	421	0	(4)	(4)	12	11	(71)	(160)	203	(7.09%)	(394)	(12)		
13	Budget/Plan	402	330	369	875	666	670	692	702	704	704	704	771	1,102	7,591		4,940	3,295		
14 Pay	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
15	Variance	(23)	(14)	63	24	10	13	90	90	92	86	84	117	26	632	2.37%	(12)	0		
16	Budget/Plan	17	17	17	17	17	17	17	17	17	17	17	17	52	208		208	0		
17 Primary Care	Actual/F'cast	17	17	17	17	17	17	17	17	17	17	17	17	52	208	25.00%	208	0	0	208
18	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
19	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		
20 Total	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
21	Variance	(99)	(28)	(8)	58	(27)	435	91	86	87	97	95	46	(134)	834	(3.42%)	(406)	(11)		
	2 Variance in month	(10.100/)	/4.070/\	/0 E20/ \	2.400/	(4.630/)	24.670/	4.600/	4.050/	4 240/	4.670/	4 500/	0.049/	(2.420/)	1			•		
2	In month achievement against FY	(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%)						
2	3 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%							

Cardiff & Vale ULHB Period: Jun 19

Table C1- Savings Schemes Pay Analysis

				1	2	3	4	5	6	7	8	9	10	11	12			YTD as %age of FY	Asses	sment	Full In-Ye	ear forecast
		!	Month	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000	Total <u>YTD</u>	Full-year forecast	YTD variance as %age of YTD Budget/Plan	Green £'000	Amber £'000	non recurring	recurring £'000
1		Budget/Plan		202	138	141	395	395	395	484	494	496	496	496	496	480	4,626		2.334	2.547	2000	2 000
2	Changes in Staffing Establishment	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		Budget/Plan		61	64	66	317	117	121	130	130	130	130	130	130	191	1,524		1,184	340		
5	Variable Pay	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		Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
8	Locum	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	Budget/Plan		10	10	10	10	10	10	10	10	10	10	10	10	30	118		100	18		
11	premium	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		Budget/Plan		4	4	4	4	4	4	4	4	4	4	4	4	11	42		42	0		
14	Changes in Bank Staff	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	(C) (C) (C) (C)	Budget/Plan		126	115	150	150	141	141	65	65	65	65	65	132	391	1,282		1,280	390		
17	Other (Please Specify)	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	\dashv	(3)	3	57	17	3	3	61	61	61	60	60	6	57	388	14.56%	(0)	0		
19		Budget/Plan		402	330	369	875	666	670	692	702	704	704	704	771	1,102	7,591		4,940	3,295		
20	Total	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

			1	2	3	4	5	6	7	8	9	10	11	12		Full-year	YTD as %age of FY	Assess	sment	Full In-Ye	ar forecast
	h	Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total <u>YTD</u>	forecast	YTD variance as %age of YTD Budget/Plan	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	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
2 Agency/Locums paid at a	Actual/F'cast		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
3 premium	Variance		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
4 Non Medical 'off contract'	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
5 to 'on contract'	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	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
8 Agency pay rate caps	Actual/F'cast		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
9 Agency pay rate caps	Variance		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
10	Budget/Plan		10	10	10	10	10	10	10	10	10	10	10	10	30	118		100	18		
11 Other (Please Specify)	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	Budget/Plan		10	10	10	10	10	10	10	10	10	10	10	10	30	118		100	18		
14 Total	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

3,916

6,957

11,933

24,064

Full-Year Effect of Recurring Savings £*000

9,969

1,130

0

100

12

723

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
снс	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	1.298	1.599

Jun 19

Organisation	Division	Business	Savings Scheme	Scheme / Opportunity Title	Recurrent/ Non	Current Year Annual Plan	Plan FYE (Recurring	Current Year	Forecast FYE (Recurring		CHEINE STAIL E	Date Scheme	Scheme RAG rating	Service Area	Scheme Type	Definition	MMR Category - Savings only -	Apr Plan £'000 May Plan £'000	Jun Plan £'000	Jul Plan £'000 Aug Plan £	'000 Sep F	Plan £'000 Oct	Plan £'000 Nov Pla	an £'000 D	ec Plan £'000 Jan	n Plan £'000 Feb Plan	nn £'000
		Unit	Number (i.e. DA1 onwards)		Recurrent	£'000	Schemes only) £'000	Forecast £'000	Schemes only) £'000	Month 1 or In Year	Date	Green	Accountancy Gains)				Do not complete for IG & AG	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,									
Cardiff & Vale U	STATES AND	al 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 0	
	STATES_AND_		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 1:	13	13	13 13	3
Cardiff & Vale U			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 1	1
Cardiff & Vale U	STATES_AND_I	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 12	2
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 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 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 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 1	11	11	11 11	1
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 -1	11	-11	-11 -11	.1
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 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 1	
Cardiff & Vale U	STATES_AND_	Energy Rates	CEF32	Waterless Urinals	R	10	10	10	10	Month 1		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 1	
Cardiff & Vale U	STATES_AND_	Energy Rates	CEF32A	Waterless Urinals	R	0	0	0	0			01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support	Estates	Cash-Releasing Saving (Non Pay) Cash-Releasing Saving	Non Pay	0 0	-11	0 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	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	3 3	3	3 3		3	3 3	3	3	3 3	į.
Cardiff & Vale U	STATES_AND_	Energy Rates	CEF6	Operational cost savings - Amy Evans Closure	R	15	15	0	15		01-Apr-19	01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay)	Non Pay	1 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			01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	Income Generation		0 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			01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	Income Generation Cash-Releasing Saving		0 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			01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	5 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 NR	213	0	213	0		· ·	01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	18 18	18	18 18		18	18 18	18	18	18 18	3
Cardiff & Vale U			CEF18A	vat recovery cardiff university non sla energy	NR R	130	130	130	130			01-Apr-19 01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 -36	-18	196 -18		-18	-18 -1	18	-18	-18 -18	8
Cardiff & Vale U	STATES_AND_	Energy Rates	CEF19	Business Rates	K									(Facilities/Estates/Corporate) Non Clinical Support		(Non Pay) Cash-Releasing Saving	Pay - Changes in	11 11	11	11 11		11	11 1:	11	11	11 11	1
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	(Facilities/Estates/Corporate)	Facilities	(Pay)	Staffing Establishment	2 2	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 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 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 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) Cash-Releasing Saving	Non Pay	2 2	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		· ·		Amber	Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support	Facilities	(Non Pay) Cash-Releasing Saving	Non Pay	0 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			01-Aug-19	Amber	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 0	0	2 2		2	2 2	2	2	_ 2 _ 2	:
Cardiff & Vale U	STATES_AND_	Energy Rates	CEF5	Operational cost savings - Colcot Closure	R	9	9	9	9			01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	1 1	1	1 1		1	1 1	1	1	11	
Cardiff & Vale U	STATES_AND_	North - Estates	CEF42	Waste segregation ITU	R	5	5	5	5		01-Apr-19	01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 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		01-Apr-19		Amber	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 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			01-May-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Facilities	(Non Pay) Cash-Releasing Saving	Non Pay	0 0	0	0 0		0	0 0	0	0	0 0	,
	STATES_AND_		CEF52A	food waste production WBC	R	0	0	0	0		· ·	01-May-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Facilities	(Non Pay) Cash-Releasing Saving	Non Pay Pay - Variable	0 0	0	0 0		0	0 0	0	0	0 0	1
Cardiff & Vale U			CEF35	Review of overtime	R	5	0	0	0			01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Pay) Cash-Releasing Saving	Pay Pay - Variable	0 0	0	0 0		0	0 0	0	0	0 0	-
	STATES_AND_I		CEF35A	Review of overtime	R	3	2	2	3		01-Apr-19 01-Apr-19	01-Apr-19 01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Pay) Cash-Releasing Saving	Pay Non Pay	0 -1	1	0 0		0	0 0	0	0	0 0	
Cardiff & Vale U			CEF45	Recycling Bins	R	1	1	1	1			01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 0	0	0 0		0	0 0	0	0	0 0	_
	STATES_AND_I		CEF46	Recycling for community sites	R	3	3	3	3			01-Apr-19	Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 0	0	0 0		0	0 0	0	0	0 0	_
Cardiff & Vale U			CEF36	Replace plastic water cups with glass in WBC	R	0	0	0	0				Green	(Facilities/Estates/Corporate) Non Clinical Support	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 0	0	0 0		0	0 0	0	0	0 0	=
	STATES_AND_I		CEF36A	Replace plastic water cups with glass in WBC	R	30	40	17	40		01-Jul-19	01-Jul-19	Green	(Facilities/Estates/Corporate) Non Clinical Support (Facilities/Estates/Corporate)	Estates	(Non Pay) Cash-Releasing Saving	Non Pay	0 -1	1	0 0		0	0 0	0	0	0 0	_
Cardiff & Vale U	STATES_AND_		CEF47 CEF59	Change household waste supplier Replace hand towels in Barry	R	2	2	2	2			01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	(Non Pay) Cash-Releasing Saving (Non Pay)	Non Pay			3 3		3	3 3	3	3	3 3	
Cardiff & Vale U			CEF59A	,	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	0 0	0	0 0		0	0 0	0	0	0 0	_
Cardiff & Vale U			CEF48	Replace hand towels in Barry Cardboard waste solution	R	8	9	7	9				Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	(Non Pay) Cash-Releasing Saving (Non Pay)	Non Pay	0 0	1	1 1		1	1 1	1	1	1 1	_
Cardiff & Vale U			CEF49	Move to dementia friendly hand towel dispensers	R	5	5	5	5			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	,
Cardiff & Vale U				Move to dementia friendly hand towel dispensers clinical	a R	21	23	21	23	Month 1	01-May-19	01-May-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2 2		2		2	2	2 2	,
Cardiff & Vale U			CEF37	Replace hand towels Roookwood	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	0	0 0	,
Cardiff & Vale U			CEF40	Reduce Food Waste (Barry/Rookwood budget))	R	5	5	5	5	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 0	,
Cardiff & Vale U			CEF40A	Reduce Food Waste (Barry/Rookwood budget))	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 0	,
	STATES_AND_		CEF56	Portertrac system	R	15	25	15	25	Month 1	01-Sep-19	01-Sep-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay					2	2 2	2	2	2 2	2
Cardiff & Vale U	STATES_AND_	vice Board Gen	CEF2	Centralise stores - Admin & Stationery	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 0	J

Martin M			R	2	2	0	2	Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support	Estates	Cash-Releasing Saving	Non Pay						1				Τ	
Column C	Cardiff & Vale U STATES_AND_vice Board Gen CEF3	Paperless meetings									Green	(Facilities/Estates/Corporate) Non Clinical Support		(Non Pay)	Non ay	0	0	0	0	0	0	0	0	0	0	0
Mathematical Mat				3	3	3	3				Green	Non Clinical Support	1	Cash-Releasing Saving	Non Pay	0	0	0	0			0	0	-93	93	0
Marche M			R	13	16	13	16	Month 1	01-Jun-19		Green	Non Clinical Support	Estates	Cash-Releasing Saving	Non Pay	0	0	4	1	4	1	1	1	1	1	1
Control Cont	Caldill & Vale 0t 51A1E5_AND_GOULT - Estates CEF56	nalid lowers - Unit	В	20	20	20	20	Month 1			Croon		Facilities	· '/	Pay - Changes in	0	0	'		'	<u> </u>					'
Column C	Cardiff & Vale USTATES_AND_South - Facilities CEF57	Benchmarking opportunities - Barry - Security/Porter	K	20	20	20	20	WOTHT	01-Apr-19	01-Apr-19	Gleen	, , ,	raciities	, ,,		2	2	2	2	2	2	2	2	2	2	2
Marie	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		Facilities		Non Pay	2	2	2	2	2	2	2	2	2	2	2
Column C	Cardiff & Vale UHILDREN_WOME-ute Child Heal ACH01	Medicines Management - growth hormone	R	100	200	100	200	Month 1	01-Jul-19	01-Aug-19	Amber	Medicines Management (Secondary Care	non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Management (Primary &											
Part	Cardiff & Vale UHILDREN_WOMEute Child Heal ACH02	ommissioning of unfunded respiratory / LTV / sleep stud	R	250	250	250	250	Month 1	01-Apr-19	01-Oct-19	Amber	Commissioning	& Trusts	Income Generation								42	42	42	42	42
Part			В	150	150	150	150	Month 1	01 Apr 10	01 Apr 10	Croon	Planned Core	optimisation specifically in	Cash-Releasing Saving	Pay - Other											
Part	Condiff & Vole LINII DRENI WOMEnute Child Healt ACHO2	Operational officiencies production	К	150	150	150	150	MONTH 1	U1-Apr-19	01-Apr-19	Green	Planned Care	the National Planned Care		(Please Specify)			15	45	45	15	45	45	15	45	45
Column C	Cardin & Vale On EDICEN_WOWLdate On Ind Treat	Operational eniciencies - paediatrics	R	10	20	10	20	Month 1	01-Apr-19	01-Sen-19	Amher	Planned Care		Cash-Releasing Saving				13	15	15	13	15	15	15	15	15
Marie	Cardiff & Vale UHILDREN_WOMEute Child Heal ACH05	eview (look at electronic booking of outpatients, staff ch				10	20	Monar 1	01745.10	01 000 10	7411001	Timinos ouro		(Pay)	Establishment							2	2	2	2	2
Part	Cardiff & Vale UHILDREN_WOME:ute Child Heal ACH06	Managememt of stock	NR	15	0	0	0	Month 1	01-Apr-19	01-Sep-19	Amber	Planned Care	non-pay, including both traditional procurement and	Cost Avoidance	Non Pay				15		0	0	0	0	0	0
Part	Cardiff & Vale UHILDREN_WOME-ute Child Heali ACH07	Procurement - hand towels	R	3	5	3	5	Month 1	01-Apr-19	01-Sep-19	Amber	Planned Care	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Marie Mari			R	5	5	5	5	Month 1	01-Apr-19	01-Aug-19	Amber	Planned Care	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay											
Column C			R	5	5	5	5	Month 1	01-Apr-19	01-Sep-19	Amber	Commissioning	External - from other LHBs	Income Generation		0	0	0	0	0	0	0	0	0	0	0
Mathematical Continue of Mathematical Contin				10	0						Green	-		Cash-Releasing Saving		1	1	1	1	1	1	1	1	1	1	1
Part	Gardin & vale OpiLDKEN_WOMISSIE Child Healt ACH10	Allitual Leave Purchase Scheme	R	10	10	10	10	Month 1	•		Amher	Across Service Areas	Medical staff management		Pay - Changes in	1	1	1	1	1	1	1	1	1	1	1
Control of the cont	Cardiff & Vale UHILDREN_WOMbute Child Heal ACH11	Clinical Lead sessions - target 1 lead session per Direct	r.	10	10		-							(Pay)	Establishment	1	1	1	1	1	1	1	1	1	1	1
Column C	Cardiff & Vale UHILDREN_WOMbute Child Heal ACH12	umab admin by company / self admin (assume 10% rec		7	7						Amber	-	-	(Non Pay)	· ·	1	1	1	1	1	1	1	1	1	1	1
Control and Contro	Cardiff & Vale UHILDREN_WOMEute Child Heal ACH15	Aztreonam homecare		8	8	8	8	Month 1	01-Apr-19	01-May-19	Green	_	Prescribing	(Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Part	Cardiff & Vale UHILDREN_WOMEmunity Child He CCH03	Review of respite care	R	50	100	50	100	Month 1	01-Apr-19	01-Aug-19	Amber		Other	(Non Pay)	Non Pay		0	0	0	0	0	8	8	8	8	8
Part 1	Cardiff & Vale UHILDREN_WOMEmunity Child He CCH04	ction of MDT for early years (reduction in translation se	R	5	5	5	5	Month 1	01-Apr-19	01-Aug-19	Amber	Planned Care	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Part	Cardiff & Vola LINII DDEN WOMSmusiby Child M. CCN05	Paview of equipment and IES contract	R	14	14	14	14	Month 1	01-Apr-19	01-Sep-19	Amber	Planned Care	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Control Cont	Cardin & Vale On LDREN_WOWldmany Crinia He CCHOS	Review of equipment and 3E3 contract	P	10	10	10	10	Month 1	01 Apr 19	01 Jul 19	Green	Acrose Sanica Areas	Medical staff management			1				'		'	,			'
Control Section (Control Section (Cont	Cardiff & Vale UHILDREN_WOMEmunity Child He CCH09	Clinical Lead sessions - target 1 lead session per Direct	к	10	10	10	10				Green	ACTOSS Service Areas	medicai stari management	(Pay)	Establishment	1	1	1	1	1	1	1	1	1	1	1
Continue	Cardiff & Vale UHILDREN_WOMEmunity Child He CCH10	Atomoxetine (generic)									Amber	-	-	(Non Pay)	1	0	0	0	0	0	0	0	0	0	0	0
Part	Cardiff & Vale UHILDREN_WOMblical Board Mar MGT03	Workforce efficiencies	R	50	50	50	50	Month 1	01-Apr-19	01-Aug-19	Amber	Across Service Areas	-				0	0	0	0	0	8	8	8	8	8
Control Cont	Cardiff & Vale UHILDREN_WOMetrics & Gynaec O&G01	Review bed capacity and nurse rosters	R	200	200	200	200	Month 1	01-Apr-19	01-Aug-19	Amber	Planned Care	optimisation specifically in specialties coming within the National Planned Care Programme		Pay - Variable Pay				22	22	22	22	22	22	22	22
Control Cont	Cardiff & Vale UHILDREN_WOMetrics & Gynaec O&G04	Improved Commissioning Vaginal Mesh	R		10	4	10	Month 1	01-Apr-19	01-Oct-19	Amber	Commissioning	& Trusts	Income Generation			0	0	0	0	0	0	0	0	0	0
Control Cont	Cardiff & Vale UHILDREN_WOMetrics & Gynaec 0&G05	view of existing activity recording systems (Transitional			150		150					· ·	& Trusts		Non Poor		0	38	000		38			38		
Continuous (Continuous Continuous Continuo					0		0				Green			Cash-Releasing Saving	Pay - Variable				200		0	0	0	0	0	0
Control Note Cont			R	25	33	25	33	Month 1			Green		non-pay, including both traditional procurement and	Cash-Releasing Saving		0	0	0	0					0	0	
Control Ministral Minist			R	3	3	4	4	Month 1	01-Apr-19	01-May-19	Green	Prescribing			Non Pay		•	_	3	3	3	3	3	3	3	3
Part Value March Value March Value March Value	Cardiff & Vale UHILDREN_WOMbtrics & Gynaed O&G22 Cardiff & Vale UHILDREN_WOMbtrics & Gynaed O&G23 Cardiff & Vale UHILDREN_WOMbtrics & Gynaed O&G23	Specialist commisioning	NR	20	0	25	0	In Year				Across Service Areas	Other	Cost Avoidance	Non Pay	U	U	U	U	U	U	U	U	U	U	U
Second				0	10	3	10						Prescribing	Cash-Releasing Saving												
Court No.			R	10									Improved management of non-pay, including both traditional procurement and		Medicines Management (Primary &											
Cariff & Value UNICRICAL WORKMENNING COLOR Cariff & Value UNIC	Cardiff & Vale UHILDREN_WOMEmunity Child H CCH01 Cardiff & Vale UHILDREN_WOMEmunity Child H CCH02	Management - Product switch (Xenidate / Concerta to LAC income for out of county	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas		Income Generation		1	0	0	0	1	1 5	1	0	0	1 0	1 0
Cariff & Vide URLDREN, WOMeninghy Child in Colling Secretary incompany Child in Colling Se	Cardiff & Vale UHILDREN_WOMEmunity Child He 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	1
Carofff & Valle UHLDREN, WOMenous) Child H Co-100 Annual Leave Purchases Scheme NR 10 0 10 10 10 10 10 10	Cardiff & Vale LIMI DREN WOMEnumby Child H. CCH07	Review of printing / scappping/storage	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0		0	0	0	0	0
Cauliff & Valle UBLICREN, WOMelerics & Gymace Cauliff & Valle UBLICREN, WO			NR	10	0	10	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving	Pay - Variable Pav	1	1	1	1	1	1	, i	, and	1	1	1
Cardiff & Value UelLDREN, WOMentics & Gymace Cardiff & Value UellLDREN, WOMentics & Gymace Cardiff & Value Uell Ca			NR	38	0	38	0	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving	Pay - Other	6	6	6	6	6	6					
R 12 12 12 12 12 12 12 12 12 12 12 12 12			R	12	12	12	12	Month 1	01-Apr-19	01-Jul-19	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving	Pay - Changes in	1		-	1	1	1	1	1	1	1	1
Cardiff & Vale URLDREN_WOMetrics & Gynace O&GGB Reduction in IV AB's for new borns R 7 10 8 10 Month 1 01-Apr-19 01-Apr-19 Green Prescribing Cash-Releasing Saving (Non Pay) R 10 10 10 10 10 Month 1 01-Apr-19 01-Jul-19 Green Planned Care Improved management of non-pay, including bother traditional present			R	12	12	12	12	Month 1	01-Apr-19	01-Jun-19	Green	Unscheduled Care	elective and non-elective patient flow and clinical productivity enabling reduced beds while	Cash-Releasing Saving												
R 10 10 10 10 10 10 10 10 10 10 10 10 10			R	7	10	8	10	Month 1	01-Apr-19	01-Apr-19	Green	Prescribing		Cash-Releasing Saving	Non Pav	1	1 .	1 .	1	1	1			1	1	1
R 10 10 10 10 10 10 10	Cardiff & Vale UHILDREN_WOMBtrics & Gynaed O&G08	Reduction in IV AB's for new borns			-		*			- 100	+	<u> </u>			,	1	1	1	1	1	1	1	1	1	1	1
R 20 20 20 Month 1 01-Apr-19 01-Jun-19 Green Prescribing Prescribing Cash-Releasing Saving (Non Pay) Cardiff & Vale UnitLDREN_WOMetrics & Gynaec O&G12 Enoxaparin switch to Inhiva	Cardiff & Vale UHILDREN_WOMStrics & Gynaec O&G09	Procurement of Consumables - amnihooks and lancets	R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19	Green	Planned Care	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)		1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UNILDREN_WOMMatrics & Gynaec O&G12 Enoxaparin switch to Inhixa Separate O&G12 Enoxaparin switch Separate O&G12 Enoxaparin switch Separate O			R	20	20	20	20	Month 1	01-Apr-19	01-Jun-19	Green	Prescribing	Prescribing	Cash-Releasing Saving	Management											
Cardiff & Vale UniLDREN_WOM\services & Gynaec O&G15 Annual Leave Purchase Scheme NR 10 0 28 0 Month 1 01-Apr-19 Green Planned Care Other Clays Pla	Cardiff & Vale UHILDREN_WOMetrics & Gynaec 0&G12	Enoxaparin switch to Inhixa													Secondary Care)	2	2	2	2	2	2	2	2	2	2	2
	Cardiff & Vale UHILDREN_WOMetrics & Gynaec O&G15	Annual Leave Purchase Scheme	NR	10	0	28	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	(Pay)	Pay	1	1	1	1	1	1	1	1	1	1	1

								ı				Improved management of													
		R	24	24	24	24	Month 1	01-Apr-19	01-Jun-19	Green	Planned Care	elective and non-elective patient flow and clinical productivity enabling reduced beds while	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale UHILDREN_WOMbtrics & Gynaec O&G17	Lesting (reduction in anti D costs for all 28/40 Rh- wom	-					Month 1	04 440	04 1 40	Green	B10	maintaining performance Improved management of elective and non-elective patient flow and clinical	Cash-Releasing Saving	Non Pay				3	3	3	3	3	3	3	3
Cardiff & Vale UHILDREN_WOMetrics & Gynaec O&G18	y Pregnancy Weight Management Clinic (AMU vs OLC	K			0	0	Month	01-Apr-19	01-Jun-19	Green	Planned Care	productivity enabling reduced beds while maintaining performance	(Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UtilLDREN_WOMetrics & Gynaec O&G20	Obs & Gynae	NR	200	0	200	0	Month 1	01-Apr-19	01-Apr-19		Planned Care	Other	Cash-Releasing Saving (Pay) Cash-Releasing Saving	Pay - Variable Pay Pay - Changes in			0	200		0	0	0	0	0	0
Cardiff & Vale UHILDREN_WOMetrics & Gynaec O&G21	Review backfill of secondment	NR	30	0	26	0	Month 1 Month 1	01-Apr-19	22-Jan-19		Planned Care	Other	(Pay) Cash-Releasing Saving	Bank Staff Pay - Changes in	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UNGNOSTICS_THD&T Manageme CDT05 Cardiff & Vale UNGNOSTICS_THD&T Manageme CDT06 Cardiff & Vale UNGNOSTICS_THD&T Manageme CDT07	Pay Efficencies Non recurring non pay opportunity - IR 35	NR NR	35 111	35	35 111	35	Month 1	01-Apr-19 01-Jul-19	01-Apr-19 01-Dec-19	Green	Clinical Support Clinical Support	Other	(Pay) Cost Avoidance	Staffing Establishment Non Pay	3	3	3	3	3	3	3	3 22	3 22	3 22	3 22
	Non recurring non pay opportunity - Genmed Workforce review - skill mix band 7 to band 5	NR R	100	22	100	22	Month 1 Month 1	01-Jul-19 01-Jul-19	01-Dec-19 01-Aug-19		Clinical Support Clinical Support	Other Pathology pathways, workforce models,	Cost Avoidance Cash-Releasing Saving (Pay)	Non Pay Pay - Changes in Staffing								20	20	20	20
Cardiff & Vale UkGNOSTICS_THiboratory Medici LAB01	Medical Productivity	NR	50	0	50	0	Month 1	01-Jul-19	01-Aug-19	Amber	Clinical Support	Pathology pathways, workforce models,	Cash-Releasing Saving	Pay - Changes in Staffing				2	2	2	2	2	2	2	2
Cardiff & Vale UNGNOSTICS_THiboratory Medici LAB02 Cardiff & Vale UNGNOSTICS_THiboratory Medici LAB03	MSC Consumables	R	10	10	10	10	Month 1	01-Apr-19	01-Aug-19	Amber	Clinical Support	productivity Other	(Pay) Cash-Releasing Saving (Non Pay)	Establishment Non Pay	1	1	1	1	1	1	1	10	10	10	10
Cardiff & Vale UAGNOSTICS_THiporatory Medici LAB04	Workforce review - skill mix band 6 to band 3	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Pathology pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment			1	1				1	1	1	1
	Cease processing second samples - blood grouping (EI)	R	30	30	30	30	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Pathology pathways, workforce models,	Cash-Releasing Saving (Non Pay)	Non Pay				•					·		1
Cardiff & Vale UIGNOSTICS_THiboratory Medici LAB06 Cardiff & Vale UIGNOSTICS_THiboratory Medici LAB11	Disposal of unused equipment	NR	5		5	0	Month 1	01-Jul-19	01-Aug-19	1	Clinical Support	productivity Other	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	5	3	3	3	3	3
Cardiff & Vale UIGNOSTICS_THiboratory Medici LAB13	Non recurring non pay opportunity - Abbott spend Further expansion of CIT (Clinical Information Triage)	NR R	100 56	56	100	0 56	Month 1 Month 1	01-Jul-19 01-Apr-19	01-May-19 01-Aug-19		Clinical Support Clinical Support	Other	Cost Avoidance Cash-Releasing Saving	Non Pay Pay - Changes in Staffing	70	30									
Cardiff & Vale UNGNOSTICS_THients & Patient OPA01	Apprenticeships	R	10	10	10	10	Month 1	01-Apr-19	01-Aug-19	Amber	Clinical Support	Other	(Pay) Cash-Releasing Saving	Establishment Pay - Changes in Staffing	5	5	5	5	5	5	5	5	5	5	5
Cardiff & Vale UAGNOSTICS_THients & Patient OPA03 Cardiff & Vale UAGNOSTICS_THadiology & MPC RMPCE02	Annual Leave Purchase	NR	25		25	0	Month 1	01-Apr-19	01-Aug-19		Clinical Support	Other	(Pay) Cash-Releasing Saving (Pay)	Establishment Pay - Other (Please Specify)	0	0	0	2	1	1	1	1 2	1 2	1	1
Calulii a vale o GNOSTICS_THadiology a MFC RMFCEU2										1		Improved management of non-pay, including both	Cash-Releasing Saving			2	2		2	2		2	2	2	2
Cardiff & Vale UNGNOSTICS_THadiology & MPC RMPCE03	Procurement pricing and volume efficiencies	R	70	70	70	70	Month 1	01-Apr-19	01-Aug-19	Amber	Clinical Support	traditional procurement and value based procurement	(Non Pay)	Non Pay	6	6	6	6	6	6	6	6	6	6	6
Cardiff & Vale UNGNOSTICS_THadiology & MPC RMPCE05	Patient Reception Self Service check in systems	R	21	43	21	43	Month 1	01-Sep-19	01-Sep-19	Amber	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UIGNOSTICS_THadiology & MPC RMPCE08	Generate higher levels of equipment disposal revenues Generate higher levels of equipment disposal	R	10	10	11	11	In Year	01-Sep-19	01-Sep-19		Clinical Support	Other	Income Generation		0	0	0	0	0	1	1	1	1	1	1
Cardiff & Vale UIGNOSTICS_THadiology & MPC RMPCE08 NR	revenues	NR	15	0	5	0	Month 1	01-Sep-19	01-Sep-19	Amber	Clinical Support	Other Improved management of	Income Generation		0	0	0	0	0	2	2	2	2	2	2
Cardiff & Vale UNGNOSTICS_THadiology & MPC RMPCE09	MRI Contrast product negotiated change to price	R	13	13	13	13	Month 1	01-Apr-19	01-Aug-19	Amber	Clinical Support	non-pay, including both traditional procurement and value based procurement Therapies- pathways,	Cash-Releasing Saving (Non Pay)	Non Pay Pay - Changes in	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UNGNOSTICS_TH Therapies THER06	- transformation of ENT and O/P pathways for non-urg	R	21	21	21	21	Month 1	01-Apr-19	01-Dec-19	Amber	Clinical Support	workforce models, productivity	Cash-Releasing Saving (Pay)	Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UkGNOSTICS_TH Therapies THER07	Dietetics - Community Prescribing	R R	25 19	25 19	25	25	Month 1 Month 1	01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19		Prescribing Prescribing	Prescribing Prescribing	Cash-Releasing Saving (Non Pay) Cash-Releasing Saving	Non Pay Non Pay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UNGNOSTICS_TH Therapies THER08	Dietetics - Model Ward	R	30	30	30	30	Month 1	01-Apr-19	01-Aug-19	Amber	Clinical Support	Therapies- pathways, workforce models,	(Non Pay) Cash-Releasing Saving (Pay)	Pay - Changes in Staffing	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UIGNOSTICS_TH Therapies THER09	Dietetics - skill mix	R	29	29	29	29	Month 1	01-Apr-19	01-Apr-19	Green	Mental Health	productivity Other	Cash-Releasing Saving	Pay - Changes in Staffing	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale U GNOSTICS_TH Therapies THER27	Physio - Anxiety Service skill mix	R	9	9	9	9	Month 1	01-Apr-19	01-Jun-19	Green	Clinical Support	Therapies- pathways, workforce models,	(Pay) Cash-Releasing Saving	Pay - Changes in Staffing	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UIGNOSTICS_TH Therapies THER28	Physio - Admin Review	R	73	73	73	73	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Therapies- pathways, workforce models,	(Pay) Cash-Releasing Saving	Establishment Pay - Changes in Staffing	1	1	1	1	1	1	11	1	1	1	1
Cardiff & Vale UNGNOSTICS_TH Therapies THER29	Physio - Leadership Team skill mix		75	15	75	75	World 1	01-Apr-13	01-Apr-10	Gleen	Оппсан обругот	productivity Improved management of	(Pay)	Establishment	6	6	6	6	6	6	6	6	6	6	6
Cardiff & Vale UNGNOSTICS_TH Therapies THER16	Physio - non pay rationalisation	R	0	0	0	0	Month 1	01-Apr-19	01-Dec-19	Amber	Clinical Support	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	0
Cardiff & Vale UNGNOSTICS_TH Therapies THER34	Define Definition in the second	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	•										
Cardill & Vale OldNO3 IIC3_IN Therapies INEX34	Podiatry - Reduction in drugs spend	R				1						Improved management of non-pay, including both	Cash-Releasing Saving		- 0	0	0		U	0	0	0	0	U	0
Cardiff & Vale UNGNOSTICS_TH Therapies THER35	Podiatry - Reduction in dressings spend	к	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	traditional procurement and value based procurement	(Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
		R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale UNGNOSTICS_TH Therapies THER36	Podiatry - Reduction in therapy equipment spend	_								1.		Improved management of non-pay, including both	Cash-Releasing Saving		0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UNGNOSTICS_TH Therapies THER37	Podiatry - Reduction in travel spend	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	traditional procurement and value based procurement Therapies- pathways,	(Non Pay) Cash-Releasing Saving	Non Pay Pay - Changes in	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UIGNOSTICS_TH Therapies THER02	Podiatry - Band 4	R	20	20	20	20	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	workforce models, productivity Therapies- pathways,	(Pay)	Staffing Establishment Pay - Changes in	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UNGNOSTICS_TH Therapies THER14	OT - reduction in 0.50wte Band 3 Technician	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	workforce models, productivity Therapies- pathways.	Cash-Releasing Saving (Pay)	Staffing Establishment Pay - Changes in	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UAGNOSTICS_TH Therapies THER15	OT - reduction in Band 5 hours	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	workforce models, productivity	Cash-Releasing Saving (Pay) Cash-Releasing Saving	Staffing Establishment Pay - Other	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UKGNOSTICS_TH Therapies THER25	OT - Annual Leave Purchase	R R	30 20	30 20	30 20	30 20	Month 1 Month 1	01-Apr-19 01-Apr-19	01-Apr-19 01-Apr-19	Green	Clinical Support Clinical Support	Other Other	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UNGNOSTICS_TH Therapies THER26	Physio - Band 5 delayed recruitment	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Therapies- pathways, workforce models,	(Pay) Cash-Releasing Saving (Pay)	(Please Specify) Pay - Changes in Staffing	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UIGNOSTICS_TH Therapies THER30	Physio - Frailty Skill Mix (Band 2)	R	7	7	7	7	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	productivity Therapies- pathways, workforce models,	Cash-Releasing Saving	Pay - Changes in Staffing	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UNGNOSTICS_TH Therapies THER33	hysio - A&C Changes - disestablishment of Band 3 hou	R	(8)	(8)	(0)	0	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	productivity Therapies- pathways, workforce models,	(Pay) Cash-Releasing Saving	Establishment Pay - Changes in Staffing	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UAGNOSTICS_TH Therapies THER38	Therapies - Admin	P.	25	25	25	25	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	productivity Pathology pathways, workforce models,	(Pay) Cash-Releasing Saving	Establishment Pay - Changes in Staffing	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1
Cardiff & Vale UNGNOSTICS_THiboratory Medici LAB08	Workforce review - skill mix band 7 to band 4	R										productivity Pathology pathways,	(Pay) Cash-Releasing Saving	Establishment Pay - Changes in	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UNGNOSTICS_THiboratory Medici LAB09	Workforce review - skill mix 2x band 6 to band 5		15	15	15	15	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	workforce models, productivity Pathology pathways,	(Pay) Cash-Releasing Saving	Staffing Establishment Pay - Changes in	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UNGNOSTICS_THiporatory Medici LAB10	Disestablish 2x band 2 MLA posts	R	36	36	36	36	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	workforce models, productivity	(Pay)	Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3

March Marc								T						1	Cook Balansing Caving						1			1			
Mathematical Continue	Cardiff & Vale UNGNOSTICS_THioratory Medici	LAB12	Telepath maintenance cost reduction	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support		Cash-Releasing Saving (Non Pay)		1	1	1	1	1	1	1	1	1	1	1
Mathematical Content of the conten				R	137	137	137	137	Month 1	09-Apr-19	09-Apr-19	Green	Clinical Support	workforce models,		Staffing											
March Marc	Cardiff & Vale UNGNOSTICS_THooratory Medical	LAB14						_					01110		,		11	11	11	11	11	11	11	11	11	11	11
Mathematical Continues	Cardiff & Vale UNGNOSTICS_TH ledia Resource	MED01					6	6				Green			(Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
	Cardiff & Vale UAGNOSTICS_THIedia Resource	MED02	Increase in Media Resources Centre recharges	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other			1	1	1	1	1	1	1	1	1	1	1
Seminorial Methods (1) 19 (1)			Business Manager VERS	R	28	28	28	28	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	Cash-Releasing Saving (Pav)	Staffing											
Mathematical Content of the property of the		OPA02	Outsetland Barta amble	-	400	400	400	400	Maritha	04 4 40	04.440	0	Ollede d Orman et	Allerandore			2	2		2	2	2	_	_	2	2	2
March Marc	Cardiff & Vale UNGNOSTICS_TH & Medicines Ma	PMM01								-		Green			(Non Pay)		17	17	17	17	17	17	17	17	17	17	17
Part	Cardiff & Vale UAGNOSTICS_THadiology & MPC	RMPCE01	Medical consumables	R	30	30	30	30	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	1		Non Pay	3	3	3	3	3	3	3	3	3	3	3
Part				R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	workforce models,	Cash-Releasing Saving	Non Pay											
Section Sect	Cardiff & Vale UNGNOSTICS_TH Therapies	THER01	Podiatry - Reduction in sterile products expenditure											productivity		Pay - Changes in	1	1	1	11	1	1	1	1	1	1	1
Part	Cardiff & Vale LINGNOSTICS THE Therapies	THER17	OT - Art Theranist	R	47	49	47	49	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other		Staffing	4	4	4	4	4	4	4	4	4	4	4
Marche M	Garani a valo oficiroci i oci i i i i i i i i i i i i i i i	11121111	OT 74t Hotepus											Improved management of			,	7	1	-	7	,	7	7	~	,	,
Mathematical Mat				R	4	4	4	4	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	non-pay, including both		Non Pay											
Marie Mari	Cardiff & Vale UNGNOSTICS TH Therapies	THER18	OT - Patient Appliances												(Norr ay)		0	0	0	0	0	0	0	0	0	0	0
Mathematical Content of the conten				R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	Cash-Releasing Saving	Non Pay	0	0	0	0		0			0	0	0
March Marc				R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	Cash-Releasing Saving	Non Pay							-				
See Minister No. 1968 1969 1969 1969 1969 1969 1969 1969				P								Green			Cash-Releasing Saving		0	0	0	0	0	0	0	0	0	0	0
Section Market M	Cardiff & Vale UAGNOSTICS_TH Therapies	THER22	OT - Stationery		'		'					Gieen			(Non Pay)		0	0	0	0	0	0	0	0	0	0	0
Control Cont	Cardiff & Vale UNGNOSTICS_TH Therapies	THER23	OT - Miscellaneous expenditure		1		1	*				Green		Other	(Non Pay)		0	0	0	0	0	0	0	0	0	0	0
Part	Cardiff & Vale UAGNOSTICS_TH Therapies	THER24	OT - Miscellaneous recharges	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	(Non Pay)		0	0	0	0	0	0	0	0	0	0	0
Mathematical Content of the conten				R	17	17	17	17	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other		Staffing											
**************************************	Cardiff & Vale UNGNOSTICS_TH Therapies	THER31	Physio - Orthopaedics	ND		_		0	Manufact	04 4 40	04 4 40	0	Olledes I Occurred	Out			1	1	1	11	1	1	1	1	1	1	1
Mathematical Continue	Cardiff & Vale UNGNOSTICS_THiboratory Medici	LAB15	Purchase of Annual Leave					-				Green			(Pay)		0	0	0	0	0	0	0	0	0	0	0
Secretary Secret	Cardiff & Vale UAGNOSTICS_THioratory Medici	LAB16	Purchase of Annual Leave	NR	3	0	3	0	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	(Pay)	(Please Specify)	0	0	0	0	0	0	0	0	0	0	0
March Marc	Cardiff & Vale UNGNOSTICS_THiboratory Medicil	LAB17	Purchase of Annual Leave	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	(Pay)	(Please Specify)	1	1	11	11	1	1	1	1	1	11	1
Section Property		PMM03	Purchase of Annual Leave	NR	10	0	10	0	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other	1	1	1	1	1	1	1	1	1	1	1
		THE DOO	Dhysic Dyrahasa of Annual Leave	NR	14	0	14	0	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	Cash-Releasing Saving					4					4	1	
Section Sect				NR	8	0	8	0	Month 1	01-Apr-19	01-Apr-19	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Other											
Control Cont					9	0	9	0	Month 1			Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Other	1	1	1	1	1	1	1	1	1	1	1
Marie Mari		THER41	Podiatry - Purchase of Annual Leave				-	-		-		0					1	1	1	11	1	1	1	1	1	1	1
**************************************	Cardiff & Vale UNGNOSTICS_THients & Patient	OPA05	Purchase of Annual Leave				0					Green			(Pay)		0	0	0	0	0	0	0	0	0	0	0
March Marc	Cardiff & Vale UAGNOSTICS_THIledia Resource	MED03	Purchase of Annual Leave	NR	2	0	2	0	Month 1	01-Apr-19	01-Apr-19	Green	***	Other	(Pay)		0	0	0	0	0	0	0	0	0	0	0
Series (1988) (1	Cardiff & Vale U Corporate Finance	C1	Estates Management (Global Link rent)	R	200	450	200	450	Month 1	01-Oct-19	01-Oct-19	Green	(Facilities/Estates/Corporate)	Estates		Non Pay							33	33	33	33	33
Marcha M	Cardiff & Vale UI CORPORATE Finance	СЗ	Building purchase from discretionary capital (WEQAS)	NR	1,800		1,800	0	Month 1	01-Jun-19	01-Mar-20	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cost Avoidance	Non Pay											
Part				NR	2,000		1,628	0	Month 1	01-May-19	01-Aug-19	Green	Primary and Community Care (Excl	Other	Cost Avoidance	Non Pay		333	167	167	167	167	167	167	167	167	167
Part				NR	1,000		1,000	0	Month 1	01-Oct-19	01-Oct-19	Green		Other	Accountancy Gains			333	107	107	107	107		107	107	107	107
Part														Improved management of	Cash Palassina Savina												
Part				R	500	1,500	500	1,500	Month 1	01-Dec-19	01-Mar-20	Amber	Across Service Areas	traditional procurement and	(Non Pay)	Non Pay											
Control Cont	Cardiff & Vale U Corporate Finance	C6	ed Service Contract - Theatres stock control/product va											value based procurement		Pay - Changes in											
Part	Constitution Value III. Comments.	07	Management Charles and Consolidate for Consolidate	R	1,000	2,000	1,000	2,000	Month 1	01-May-19	01-Aug-19	Amber	Across Service Areas	Other		Staffing							***	***	***	***	***
Section Sect	Cardiff & Vale UI Corporate Finance	C/	Management Structures - Organising for Success												. ,,					111	111	111	111	111	111	111	111
California Part California Part California Ca				R	1,000	2,000	1,000	2,000	Month 1	01-Oct-19	01-Oct-19	Amber	Medicines Management (Secondary Care														
Control Cont	Cardiff & Vale U Corporate Finance		Madicines Management (Luncentis Avaetin)				1								` "									167	167	167	167
See 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		C8	Wedicines Wanagement (Editcentis, Avasum)										Non Clinical Cumpert		Cook Balansing Caving								167				
Secretary Research Re	Cardiff & Vale UI Corporate Finance			R	450	450	450	450	Month 1	01-May-19	01-Aug-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates		Non Pay						0	167				
Section of the content of the cont	Cardiff & Vale U Corporate Finance			R	450	450	450	450	Month 1	01-May-19	01-Aug-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective	(Non Pay)							0	167				
Section Sect	Cardiff & Vale U Corporate Finance			R R									(Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and clinical	(Non Pay) Cash-Releasing Saving	Pay - Changes in Staffing						0	167				
See Also Offices Press		C9	Net rates reduction	R R									(Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while	(Non Pay) Cash-Releasing Saving	Pay - Changes in Staffing				130	130	0		130	130		130
Part	Cardiff & Valle Ul Corporate Finance	C9	Net rates reduction Non Electice LOS - Bed reduction (3 wards)	R	1,250		1,250	2,950	Month 1	01-Jul-19	01-Aug-19		(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support	Estates Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	(Non Pay) Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment							139			139	
Carle August Parlie Deliver Parlie D	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE Finance	C9 C10 C11	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review	R NR	1,250		1,250 2,078	2,950	Month 1 Month 1	01-Jul-19 01-May-19	01-Aug-19 01-Aug-19	Amber	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance Estates	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving	Pay - Changes in Staffing Establishment Non Pay			167			167	139	167		139	167
Confit And DESTRICT CONFIDENCE CO. White from the confidence of th	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE Finance	C9 C10 C11	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review	R NR	1,250		1,250 2,078	2,950	Month 1 Month 1	01-Jul-19 01-May-19	01-Aug-19 01-Aug-19 01-Aug-19	Amber	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas	Estates Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance Estates	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving	Pay - Changes in Staffing Establishment Non Pay			167 91			167	139	167		139	167
Sept. Sept. Delical Control Co	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE Finance Cardiff & Vale U CORPORATE Finance	C9 C10 C11 C12	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure	R NR	1,250		1,250 2,078	2,950	Month 1 Month 1 Month 1	01-Jul-19 01-May-19 01-May-19	01-Aug-19 01-Aug-19 01-Aug-19	Amber	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support	Estates Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance Estates Other	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing	1		167 91			167	139	167		139	167
Count North Mark Person Personal Count 1	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE Finance Cardiff & Vale U CORPORATE Finance	C9 C10 C11 C12	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure	R NR	1,250 2,000 1,000 7	2,950	1,250 2,078 1,000	2,950	Month 1 Month 1 Month 1 Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19	Amber Green Green Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling reduced beds while maintaining performance Estates Other Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in	1		167 91			167	139	167		139	167
Part	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OF	C9 C10 C11 C12 CE1	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control	R NR	1,250 2,000 1,000 7	2,950	1,250 2,078 1,000	2,950	Month 1 Month 1 Month 1 Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19	Amber Green Green Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling reduced beds while maintaining performance Estates Other Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing	1 2		167 91 1			167	139	167		139	167
COMEN AND PROTECTION OF THE CESS WASHINGTON CONTROL OF THE AND PROTECTION OF THE CESS WASHINGTON CONTROL OF THE CESS WASHING	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OI Cardiff & Vale U ORATE_EXECUEXECUTIVE OI	C9 C10 C11 C12 CE1	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control	R NR NR R	1,250 2,000 1,000 7	2,950 7 27	1,250 2,078 1,000 7	2,950	Month 1 Month 1 Month 1 Month 1 Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19	Amber Green Green Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and dinical productivity enabling reduced bads while maintaining performance Estates Other Corporate Directives Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment	1 2 0	91	91	167 91 1	167 91 1	167 91 1	139 167 91 1	167 91 1	167 91 1	139 167 91 1	167 91 1
CHIEF VAN INDIVIDIGATION FOR CES Workshow Current Fine CU	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OI Cardiff & Vale U ORATE_EXECUEPERATING O	C9 C10 C11 C12 CE1 CE2 CE3	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction	R NR NR R R	1,250 2,000 1,000 7 27	2,950 7 27 3	1,250 2,078 1,000 7 27	2,950 0 7 27	Month 1 Month 1 Month 1 Month 1 Month 1 Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19	Amber Green Green Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling maintaining performance Estates Other Corporate Directives Corporate Directives Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay	1 2 0 2	91	91	167 91 1	167 91 1	167 91 1	139 167 91 1	167 91 1	167 91 1	139 167 91 1	167 91 1
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Count A valuable DRATE_EXECUTION OF Plan. Gill. Ministry Debtacked. Gill. Minist	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OF Cardiff & Vale U ORATE_EXECUEPERATING OF CARDIFF & VALE U ORA	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control	R NR NR R R R	1,250 2,000 1,000 7 27 3 25 23	2,950 7 27 3 25 28	1,250 2,078 1,000 7 27 3 25 23	2,950 0 7 27 3 25 28	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 01-Apr-19 07-Feb-19	Amber Green Green Green Green Green Green Green Green Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds with enduced beds enduced by	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cost Avoidance Cost Avoidance Cost-Releasing Saving (Pay) Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Staffing Establishment Staffing Establishment Staffing Establishment Staffing Establishment	1 2 0 2	91 1 2 0 2	91	167 91 1	167 91 1	167 91 1 2 0 2	139 167 91 1 2 0	167 91 1	167 91 1	139 167 91 1	167 91 1
Coeffit Vive Uponts Execution From CE9	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTIVE OF FINANCE CARDIFF & VALE U CORPORATE EXEC	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control	R NR NR R R R	1,250 2,000 1,000 7 27 3 25 23	2,950 7 27 3 25 28 13	1,250 2,078 1,000 7 27 3 25 23	2,950 0 7 27 3 25 28	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 01-Apr-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling reactivity enabling r	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Staffing Establishment Pay - Changes in Staffing	1 2 0 2	91 1 2 0 2	91	167 91 1	167 91 1	167 91 1 2 0 2	139 167 91 1 2 0 2	167 91 1	167 91 1	139 167 91 1	167 91 1
Counted A vivo Libratic Personal Processing Cells Audit Fee Sourge N 0 0 0 0 0 0 0 0 0	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OI Cardiff & Vale U ORATE_EXECUEXECUTIVE OI Cardiff & Vale U ORATE_EXECUEXERATING O Cardiff & Vale U ORATE_EXECUEXERATING OF FINANCE OR OF	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control	R NR NR R R R R R	1,250 2,000 1,000 7 27 3 25 23 13	2,950 7 27 3 25 28 13 37	1,250 2,078 1,000 7 27 3 25 23 13	2,950 0 7 27 3 25 28 13 37	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Jun-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 01-Apr-19 07-Feb-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and dinical productivity enabling reducivity enabling reduced beds with enduced by endu	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Staffing Establishment Pay - Changes in Staffing	1 2 0 2 2	91 1 2 0 2	91	167 91 1	167 91 1	167 91 1 2 0 2	139 167 91 1 2 0 2	167 91 1	167 91 1	139 167 91 1	167 91 1
Could & Value UDRATE_EXECUTION OF NUR. CE12 Endoction in Sulf-Enhancements SLA. R. 11 11 0 0 11 Month 1 01-4p-19 0 15-p-19 Green Nor Clinical Support (Pacific Enhancement SLA. R. 11 11 0 0 11 Month 1 01-4p-19 0 15-p-19 Green Nor Clinical Support (Pacific Enhancement SLA. R. 11 0 1 0 1 0 1 0 1-4p-19 0 15-p-19 Green Nor Clinical Support (Pacific Enhancement SLA. R. 11 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUEXECUEXECUEXECUEXECUEXECUEXE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control	R NR NR R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18	2,950 7 27 3 25 28 13 37 60	1,250 2,078 1,000 7 27 3 25 23 13 18 60	2,950 0 7 27 3 25 28 13 37 60	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Jun-19 01-Oct-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 01-Apr-19 07-Feb-19 07-Feb-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling maintaining performance Estates Other Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving Cost Avoidance Cost Avoidance Cost Avoidance Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment	1 2 0 2 2 1 1	91 1 2 0 2	91	167 91 1	167 91 1	167 91 1 2 0 2	139 167 91 1 2 0 2 2 1 3 5	167 91 1 2 0 2 2 1 3 5	167 91 1	139 167 91 1	167 91 1
Couried A value UPRATE_EXECULTOR OF NUR CE12 Endoation of Shift Enhancements Cent Cent Reduction in Shift Enhancements Cent Cent Reduction in Shift Enhancements Cent Cent Reduction in Shift Enhancements Cent	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUEXECUEXECUEXECUEXECUEXECUEXE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control	R NR NR R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5	2,950 7 27 3 25 28 13 37 60 5	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5	2,950 0 7 27 3 25 28 13 37 60 5	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Oct-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 01-Apr-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling productivity enabling maintaining performance. Estates Other Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay	1 2 0 2 2 1 1 5 0 0	91 1 2 0 2	91	167 91 1	167 91 1	167 91 1 2 0 2	139 167 91 1 2 0 2 2 1 3 5	167 91 1 2 0 2 2 1 3 5	167 91 1	139 167 91 1	167 91 1
Caroliff & Value UPGATE_EXECUTOR OF NUR CE13 Castastion of SMST Text Messaging Service to Data is 1 1 1 1 1 1 1 1 1 1	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXERATING O CARDIFICATION OF FINANCIA ORATING	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings	R NR NR R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38	2,950 7 27 3 25 28 13 37 60 5 38	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28	2,950 0 7 27 3 25 28 13 37 60 5 38	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial producibility enabling reducibility enabling redu	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cost Avoidance Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Cost Avoidance	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Non Pay Pay - Changes in Staffing Establishment Staffing Establishment Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay	1 2 0 2 2 1 1 5 0 0 3 3	91 1 2 0 2	91	167 91 1	167 91 1	167 91 1 2 0 2	139 167 91 1 2 0 2 2 1 3 5	167 91 1 2 0 2 2 1 3 5	167 91 1	139 167 91 1	167 91 1
Cardiff & Value UpRATE_EXECUTOR OF NUR. CE13 Ceasation of Beneavement SLA R 11 11 9 11 11 9 11 11 1 1 1 1 1 1 1 1	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUTIVE O Cardiff & Vale U ORATE_EXECUEXECUEXECUEXECUEXECUEXECUEXECUEXE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees	R NR NR R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38	2,950 7 27 3 25 28 13 37 60 5 38	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28	2,950 0 7 27 3 25 28 13 37 60 5 38	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial producibility enabling reducibility enabling redu	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cost Avoidance Cost Avoidance Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Staffing Establishment Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Pay - Variable	1 2 0 2 2 1 1 5 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	91 1 2 0 2	91	167 91 1	167 91 1	167 91 1 2 0 2	139 167 91 1 2 0 2 2 2 1 3 5 0	167 91 1 2 0 2 2 1 3 5 0	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Vale U ORATE EXECUCIOR OF NUR CE14 Workforce Control R 55 55 55 55 55 55 55	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OL Cardiff & Vale U ORATE_EXECUEXECUTIVE OL Cardiff & Vale U ORATE_EXECUEXECUTIVE OL Cardiff & Vale U ORATE_EXECUEXECUEXECUEXECUEXECUEXECUEXECUEXE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements	R NR NR R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3	2,950 7 27 3 25 28 13 37 60 5 38 3	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3	2,950 0 7 27 3 25 28 13 37 60 5 38 3	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial producityly enabling reduced beds with enduring the enduced beds with enduring the enduced beds with enduced beds with enduring the en	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cost Avoidance Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Cost Avoidance) Cash-Releasing Saving (Cost Avoidance) Cash-Releasing Saving (Cost Avoidance) Cash-Releasing Saving (Pay) Cost Avoidance	Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Non Pay Anges in Staffing Establishment Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Pay - Variable Pay Pay - Variable Pay Pay - Variable	1 2 0 2 1 1 5 0 0 3 0 0 1 1 0 0 0 1	91 1 2 0 2 1 1 5 0 3	91	167 91 1	167 91 1	167 91 1 2 0 2 2 1 1 5 0 0	139 167 91 1 2 0 2 2 1 3 5 0 3	167 91 1 2 0 2 2 1 1 3 5 0 3 0	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Valle UDRATE_EXECUTOR OF NUR CE14 Workforce Control No. CE15 Reductions in LIPS Courses R 30 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 Reductions in LIPS Courses R 30 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF NUR CE15 R 30 30 30 30 30 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cost Avale UDRATE_EXECUTOR OF TRANSFC CE18 PSTN Contract Savings R 10 10 10 Month 1 01-Apr-19 14-Feb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cast Reductions Saving Num Pay 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OI Cardiff & Vale U ORATE_EXECUEXECUEXECUEXECUEXECUEXECUEXECUEXE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data	R NR NR R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6	2,950 7 27 3 25 28 13 37 60 5 38 3 6	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial producityly enabling reduced beds with enduring the reduced beds with enduced beds with enduring performance. Estates Other Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Non Pay Non Pay Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Non Pay Non Pay Non Pay	1 2 0 2 1 1 5 5 0 0 3 3 0 0 1 1 1 1	91 1 2 0 2 1 1 5 0 3	91	167 91 1	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3	139 167 91 1 2 0 2 2 1 3 5 0 3	167 91 1 2 0 2 2 1 1 3 5 0 3 0 1	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Value UDRATE_EXECUTOR OF BURNEY CE15 Reductions in LIPS Courses N. 3.0 3.0 4.0 Month 1 01-Apr-19 Green Non-Clinical Support (Facilities/Estates/Corporate) Corporate Directives Construction in LIPS Courses N. 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE_EXECUEXECUTIVE OI Cardiff & Vale U ORATE_EXECUEXECUEXECUEXECUEXECUEXECUEXECUEXE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data	R NR NR R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 13-Feb-19 13-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling reactivity enabling reactives Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay	1 2 0 0 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	91 1 2 0 2 1 1 5 0 3	91	167 91 1	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3	139 167 91 1 2 0 2 2 1 3 5 0 3	167 91 1 2 0 2 2 1 1 3 5 0 3 0 1	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Vale UpRATE_EXECUTOF TRANSFC CE16	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTE OF FINA	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11 CE12	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA	R NR NR R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 13-Feb-19 13-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling reactivity enabling reactives Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Non Pay Non Pay Pay - Variable Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment	1 2 0 0 2 2 1 1 5 0 0 3 0 1 1 1 5 5	91 1 2 0 2 1 1 5 0 3	91	167 91 1	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3	139 167 91 1 2 0 2 1 3 5 0 3 0 1 1	167 91 1 2 0 2 2 1 1 3 5 0 3 0 1	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Vale UQRATE_EXECUT OF TRANSFC CE17 Postal Code Software Contract Savings R 12 12 12 12 12 12 12 12 12 12 13 14-Eb-19 Green (Facilities/Estates/Corporate) (Corporate Directives Cash-Releasing Saving (Non Pay) Non Pay 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTE OF FINA Cardiff & Vale U CORATE EXECUTE OF FINA CARDIF & VALE U CORA	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE6 CE7 CE8 CE9 CE10 CE11 CE13	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA	R NR NR R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19 17-Feb-19 17-Feb-19 17-Feb-19 17-Feb-19 18-Feb-19 18-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and clinical productivity enabling reducivity enabling reduced beds with enduced beds	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment	1 2 0 2 2 1 1 5 0 0 3 0 1 1 1 5 5 2 2	91 1 2 0 2 1 1 5 0 3	91	167 91 1	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3	139 167 91 1 2 0 2 1 3 5 0 3 0 1 1	167 91 1 2 0 2 2 1 1 3 5 0 3 0 1	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Vale UPRATE_EXECUT OF TRANSFC CE19 Web Marshall Contract Savings R 10 10 10 10 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Cardiff & Vale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 15 15 15 15 15 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Cardiff & Vale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 15 15 15 15 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Cardiff & Vale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 15 15 15 15 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Cardiff & Vale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 15 15 15 15 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Cardiff & Vale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 15 15 15 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Cardiff & Vale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 41 41 41 41 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Corporate Directives Cardiff Avale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 41 41 41 41 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Corporate Directives Cardiff Avale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 41 41 41 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Corporate Directives Cardiff Avale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 41 41 41 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Corporate Directives Cardiff Avale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 41 41 41 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Corporate Directives Cardiff Avale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 4 41 41 41 41 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Corporate Directives Cardiff Avale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 4 41 41 41 41 41 Month 1 01-Apr-19 14-Feb-19 Green Non-Clinical Support Corporate Directives Cardiff Avale UPRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings R 4 41 41 41 41 41 41 41 41 41 41 41 41 4	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTYE OI Cardiff & Vale U CORPORATE EXECUTYE OF FINANCE Cardiff & Vale U CORATE EXECUTY OF FINANCE CARDIF & VALE U CORATE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11 CE12 CE13	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA Workforce Control Reduction in LIPS Courses	R NR NR R R R R R R R R R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55 30	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41 30	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19 14-Feb-19 14-Feb-19 14-Feb-19 14-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective petient flow and cilicial productivity enabling maintaining performance. Estates Other Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment	1 2 0 2 1 1 1 5 0 0 1 1 1 1 5 5 2 3 3	91 1 2 0 2 1 1 5 0 3	91	167 91 1	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3	139 167 91 1 2 0 2 1 3 5 0 3 0 1 1	167 91 1 2 0 2 2 1 1 3 5 0 3 0 1	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Carolina value Upriorite Execute OF Traversh Cet Part Contract Saving Carolina value Upriorite Execute OF Traversh Cet Part Contract Saving Carolina value Upriorite Carolina value Valu	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTIVE OI Cardiff & Vale U CORPORATE EXECUTIVE OI Cardiff & Vale U CORPORATE EXECUTIVE OF FINA Cardiff & Vale U CORPORATE EXECUTIOR OF FINA CARDIFICATION OF FI	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11 CE12 CE13 CE14 CE15 CE16	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA Workforce Control Reductions in LIPS Courses Medical Education Income Llandough	R NR NR R R R R R R R R R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55 30 32	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41 30 24	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling repatient flow and cilicial productives Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cost Avoidance Cost Avoidance Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay	1 2 0 0 2 1 1 1 1 5 5 2 2 3 3 4	91 1 2 0 2 1 1 5 0 3 0 1 1 5 2 3	91 1 2 0 2 2 2 1 1 5 0 0 2 1 1 1 5 2 3	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2	139 167 91 1 2 0 2 2 1 3 5 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 3 5 0 3 0 1 1 5 2 3	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Value U/DRATE_EXECUTE OF TRANSFC CE19 Web Marshall Contract Savings R 15 15 15 15 15 15 15 15 15 15 15 15 15	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTOR DEPARTING O Cardiff & Vale U CORPORATE EXECUTOR OF FINA Cardiff & Vale U CORATE EXECUTOR OF NUR CARDIF & VALE U CORATE EXECUTOR OF NUR	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11 CE12 CE13 CE14 CE15 CE16	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA Workforce Control Reductions in LIPS Courses Medical Education Income Llandough Postal Code Software Contract Savings	R NR NR R R R R R R R R R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55 30 32 12	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41 30 24 12	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling respectivity enabling respectivity enabling respectivity enabling respectivity enabling respectivity enabling respective productivity enabling respective corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay	1 2 0 0 2 1 1 1 1 5 5 0 0 1 1 1 1 5 5 2 2 3 3 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	91 1 2 0 2 1 1 5 0 3 0 1 1 5 2 3	91 1 2 0 2 2 2 1 1 5 0 0 2 1 1 1 5 2 3	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2	139 167 91 1 2 0 2 2 1 3 5 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 3 5 0 3 0 1 1 5 2 3	167 91 1	139 167 91 1	167 91 1 2 0 2 2 2 1 1 3 5
Cardiff & Vale U/QRATE_EXECUT OF TRANSFC CE20 Pager Contract Savings 19 19 19 19 19 19 19 19 19 19 19 19 19	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTIVE O Cardiff & Vale U CORPORATE EXECUTIVE O Cardiff & Vale U CORPORATE EXECUTIVE OF FINA Cardiff & Vale U CORPORATE EXECUTIOR OF FINA CARDIFICATION OF FINANCE CAR	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE7 CE8 CE9 CE10 CE11 CE12 CE13 CE14 CE15 CE16 CE17 CE18	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA Workforce Control Reductions in LIPS Courses Medical Education Income Llandough Postal Code Software Contract Savings	R NR NR R R R R R R R R R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55 30 32 12 40	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41 30 24 12 40	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40	Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate) Non Clinical Support	Estates Improved management of elective and non-elective patient flow and cilicial producitivity enabling reducitivity enabling reduced beds with enabling producitivity enabling reduced beds with enabling performance. Estates Other Corporate Directives	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cost Avoidance Cost Avoidance Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay - Changes in Staffing Establishment Non Pay - Changes in Staffing Establishment Non Pay - Changes in Staffing Establishment Non Pay Non Pay - Changes in Staffing Establishment Non Pay	1 2 0 0 2 1 1 1 5 0 0 1 1 1 5 0 2 3 1 1 3 3	91 1 2 0 2 1 1 5 0 3 0 1 1 5 2 3 1 1	91 1 2 0 2 2 2 1 1 5 0 0 2 1 1 1 5 2 3	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 5 0 0 3 0 1 1 1 5 2 3 3 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	139 167 91 1 2 0 2 2 1 3 5 0 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3	167 91 1	139 167 91 1	167 91 1 2 0 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3
R 41 41 41 Month1 01-Apr-19 14-Feb-19 Green Corporate Directives Corporate Directives Corporate Directives Corporate Directives	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTIVE O Cardiff & Vale U CORPORATE EXECUTIVE O Cardiff & Vale U CORPORATE EXECUTIVE OF FINA Cardiff & Vale U CORPORATE EXECUTIOR OF FINA CARDIFICATION OF FINANCE CAR	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE7 CE8 CE9 CE10 CE11 CE12 CE13 CE14 CE15 CE16 CE17 CE18	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control NWSSP Procurement Savings Distribution Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA Workforce Control Reductions in LIPS Courses Medical Education Income Llandough Postal Code Software Contract Savings	R NR NR R R R R R R R R R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55 30 32 12 40 10	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40 10	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41 30 24 12 40 10	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40 10	Month 1 Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate)	Estates Improved management of elective and non-elective patient flow and cilicial producitivity enabling reduced beds with enduced beds w	(Non Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Non Pay Non Pay - Changes in Staffing Establishment Non Pay Non Pay - Changes in Staffing Establishment Non Pay	1 2 0 0 2 2 1 1 5 0 0 1 1 1 5 2 3 1 1 3 1 1	91 1 2 0 2 1 1 5 0 3 0 1 1 5 2 3 1 1	91 1 2 0 2 2 2 1 1 5 0 0 2 1 1 1 5 2 3	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 5 0 0 3 0 1 1 1 5 2 3 3 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	139 167 91 1 2 0 2 2 2 1 3 5 0 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3	167 91 1	139 167 91 1	167 91 1 2 0 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3
Liardinia valie upurka1E_eAe-Luquik UP viruning Lezi Worktoree Control	Cardiff & Vale U Corporate Finance Cardiff & Vale U CORPORATE EXECUTIVE O Cardiff & Vale U CORPORATE EXECUTIVE O Cardiff & Vale U CORPORATE EXECUTIVE OF FINA CARDIFT & VALE U CORPORATE EXECUTIVE OF FINA CARDIFT & VALE U CORPORATE EXECUTIVE OF FINA CARDIFT & VALE U CORPORATE EXECUTIVE OF FINANCE CARDIFT & VALE U CORPORATE EXE	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE7 CE8 CE9 CE10 CE11 CE12 CE13 CE14 CE15 CE16 CE17 CE18	Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Workforce Control Training Expenses Reduction General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control Workforce Control Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA Workforce Control Reductions in LIPS Courses Medical Education Income Liandough Postal Code Software Contract Savings PSTN Contract Savings Web Marshall Contract Savings	R NR NR R R R R R R R R R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55 30 32 12 40 10	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40 10	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41 30 24 12 40 10	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40 10	Month 1 Month 1	01-Jul-19 01-May-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19	Amber Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate) Non Clinical	Estates Improved management of elective and non-elective patient flow and cilicial producitivity enabling reduced beds with enduced beds w	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay	1 2 0 0 2 2 1 1 5 0 0 3 0 1 1 1 5 2 2 3 3 1 1 3 1 1 1 1	91 1 2 0 2 1 1 5 0 3 0 1 1 5 2 3 1 1	91 1 2 0 2 2 2 1 1 5 0 0 2 1 1 1 5 2 3	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 5 0 0 3 0 1 1 1 5 2 3 3 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	139 167 91 1 2 0 2 2 2 1 3 5 0 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3 1	167 91 1	139 167 91 1	167 91 1 2 0 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3
	Cardiff & Vale U Corporate Finance Cardiff & Vale U ORATE EXECUEXECUTIVE O CARDIF & Vale U ORATE EXECUEXECUTIVE O CARDIF & Vale U ORATE EXECUEXECUTIVE CARDIF & VALE CA	C9 C10 C11 C12 CE1 CE2 CE3 CE4 CE5 CE6 CE6 CE7 CE8 CE9 CE10 CE11 CE12 CE12 CE14 CE15 CE16 CE17 CE18 CE19 CE19	Net rates reduction Non Electice LOS - Bed reduction (3 wards) Rates review Review of discretionary expenditure Workforce Control Uniformatical Education General Non-Pay Savings Workforce Control Workforce Control Workforce Control Workforce Control Workforce Control Audit Fee Savings Consultancy Fees Reduction in Staff Enhancements Eradication of SMS Text Messaging Service to Data Ceasation of Bereavement SLA Workforce Control Reduction in LIPS Courses Medical Education Income Llandough Postal Code Software Contract Savings PSTN Contract Savings Web Marshall Contract Savings Pager Contract Savings	R NR NR R R R R R R R R R R R R R R R R	1,250 2,000 1,000 7 27 3 25 23 13 18 60 5 38 3 6 11 55 30 32 12 40 10 15	2,950 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40 10 15	1,250 2,078 1,000 7 27 3 25 23 13 18 60 5 28 3 4 9 41 30 24 12 40 10 15	2,950 0 7 27 3 25 28 13 37 60 5 38 3 6 11 55 30 32 12 40 10 15	Month 1	01-Jul-19 01-May-19 01-Apr-19 01-Apr-19 01-Apr-19 01-Jun-19 01-Jun-19 01-Jun-19 01-Apr-19	01-Aug-19 01-Aug-19 01-Aug-19 01-Apr-19 14-Feb-19 14-Feb-19 07-Feb-19 07-Feb-19 07-Feb-19 14-Feb-19	Amber Green Green	(Facilities/Estates/Corporate) Unscheduled Care Non Clinical Support (Facilities/Estates/Corporate) Across Service Areas Non Clinical Support (Facilities/Estates/Corporate) Non Clinical	Estates Improved management of elective and non-elective patient flow and cilicial productivity enabling reactivity enabling restriction and content a	(Non Pay) Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Non Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cost Avoidance Cost Avoidance Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Cash-Releasing Saving (Pay) Income Generation Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cost Avoidance Cash-Releasing Saving (Pay) Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment In Staffing Establishment Non Pay Non Pay Pay - Changes in Staffing Establishment Non Pay Pay - Changes in Staffing Establishment Non Pay Non P	1 2 0 0 2 1 1 1 1 5 2 3 3 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	91 1 2 0 2 1 1 5 0 3 0 1 1 5 2 3 1 1	91 1 2 0 2 2 2 1 1 5 0 0 2 1 1 1 5 2 3	167 91 1	167 91 1 2 0 2 2 1 1 5 0 3 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 5 0 0 3 0 1 1 1 5 2 3 3 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	139 167 91 1 2 0 2 2 2 1 3 5 0 0 1 1 1 5 2 3	167 91 1 2 0 2 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3 1	167 91 1	139 167 91 1	167 91 1 2 0 2 1 1 3 5 0 1 1 1 5 2 3 1 1 3

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Cardiff & Vale UIORATE EXECUTOR OF WORK CE22	Workforce Control	R	15	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	1
Cardiff & Vale U ORATE_EXECUDICAL DIRECT CE23	Workforce Control	R	9	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	1
Cardiff & Vale UIORATE_EXECUTOR OF WORK CE24	Workforce Control	R	6	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	1
Cardiff & Vale UIORATE_EXECUPPERATING O	Workforce Control	R	23	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	2
Cardiff & Vale UIORATE EXECUITOR OF THER CE29	Workforce Control	R	6	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	-
Cardiff & Vale UORATE_EXECUTOR OF PLAN CE30	Income Generation	NR	17	0	17	0	Month 1	01-Oct-19	01-Oct-19	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Income Generation	Lotabiloriii	0	0	0	0	0	0	3	3	3	3	3
Cardiff & Vale UIORATE_EXECUR OF TRANSFC CE31	Workforce Control	R	42	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	4
Cardiff & Vale U/ORATE_EXECUR OF TRANSFO CE32	Workforce Control	R	19	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
		R	11	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		2	2	2	2	2	2		2	2	2
Cardiff & Vale UIORATE_EXECUDICAL DIRECT CE34 Cardiff & Vale UIORATE_EXECUDICAL DIRECT CE34	Workforce Control Relocation of Premises	R	18	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)	Establishment Non Pay	2	2	2	2	2	2	2	2	2	1 2	2
												Improved management of elective and non-elective		Pay - Changes in											
Cardiff & Vale U MEDICINE ancy & Acute M EM01	HCA re-alignment MEAU/East 1	R	85	85	85	85	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Staffing Establishment	7	7	7	7	7	7	7	7	7	7	7
		R	9	9	9	9	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Pay)	Non Pay											
Cardiff & Vale UI MEDICINE ency & Acute M EM02	Non-pay re-alignment East 1											value based procurement		Pay - Changes in	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U MEDICINE ency & Acute M EM03	Vacant Post - Band 7	R	26	26	26	26	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Other	Cash-Releasing Saving (Pay)	Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UI MEDICINE pncy & Acute M EM04	Review t-ANP uplift	R	36	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	3
	rosson ran opin	NR	30	0	30	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	Cash-Releasing Saving (Pay)	Pay - Variable Pay	· ·		- u			0	J	,		5	
Cardiff & Vale U MEDICINE ency & Acute M EM05	Review t-ANP uplift									+		Improved management of elective and non-elective			3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UI MEDICINE pncy & Acute M EM06	Nurse Consultant Recruitment Plan	NR	16	0	31	0	Month 1	01-Jul-19	01-Apr-19	Green	Unscheduled Care	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	0
Carama vac of medicine insparious in Linou	Naise Consulation (Not distributed in the Consulation of the Consulati	_	44	14	14	14	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay		-					J		J	- 0	- v
Cardiff & Vale U MEDICINE ency & Acute M EM07	Drug Expenditure	K	14	14	14	14	Monari	01-Api-19	01-Apr-19	Gleen	Unscrieduled Care	traditional procurement and value based procurement Improved management of	(Non Pay)	Non Fay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U MEDICINE ancy & Acute M EM08	Drug Expenditure	R	13	13	13	13	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	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
		R	8	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											
Cardiff & Vale U MEDICINE ancy & Acute M EM09	Increased scrutiny of Repose Mattresses	R	4	4	4	4	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U MEDICINE ancy & Acute M EM10	Change of process - ID Bracelets											value based procurement Improved management of	(Pay)		0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U MEDICINE ency & Acute M EM11	Change of process - ID Bracelets	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	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	0
		R	4	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	Cash-Releasing Saving (Pay)	Non Pay											
Cardiff & Vale UI MEDICINE pncy & Acute M EM12	on of Chart within Surgical Assessment Proforma (Ligh	R	7	7	5	7	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U MEDICINE ency & Acute M EM13	Review of Miscallaneous Expenditure											traditional procurement and value based procurement	(Pay)	Day Changes in	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U MEDICINE ancy & Acute M EM14	Annual Leave Purchase	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Other	Cash-Releasing Saving (Pay)	Staffing Establishment	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UI MEDICINE ency & Acute M EM15	Review of Toshiba Income	NR	2	0	2	0	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Other	Cash-Releasing Saving (Non Pay)	Non Pay	2					1					
Cardiff & Vale U MEDICINE ancy & Acute M EM16	Review t-ANP course fees	R	21	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	2
		R	31	37	0	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											
Cardiff & Vale U MEDICINE ency & Acute M EM17	Non-pay - Trolley Reduction AU	R	25	31	0	0	Month 1	01-Jun-19	01-Jun-19	Green	Unscheduled Care	Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay	0	0	3	3	3	3	3	3	3	3	3
Cardiff & Vale U MEDICINE ency & Acute M EM20	Non-pay - Trolley Reduction AU											traditional procurement and value based procurement Improved management of			0	0	3	3	3	3	3	3	3	3	3
Cardiff & Vale U MEDICINE ency & Acute M EM22	Increased scrutiny of Repose Mattresses	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	non-pay, including both traditional procurement and value based procurement Improved management of	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U MEDICINE ency & Acute M EM23	Increased scrutiny of uniform orders	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	improved management or 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	0
Cardiff & Vale U MEDICINE egrated Medici IM05	Antiobiotic usage	R	6	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
		R	4	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											
Cardiff & Vale U MEDICINE egrated Medici IM07	Inhaler switch												l		0	0	0	0	0	0	0	0	0	0	0

Cardiff & Vale UI MEDICINE egrated Medici	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
		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					٠						
Cardiff & Vale U MEDICINE egrated Medici	IM09 Procurement	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				8	8	8	8	8	8	8	8
Cardiff & Vale U MEDICINE scialised Medic	SM01 Drug Expenditure Review-Hypertonic Saline	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	Cash-Releasing Saving (Non Pay)	Non Pay			2	2	2	2	2	2	2	2	2
Cardiff & Vale UI MEDICINE ecialised Medic	SM03 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	Cash-Releasing Saving	Non Pay	0	0	1	1	1	1	1	11	1	1	1
Cardiff & Vale U MEDICINE scialised Medic	SM04 Directorate Purchases Expenditure Review	R	7	7	7	7	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay	0	0	2	2	2	2	2	2	2	2	2
Cardiff & Vale UI MEDICINE scialised Medic	SM05 Endoscopy Project - Cleaning Detergent	R	3	3	2	3	Month 1	01-Apr-19	01-Apr-19		Planned Care	traditional procurement and value based procurement Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U MEDICINE ecialised Medic	SM06 Endoscopy Project - Polytraps		,	3	2	3						traditional procurement and value based procurement Improved management of	(Non Pay)		0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U MEDICINE ecialised Medic Cardiff & Vale U MEDICINE ecialised Medic	SM07 Procurement SM08 Dermatology Private Patient Income Development		35	10	35 9	10	Month 1 In Year	01-Jul-19 01-Apr-19	01-Aug-19 01-Apr-19	Green	Planned Care Planned Care	non-pay, including both traditional procurement and value based procurement Other	Cash-Releasing Saving (Non Pay) Income Generation Cash-Releasing Saving	Non Pay			1	4	4	4 1	4	<u>4</u> 1	4	4	4
Cardiff & Vale U MEDICINE egrated Medicin	IM10a Lead Nurse Vacancy (April)	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	(Pay)	Non Pay	6										
Cardiff & Vale UI MEDICINE egrated Medici	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 UI MEDICINE egrated Medicia	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
		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		
Cardiff & Vale U MEDICINE egrated Medici		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	Cash-Releasing Saving (Non Pay)	Non Pay							6	ь	6	0	6
Cardiff & Vale U MEDICINE egrated Medici	IM14 Reprovision - Poisons ward	R	19	25	19	25	Month 1	01-Jul-19	01-Apr-19	Green	Unscheduled Care	maintaining performance Improved management of elective and non-elective patient flow and clinical productivity enabling	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment					20	20	20	20	20	20	20
Cardiff & Vale UI MEDICINE legrated Medicin	IM15 HW ward efficiencies (reduced capacity/LOS) - Pay sa	av										reduced beds while maintaining performance		Latabilatilitetit				2	2	2	2	2	2	2	2
		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	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment				-			_		_		-
Cardiff & Vale U MEDICINE egrated Medici	IM16 Lansdowne closure (April 19)											maintaining performance	Cash-Releasing Saving	Pay - Changes in	65										
Cardiff & Vale U MEDICINE egrated Medicit	IM17 New Consultant Rota	R	164	164	160	164	Month 1	01-Apr-19	01-Apr-19		Planned Care	Other	(Pay) Cash-Releasing Saving	Staffing Establishment Pay - Changes in	14	14	14	14	14	14	14	14	14	14	14
Cardiff & Vale UI MEDICINE egrated Medici	IM18 Asthma Respiratory Post	R	20	20	20	20	Month 1	TBC	01-Apr-19	Green	Planned Care	Other	(Pay)	Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale U MEDICINE egrated Medici	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	4
Cardiff & Vale UI MEDICINE egrated Medici	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 UI MEDICINE ecialised Medic	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	1
Cardiff & Vale UI MEDICINE ecialised Medic	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	3
Cardiff & Vale UI MEDICINE ecialised Medic	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	14
Cardiff & Vale U MEDICINE ecialised Medic		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	10
Cardiff & Vale U MEDICINE ecialised Medic		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	3	4
		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
Cardiff & Vale U MEDICINE scialised Medic Cardiff & Vale U MEDICINE scialised Medic		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		U		v	U	16			, and the second	Ŭ,	
		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	4	1	1			10					
Cardiff & Vale U MEDICINE ecialised Medic Cardiff & Vale UNTAL_HEALTH_fental Health Se		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	3
Cardiff & Vale UNTAL_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 UNTAL_HEALTH_h Services for (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 UNTAL_HEALTH_fental Health Se		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
	-																		-						

										T	I	L	Cash-Releasing Saving	Pay - Changes in		1									
Cardiff & Vale UNTAL_HEALTH_fental Health St	MH-06 Community Transformation	R	24	32	24	32	Month 1	01-Apr-19	01-Aug-19	Amber	Mental Health	Other	(Pay) Cash-Releasing Saving	Staffing Establishment				3	3	3	3	3	3	3	3
Cardiff & Vale UNTAL_HEALTH_fental Health Se	MH-07 Out of area placements review	R	100	200	100	200	Month 1	01-Oct-19	01-Oct-19	Amber	Mental Health	Other	(Non Pay) Cash-Releasing Saving	Non Pay Pay - Changes in	8	8	3	8	8	8	8	8	8	8	8
Cardiff & Vale UNTAL_HEALTH_fental Health S	MH-08 Review of all non-bed based services	R	32	32	32	32	Month 1	01-Apr-19	01-Oct-19	Green	Mental Health	Other	(Pay)	Establishment	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UNTAL_HEALTH_Health All Direc	MH-09 a Backfill delay - new posts	NR	3	0	3	0	Month 1	01-Apr-19	01-Apr-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay) Cash-Releasing Saving	Pay - Other (Please Specify) Pay - Other	3									<u> </u>	
Cardiff & Vale UNTAL_HEALTH_Health All Direc	MH-09 b Backfill delay - new posts	NR	7	0	7	0	Month 1	01-Apr-19	01-Apr-19	Green	Mental Health	Other	(Pay) Cash-Releasing Saving	(Please Specify)	7										
Cardiff & Vale UNTAL_HEALTH_Health All Direct	MH-09 c Backfill delay - new posts	NR NR	9	0	9	0	Month 1 Month 1	01-Apr-19 01-Apr-19	01-Apr-19 01-Apr-19	Green	Mental Health Mental Health	Other	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other											
Cardiff & Vale UNTAL_HEALTH_Health All Direc	MH-09 d Backfill delay - new posts	NR NR	142	0	142	0	Month 1	01-Apr-19	01-Apr-19	Green	Mental Health	Other	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other											
Cardiff & Vale UNTAL_HEALTH_Health All Direc	MH-09 e Backfill delay - new posts	R	39	39			Month 1			0		Other	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Changes in											
Cardiff & Vale UNTAL_HEALTH_hology & Couns	MH-10 Band 6 - PMHSS backfill	К	39	39	39	39	Month 1	01-Apr-19	01-Apr-19	Green	Mental Health	Other	(Pay)	Staffing Establishment Pay - Changes in	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UNTAL_HEALTH_Health All Direct	MH-11 Manage vacancies	NR	191	0	191	0	In Year	01-Jun-19	01-Jun-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Staffing Establishment]	1	9	19	19	19	19	19	19	19	19
		NR	50	0	50	0	In Year	01-Jun-19	01-Jun-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing	1										
Cardiff & Vale UNTAL_HEALTH_Health All Direc	MH-12 Manage vacancies	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19	Green	Mental Health	Other	Cash-Releasing Saving	Pay - Other		3	5	5	5	5	5	5	5	5	5
Cardiff & Vale UNTAL_HEALTH_Health All Direct Cardiff & Vale UNTAL HEALTH Health All Direct	MH-09 f Backfill delay - new posts MH-09 g Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19	Green	Mental Health	Other	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other (Please Specify)		11								$\overline{}$	
Cardiff & Vale UNTAL_HEALTH_Health All Direct	MH-09 h Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19	Green	Mental Health	Other	(Pay) Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		11									
Cardiff & Vale UNTAL_HEALTH_Health All Direct	MH-09 i Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		12									
Cardiff & Vale UNTAL_HEALTH_Health All Direct	MH-09 j Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		17									
Cardiff & Vale UINITY_AND_INTEL Board Manag	CB4 Review of off payroll posts and associated VAT charges	R	21	21	21	21	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing) Primary and Community Care (Excl	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UINITY_AND_INTEDental Service	GDS 1 Dental orthodontic contracts	R	208	208	208	208	Month 1	01-Apr-19	01-Apr-19	Green	Prescribing) Primary and Community Care (Excl	Other	Cash-Releasing Saving (Non Pay)	Primary Care	17	17 1	7	17	17	17	17	17	17	17	17
Cardiff & Vale UINITY_AND_INTEDental Service	GDS 2 tal additional PCR income from North Cardiff new contr	R R	103	103	103	103	Month 1	01-Apr-19	01-Apr-19	Green	Prescribing) Primary and Community Care (Excl	Other	Income Generation Cash-Releasing Saving	N P	9	9)	9	9	9	9	9	9	9	9
Cardiff & Vale UINITY_AND_INTE GMS	GMS 2 Locum reduction		120		120	120	Month 1	01-Apr-19	01-Apr-19	Green	Prescribing) Primary and Community Care (Excl	Community staff	(Non Pay) Cash-Releasing Saving	Non Pay Pay - Changes in	10	10 1	0	10	10	10	10	10	10	10	10
Cardiff & Vale UNITY_AND_INTees Cardiff North	N LOC 1 Social worker (CELT)	R	47	47	47	47	Month 1	01-Apr-19	01-Apr-19	Green	Prescribing)	productivity	(Pay)	Staffing Establishment	4	4	1	4	4	4	4	4	4	4	4
Cardiff & Vale UNITY_AND_INTes Cardiff Norti	N LOC 2 Paperless meetings	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	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
Cardin & Vale ONTT_AND_INTEG Cardin Note	N EGG 2 1 aperiess meetings	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl	Community staff	Cash-Releasing Saving	Pay - Changes in Staffing	1	,	,	Ü		Ů	Ů	Ü	Ü		0
Cardiff & Vale UNITY_AND_INTees Cardiff Norti	N LOC 3 Nurse assessor band 6 hours			_	-	-				 	Prescribing)	productivity	(Pay)	Establishment Pay - Changes in	0	0)	0	0	0	0	0	0	0	0
Cardiff & Vale UNITY_AND_INTees Cardiff North	N LOC 4 Band 5 Admin and operations post due to secondment	NR	0	0	0	0	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Staffing Establishment	0	0)	0	0	0	0	0	0	0	0
Cardiff & Vale UNITY_AND_INTERS Cardiff Sout	S LOC 6 Annual Leave Purchase Scheme	NR	5	0	5	0	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0)	0	0	0	0	0	0	0	0
Cardiff & Vale UNITY_AND_INTes Cardiff Sout	S LOC 7 HMP Taxi costs	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	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
											Drimony and Community Care (Eval	Improved management of	Cash-Releasing Saving					_	_	_	_	-			-
		R	6	6	6	6	Month 1	01-Apr-19	01-May-19	Green	Primary and Community Care (Excl Prescribing)	non-pay, including both traditional procurement and value based procurement		Non Pay											
Cardiff & Vale UNITY_AND_INTees Cardiff Sout	S LOC 8 CHAP quantiferon kits											Improved management of			0	1		1	1	1	1	1	1	1	1
		R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale UINITY_AND_INT lies Cardiff Sout	S LOC 9 Cease lease car agreement											value based procurement			0	0)	0	0	0	0	0	0	0	0
		R	3	3	3	3	Month 1	01-Apr-19	01-Jun-19	Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale UINITY_AND_INTERS Cardiff Sout	S LOC 10 Reduction in office equipment purchase										Trosuming)	value based procurement	(Non- ay))	0	0	0	0	0	0	0	0
		R	1	4	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl	Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay											
Cardiff & Vale UINITY_AND_INTERS Cardiff Sout	S LOC 11 Cease photocopier agreement	K	'	'	'	'	MOTHET	01-Apr-19	01-Apt-19	Green	Prescribing)	traditional procurement and value based procurement	(Non Pay)	Non Pay	0	0	,	0	0	0	0	0	0	1 0	0
		R	200	200	200	200	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl	Medicines Management	Cash-Releasing Saving	Medicines Management				-			-	-	-		-
Cardiff & Vale UNITY_AND_INTERS Cardiff Sout	S LOC 12 HIV Drug savings	IX.	200	200	200	200	WOTHT	01-Api-13	01-Api-10	Green	Prescribing)	(Secondary Care)	(Non Pay)	(Primary & Secondary Care)	17	17 1	7	17	17	17	17	17	17	17	17
Cardiff & Vale UINITY_AND_INTERS Cardiff North	N LOC 6 Annual Leave Purchase Scheme	NR	5	0	5	0	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0)	0	0	0	0	0	0	0	0
Cardiff & Vale UINITY_AND_INTE CHC / FNC	CHC 1 CHC assessments / review of high cost packages	R	350	350	350	350	Month 1	01-Jun-19	30-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	снс	Cash-Releasing Saving (Non Pay)	CHC and Funded Nursing Care	29	29 2	9	29	29	29	29	29	29	29	29
		R	200	200	200	200	Month 1	01-Jun-19	30-Aug-19	Amber	Primary and Community Care (Excl	снс	Cash-Releasing Saving (Non Pay)	CHC and Funded Nursing Care	1										
Cardiff & Vale UNITY_AND_INTE CHC / FNC	CHC 2 Review of LD packages										Prescribing)			Medicines	17	17 1	7	17	17	17	17	17	17	17	17
Cardiff & Vale UNITY_AND_INTE Prescribing	PRES 1 Implementation of cluster / practice prescribing budgets	R	200	200	200	200	Month 1	01-Apr-19	01-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Management (Primary & Secondary Care)			,	22	22	22	22	22	22	22	22
Cardill & Vale Unit 1 _AND_INTE Prescribing	implementation of cluster / practice prescribing budgets						M	04.6	00.00	Ak	Primary and Community Care (Excl	Bdb'	Cash-Releasing Saving	Medicines Management				22	22		22	22	22		- 22
Cardiff & Vale UNITY_AND_INTE Prescribing	PRES 16 Dietetics work plan	R	50	50	50	50	Month 1	01-Apr-19	30-Aug-19	Amber	Prescribing)	Prescribing	(Non Pay)	(Primary & Secondary Care)	0	0	5	5	5	5	5	5	5	5	5
		R	5	5	5	5	Month 1	01-Apr-19	30-Aug-19	Amber	Primary and Community Care (Excl	Prescribing	Cash-Releasing Saving	Medicines Management											
Cardiff & Vale UINITY_AND_INTE Prescribing	PRES 19 silver dressings in top 10 prescribers	IX.	, i	J	J	J	WOTH	01-Api-13	30-Aug-18	Allibei	Prescribing)	Trescribing	(Non Pay)	(Primary & Secondary Care)	0	0		1	1	1	1	1	1	1	1
		R	150	150	150	150	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &											
Cardiff & Vale UINITY_AND_INTE Prescribing	PRES 2 Ezetemibe LOE										Trescribing)		(Non Fay)	Secondary Care) Medicines	13	13 1	3	13	13	13	13	13	13	13	13
		R	68	68	68	68	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Management (Primary &											
Cardiff & Vale UINITY_AND_INTE Prescribing	PRES 3 Tadalafii LOE											-		Secondary Care) Medicines	6	6	3	6	6	6	6	6	6	6	6
0	2000	R	55	55	55	55	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Management (Primary &	_	_		_		_	_	_	_	, _	_
Cardiff & Vale U NITY_AND_INTE Prescribing	PRES 4 Ivabradine / Procoralan LOE	R	8	30	۰	20	Month 4	01.4== 10	01 Dec 10	Amber	Primary and Community Care (Excl	Community staff	Cash-Releasing Saving	Pay - Changes in		5		5	5	5	5	5	5	5	5
Cardiff & Vale UINITY_AND_INTERS Cardiff Sout	S LOC 1 Prison Bank nursing pool / reduce bank costs	n	•	30	8	30	Month 1	01-Apr-19	01-Dec-19	, and	Prescribing)	productivity	(Pay)	Staffing Establishment Pay - Changes in	0	0)	0	0	0	0	0	2	2	2
Cardiff & Vale UNITY_AND_INT	S LOC 4 HMP ABMU consultant sessions	R	10	10	10	10	Month 1	01-Jul-19	01-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Staffing Establishment				1	1	1	1	1	1	1	1
		R	24	24	24	24	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl	Prescribing	Cash-Releasing Saving	Medicines Management											
Cardiff & Vale UNITY_AND_INTE Prescribing	PRES 5 glucophage quetiapine	.,			,				240.10		Prescribing)		(Non Pay)	(Primary & Secondary Care)	2	2	2	2	2	2	2	2	2	2	2
		R	14	14	14	14	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &										,	
Cardiff & Vale UNITY_AND_INTE Prescribing	PRES 6 aximise Glucophage rebate switch new generics to bran												(Secondary Care)	1	1		1	1	1	1	1	1	1	1

			R	13	13	13	13	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &											
Cardiff & Vale U NITY_AND_INTE Prescribing	PRES 7	new quetiapine xl to zaluron - rebate potential	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl	Prescribing	Cash-Releasing Saving	Medicines Management (Primary &	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U NITY_AND_INTE Prescribing	PRES 8	Etoricoxib LOE	_									Primary and Community Care (Excl		(Non Pay) Cash-Releasing Saving	Secondary Care) Medicines Management	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U NITY_AND_INTE Prescribing	PRES 9	Travoprost LOE	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Prescribing)	Prescribing	(Non Pay)	(Primary & Secondary Care) Medicines	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UNITY_AND_INTE Prescribing	PRES 10	Rosuvastatin LOE	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Management (Primary & Secondary Care) Medicines	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale UNITY_AND_INTE Prescribing	PRES 11	Co-codamol switch	R	75	75	75	75	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Management (Primary & Secondary Care)	6	6	6	6	6	6	6	6	6	6	6
Cardiff & Vale UNITY AND INT Board Manag	CR 1	Diagnostics demand	R	50	50	50	50	Month 1	01-Apr-19	30-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	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
			R	50	50	50	50	Month 1	01-Apr-19	30-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	<u> </u>		0	Ü		0			3		-
Cardiff & Vale U NITY_AND_INTel Board Manag Cardiff & Vale U NITY_AND_INTel Board Manag	CB 2	Laboratories demand Non recurrent opportunities - general	NR	336	0	336	0	Month 1	01-Apr-19	01-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Other	Cost Avoidance	Non Pay	0	0	34	34	34	34	5 34	34	34	34	34
Cardiff & Vale UINITY_AND_INTE GMS	GMS 1	Review of enhanced services	R	200	200	200	200	Month 1	01-Apr-19	31-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary & Secondary Care)	17	17	17	17	17	17	17	17	17	17	17
		Abilify, Avodart, Movicol paed, Procyclidine, sterineb	R	70	70	70	70	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &									_	_	
Cardiff & Vale UINITY_AND_INTE Prescribing Cardiff & Vale UINITY_AND_INTELocalities Vale	PRES 12 VALE 1	saline, singulair Wound healing dressings - ONPOS	R	30	30	30	30	Month 1	01-Apr-19	31-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Non Pay	3	6	3	3	3	3	6	3	3	3	3
Cardiff & Vale UNITY_AND_INTELocalities Vale	VALE 8	Nurse assessor review	R	10	10	10	10	Month 1	01-Oct-19	30-Aug-19	Amber	Primary and Community Care (Excl Prescribing) Primary and Community Care (Excl	Community staff productivity Community staff	Cash-Releasing Saving (Pay) Cash-Releasing Saving	Pay - Changes in Staffing Establishment Pay - Other	0	0	1	1	1	1	1	1	1	1	1
Cardiff & Vale UINITY_AND_INT Localities Vale Cardiff & Vale UINITY_AND_INT Localities Vale	VALE 9 VALE 10	Sickness management Annual leave purchase	R NR	3	5	3	5	Month 1 Month 1	01-Apr-19 01-Apr-19	01-Apr-19 01-Apr-19	Green	Prescribing) Primary and Community Care (Excl Prescribing)	productivity Other	(Pay) Cash-Releasing Saving (Pay)	(Please Specify) Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0
edidin di valo Gilling integratione valo	VILL 10	7 illinois leuve paroriale	R	65	65	65	65	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &			- U	v					3		
Cardiff & Vale UINITY_AND_INTE Prescribing Cardiff & Vale UINITY_AND_INTEL Board Manag	PRES 13 CB5	Asacol to Octasa Community Mobile Working income generation	R	16	16	16	16	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Other	Income Generation	Secondary Care)	5	5	5	5	5 1	5	5	5 1	5	5	5
		Reduction in Non-Opiod Analgesia and NSAID's FCP	R	189	189	189	189	Month 1	01-Apr-19	30-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &											
Cardiff & Vale UNITY_AND_INT Prescribing		rollout Medicines Management Incentive Scheme funding	R	50	50	50	50	Month 1	01-Apr-19	30-Aug-19	Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &	16	16	16	16	16	16	16	16	16	16	16
Cardiff & Vale UNITY_AND_INT Prescribing	PRES 24	reduction	R	52	52	52	52	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &	4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale UNITY_AND_INT Prescribing	PRES 14	Xaggitin switch	R	30	35	30	35	Month 1	01-Jun-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &	4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale UINITY_AND_INT Prescribing	PRES 15	Zomorph switch	R	5	5	5	5	Month 1	01-Jun-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UNITY_AND_INT Prescribing	PRES 17	Insulin quanitities	R	7	7	7	7	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary &		0	0	0	. 0	0	0	1	0	1	0
Cardiff & Vale UNITY_AND_INT Prescribing		Lidocaine	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary & Secondary Care)	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale UINITY_AND_INT Prescribing Cardiff & Vale UINITY_AND_INT Prescribing	PRES 20	Liothyronine Identify high cost prescribing & switch - individual	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary & Secondary Care)	- 1	5	5	5		-	5	5	-	-	5
		patients so different work each year Review National Performance Indicators for Opportunities (e.g. Antimicrobial reduction etc)	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicines Management (Primary & Secondary Care)	5	5	5	5	5	5	5	5	5	5	5
Calain a valo on 117_110_1111 1100enlang	1112020	орропинасо (е.д. ининоводи годовой сто)	R	37	37	37	37	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	Better management of primary care costs outside contractor services (e.g. GPOOH, Managed practice	Cash-Releasing Saving (Non Pay)	Non Pay	Ū		0	Ū		0	0	J	3	J	
Cardiff & Vale U NITY_AND_INT ry Care Manage	PCM 2	Out of Hours - Reduce use of Callogenix											surplus/deficits, PCSU's) Better management of			3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale UNITY_AND_INTery Care Manage	PCM 3	Out of Hours - Reduce use of Calliogenix - share additional costs CD & T	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19	Green	Primary and Community Care (Excl Prescribing)	primary care costs outside contractor services (e.g. GPOOH, Managed practice surplus/deficits, PCSU's)	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff 9 Vala IIICAI 197 OFFINA	CAPPAGE	Access November	R	50	50	50	50	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	Cost Avoidance	Agency - Other (Please specify)	4	4	4		,	4	4	4			4
Cardiff & Vale U CIALIST_SERVI Cardiac Cardiff & Vale U CIALIST_SERVI Cardiac	CARD002 CARD003	Agency Nursing Meds Management - Midodrine (Arrhythmia)	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19	Green	Medicines Management (Secondary Care		Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2
			R	100	100	100	100	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											
Cardiff & Vale UICIALIST_SERVI Cardiac Cardiff & Vale UICIALIST_SERVI Cardiac	CARD004 CARD008	Cardiac Implants Additional Income - Devices (Loop Recording)	R	150	150	150	150	Month 1	01-Apr-19	01-Apr-19	Green	Commissioning	External - from other LHBs & Trusts	Income Generation		13	13	10	10	10	10	10	10	10	10	10
			R	100	100	100	100	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling	Cash-Releasing Saving (Pay)	Pay - Variable Pay											
Cardiff & Vale U CIALIST_SERVI Cardiac	CARD012	Thoracic Surgery operational efficiency	R	46	46	46	46	Month 1	01-Oct-19	01-Apr-19	Green	Commissioning	reduced beds while maintaining performance External - from other LHBs	Income Generation		8	8	8	8	8	8	8	8	8	8	8
Cardiff & Vale U CIALIST_SERVI Cardiac	CARD013	Cardiac Ablation	R	96	96	96	96	Month 1	01-Oct-19 01-Apr-19	21-Jan-19		Unscheduled Care	& Trusts Improved value in the management of long term	Income Generation		0	0	0	0	0	0	8	8	8	8	8
Cardiff & Vale UCIALIST_SERVI Critical Care	CRIT002	Income generation - LTV bed UHL	R	26	26	26	26	Month 1	01-Apr-19	01-Mar-19	Green	Planned Care	conditions Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	8	8	8	8	8	8	8	8	8	8	- 8
Cardiff & Vale UICIALIST_SERVI Haematology	HAEM003	Reduce general clinical supplies	R	66	66	66	66	Month 1	01-Apr-19	21-Jan-19	Green	Planned Care	value based procurement Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale U CIALIST_SERVI Haematology	HAEM007	Change in Rituximab (HCD) prescribing/dosing				55			rsp. 10	001110			traditional procurement and value based procurement	(Non Pay)	uy	6	6	6	6	6	6	6	6	6	6	6

					1	T	1		ı			T	ľ			1			1	1	1	T			
		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	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale U CIALIST_SERVI Haematology HAEM009	Meds Mgt - Cyclosporyn											value based procurement Improved management of			2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale U CIALIST_SERVI Haematology HAEM010	Meds Mgt - Voriconazole (anti-fungal)	R	10	10	10	10	Month 1	01-Apr-19	21-Jan-19	Green	Planned Care	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
		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											
Cardiff & Vale U CIALIST_SERVI Haematology	Meds Mgt -Idelalisib (HCD) homecare	R	25	25	25	25	Month 1	01-Apr-19	21-Jan-19	Green	Planned Care	Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale U CIALIST_SERVI Haematology HAEM012	Homecare - Pomalidomide (HCD)					20	Monal I	0176110	2100110	0.001	Talling Gale	traditional procurement and value based procurement Planned care pathway	(Non Pay)	No. 1 ay	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERVI Haematology HAEM013	Review nursing deployment	R	50	50	50	50	Month 1	tbc	01-Apr-19	Green	Planned Care	optimisation specifically in specialties 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
		R	20	20	20	20	Month 1	tbc	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											
Cardiff & Vale UICIALIST_SERVI Haematology HAEM015	Digital dictation	R	40	40	40	40	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Patient care administration	Income Generation		2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UCIALIST_SERVI Neurosciences NEUR003	Review of Activity coding Paeds Neurosurgery		10	40			MONET 1	0174110	0174110	- Croon	Talling Sale	Planned care pathway	moone constation		3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale U CIALIST_SERVI 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	optimisation specifically in specialties coming within the National Planned Care Programme	Income Generation		5	5	5	5	5	5	5	5	5	5	5
		R	15	15	15	15	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care	Cost Avoidance	Pay - Variable Pay											
Cardiff & Vale UICIALIST_SERVI Neurosciences NEUR006	Medical related savings - neurosurgery less WLIs	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Programme Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	11	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U CIALIST_SERVI Neurosciences NEUR011	WHP10s - Neurology											value based procurement Planned care pathway optimisation specifically in	Cash-Releasing Saving	Pay - Variable	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale U CIALIST_SERVI Neurosciences NEUR012	Review nursing deployment - rehabilitation	NR	200	0	200	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	specialties coming within the National Planned Care Programme	(Pay)	Pay	17	17	17	17	17	17	17	17	17	17	17
Cardiff & Vale U CIALIST_SERVI 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_SERVI Cardiac CARD001	Theatres Cancelation & 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
	Podustic is had fill according Constant	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	Cost Avoidance	Agency - Other (Please specify)											
Cardiff & Vale U CIALIST_SERVI Cardiac CARD005	Reduction in back fill premiums - Cardiac Surgery medical											maintaining performance Improved management of			4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale U CIALIST_SERVI Cardiac CARD006	Drug Eluting Stents	R	48	48	48	48	Month 1	01-Apr-19	01-Apr-19	Green	Unscheduled Care	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
		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											
Cardiff & Vale UICIALIST_SERVI Critical Care CRIT001	Haemofiltration consumables											Improved management of			1	1	1	1	1	1	1	1	1	1	1
		R	240	240	240	240	Month 1	01-Apr-19	01-Mar-19	Green	Unscheduled Care	elective and non-elective patient flow and clinical productivity enabling reduced beds while	Cash-Releasing Saving (Pay)	Pay - Variable Pay											
Cardiff & Vale UICIALIST_SERVI Critical Care CRIT004	Nursing Review - rostering efficiency											maintaining performance Improved management of			20	20	20	20	20	20	20	20	20	20	20
		R	30	50	30	50	Month 1	01-Apr-19	01-Oct-19	Amber	Unscheduled Care	elective and non-elective patient flow and clinical productivity enabling reduced beds while	Cash-Releasing Saving (Pay)	Pay - Variable Pay											
Cardiff & Vale U CIALIST_SERVI Critical Care CRIT005	Reduction in use of consultant additional payments	R	50	50	50	50	Month 1	01-Apr-19	01-Oct-19	Amber	Planned Care	maintaining performance Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay	0	0	0	0	0	4	4	4	4	4	4
Cardiff & Vale UICIALIST_SERVI Haematology HAEM005	Review Posaconazole (anti-fungal drug)											traditional procurement and value based procurement	(Non Pay)		0	0	5	5	5	5	5	5	5	5	5
		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											
Cardiff & Vale UCIALIST_SERVI Haematology HAEM008	Meds Mgt - Lenalidomide savings	R	0	0	0	0	Month 1	01-Apr-19	01-Oct-19	Amber	Unscheduled Care	Patient care administration	Cash-Releasing Saving	Non Pay	10	10	10	10	10	10	10	10	10	10	10
Cardiff & Vale UICIALIST_SERVI Neurosciences NEUR001	Theatres Cancelation & Re-utilisation	R	60	60	60	60	Month 1	01-Apr-19	01-Oct-19		Planned Care	Planned care pathway optimisation specifically in specialties coming within	(Non Pay) Cash-Releasing Saving	Pay - Variable											
Cardiff & Vale UICIALIST_SERVI Neurosciences NEUR013 Cardiff & Vale UICIALIST SERVI Neurosciences NEUR016	Review specialling for neurosurgery Pathway review - Spinal /Neuro Rehab patients	R	12	12	12	12	Month 1	01-Apr-19	01-Oct-19		Commissioning	the National Planned Care Programme External - from other LHBs & Trusts	(Pay)	Fay	5	5	5	5	5	5	5	5	5	5	5
Cardill & vale UICIALIST_SERVI Neurosciences NEUR016	retained on B4	R	24	24	24	24	Month 1	01-Apr-19	01-Oct-19		Medicines Management (Secondary Care	Improved management of		Medicines Management (Primary &	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale U CIALIST_SERVI Neurosciences NEUR018	MS Drugs - Trials	NR	18	0	18	0	Month 1	01-Apr-19	01-Oct-19	Amber	Across Service Areas	value based procurement Medical staff management	Cost Avoidance	Secondary Care) Agency - Other	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale U CIALIST_SERVI Neurosciences NEUR019	Cardiff Uni Junior Doctors											Improved management of non-pay, including both	Cash-Releasing Saving	(Please specify)	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale UICIALIST_SERVI Haematology HAEM016	Meds Mgt - Daratumumab	R	90	90	120	120	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	non-pay, including both traditional procurement and value based procurement	(Non Pay)	Non Pay	0	0	0	10	10	10	10	10	10	10	10
Cardiff & Vale U CIALIST_SERVI Haematology	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_SERVIIcialist Manager SPS005	Procurement Opportunities	R	60	60	60	60	Month 1	tbc	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_SERVIC 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
		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											
Cardiff & Vale URGICAL_SERVIC ENT SURG6	UV Decontamination	R	5	5	3	5	Month 1	01-Apr-19	01-Apr-19	Green	Commissioning	External - from other LHBs	Income Generation		4	4	4	4	4	4	4	4	4	4	4
Cardiff & Vale URGICAL_SERVIC ENT SURG35	APD Out of Area Outpatient attendances (IPFR)		"	,		,	- WORLD	5., pi-10	0. Apr-19	3.5611	Commissioning	& Trusts Planned care pathway	moono Jeneratori		0	0	0	0	0	0	0	0	0	0	0
Cardiff & Valle URGICAL_SERVIC ENT SURG52	Mecical staff non pensionable savings	R	16	16	16	16	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	optimisation specifically in specialties 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
· · · · · · · · · · · · · · · · · · ·																									

			R	11	11	11	11	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		1									
Cardiff & Vale URGICAL_SERVICE ENT	SURG53	Non Medical staff pensionable savings	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Programme Planned care pathway optimisation specifically in specialties coming within the National Planned Care	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale URGICAL_SERVIC ENT	SURG54	Non medical Band 6-5 savings	NR	39	0	39	0	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Programme Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL_SERVIC ENT Cardiff & Vale URGICAL_SERVIC ENT	SURG60 SURG61	FOC Stock APD Service (IPFR)	R	17	17	10	17	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	value based procurement Other	Income Generation		20	20	0	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL_SERVIGeneral Surger	SURG47	Alignment of Nursing Establishments to Nurse Standards Act	R	30	30	30	30	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale URGICAL_SERVIGeneral Surger	SURG48	A4C reduction in banding savings (Unregistered Band	R	18	18	18	18	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	2	2	2	2	2	2	2	2	,	2	2
Cardiff & Vale URGICAL_SERVIGeneral Surger		Consultant Pension Saving	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale URGICAL_SERVICOphthalmology	SURG56	Mecical staff non pensionable savings	R	15	15	15	15	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)	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale URGICAL_SERVIQma & Orthopae	SURG10	Fellow Productivity (Joints)	R	41	27	11	11	Month 1	01-May-19	01-Apr-19	Green	Planned Care	Theatre utilisation and productivity	Cash-Releasing Saving (Pay)	Pay - Variable Pay		4	4	4	4	4	4	4	4	4	4
Cardiff & Vale URGICAL_SERVIOma & Orthopae	SURG11	Admin Review	R	17	17	17	17	Month 1	01-Jun-19	17-Aug-19	Amber	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)			2	2	2	2	2	2	2	2	2
Cardiff & Vale URGICAL_SERVIQtres & Anaesth	SURG21	Arthroscopic Stacks - Contract Renewal	R	37	40	0	40	Month 1	01-Jul-19	01-Aug-19	Amber	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
Cardiff & Vale URGICAL_SERVIOma & Orthopae		Non recurrent opportunity	NR	69	0	69	0	Month 1	01-Jun-19	01-Jun-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			69								
			R	118	118	118	118	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											
Cardiff & Vale URGICAL_SERVIQUES & Anaesth	SURG1	Renegotiation of Trauma contract	R	9	9	0	9	Month 1	01-Jul-19	01-Jul-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	39	-20	10	10	10	10	10	10	10	10	10
Cardiff & Vale URGICAL_SERVICITIES & Anaesth	SURG26	Laser Fibres Theatres Sutures Rebate J&J	R	50	50	50	50	Month 1	01-Sep-19	01-Sep-19	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay				11	1	1	1	1	1	1	1
Cardiff & Vale URGICAL_SERVIOtres & Anaesth	SURG18	Theatres Mesh Rebate Medtronic	R	10	10	10	10	Month 1	01-Sep-19	01-Sep-19	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay						50					
Cardiff & Vale URGICAL_SERVIGITES & Anaesth	SURG19		R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	value based procurement Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay						10					
Cardiff & Vale URGICAL_SERVIOtres & Anaesth	SURG20	Oscillating Blades		-									traditional procurement and value based procurement Improved management of non-pay, including both	(Non Pay) Cash-Releasing Saving		2										
Cardiff & Vale URGICAL_SERVIOtres & Anaesth	SURG22	Low Pressure Biological Indicators	R	12	12	12	12	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care Planned Care	traditional procurement and value based procurement	(Non Pay) Cash-Releasing Saving	Non Pay Pay - Changes in	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale URGICAL_SERVIOtres & Anaesth	SURG23	Theatre Establishment Alignment Nursing establishment review Theatres (6/5 & 3/2	R						01-Apr-19	01-Apr-19	Green			(Pay) Cash-Releasing Saving	Staffing Establishment Pay - Other	13	13	13	13	13	13	13	13	13	13	13
Cardiff & Vale URGICAL_SERVIOtres & Anaesth		savings) Nursing establishment review SSSU (6/5 & 3/2	R	31	31	31	31	Month 1 Month 1	01-Apr-19 01-Apr-19	01-Apr-19 01-Apr-19	Green	Across Service Areas Across Service Areas	Ward nursing Ward nursing	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale URGICAL_SERVIORES & Anaesth	SURG58	savings)	NR	11	0	11	0	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and	(Pay) Cash-Releasing Saving (Non Pay)	(Please Specify) Non Pay	3	3	3	3	3	3	3	3	3	3	3
Cardiff & Vale URGICAL_SERVIOtres & Anaesth	SURG59	Arthrex Maintenance Saving	NR	45	0	45	0	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1
Cardiff & Vale URGICAL_SERVIQtres & Anaesth	SURG62	Medtronic bulk purchase	NR	19	0	19	0	Month 1	01-Jul-19	01-Jul-19	Green	Across Service Areas	value based procurement Improved management of non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay	15	15	15	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL_SERVIOres & Anaesth	SURG63	Non recurrent opportunity	NR	86	0	86	0	Month 1	01-Jun-19	01-Jun-19	Green	Across Service Areas	value based procurement Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay				2	2	2	2	2	2	2	2
Cardiff & Vale URGICAL_SERVICITIES & Anaesth		Non recurrent opportunity	NR	4	0	4	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	traditional procurement and value based procurement Other	(Non Pay) Cash-Releasing Saving	Pay - Other			86	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL_SERVIONA & Orthopae	SURG8	Annual Leave Purchase Scheme Alignment of Nursing Establishments to Nurse	R R	82	82	82	0 82	Month 1	01-Apr-19	01-Apr-19	Green	Across Service Areas	Ward nursing	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other	0	0 7	7	0	0	0	7	7	0	0	7
Cardiff & Vale URGICAL_SERVIQMa & Orthopae Cardiff & Vale URGICAL_SERVIQMa & Orthopae	SURG46 SURG50	Standards Act A4C reduction in banding savings (Regsitered Band 6 to 5)		31	31	31	31	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Ward nursing	(Pay) Cash-Releasing Saving (Pay)	(Please Specify) Pay - Other (Please Specify)	7	7	7	7	7	7	7	7	7	3	- /
Cardiff & Vale URGICAL_SERVIQma & Orthopae		A4C reduction in banding savings (Unregistered Band 3/2)	R	19	19	19	19	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Ward nursing	Cash-Releasing Saving	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2
Cardiff & Vale URGICAL_SERVICeneral Surger		Temporary closure of 19 beds on Ward B2 to reflect seasonal demand	NR	158	0	158	0	Month 1	01-Jun-19	01-Jun-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)			40	40	40	40					
Cardiff & Vale URGICAL_SERVIGeneral Surger		Temporary closure of 19 beds on Ward B2 to reflect seasonal demand	NR	70	0	70	0	Month 1	01-Jun-19	01-Jun-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)			18	18	18	18					
Cardiff & Vale URGICAL_SERVIGeneral Surger		Temporary closure of 19 beds on Ward B2 to reflect seasonal demand	NR	50	0	50	0	Month 1	01-Jun-19	01-Jun-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)			13	13	12	13					
Cardiff & Vale URGICAL_SERVIQMa & Orthopae	SURG68	Nursing pension savings	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	(Please Specify)	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL_SERVIOma & Orthopae	SURG69	HCSW pension savings	R	8	8	8	8	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 URGICAL_SERVIOma & Orthopae	SURG70	A&C pension savings	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other		Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL_SERVIC Urology	SURG39	Junior Staff saving - Basic Salary is being funded by Cardiff University for 3 years (Full Year Effect) Additional A4C reduction in banding savings	R	17	17	17	17	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving	(Please Specify) Pay - Other	4	4	4	4							
Cardiff & Vale URGICAL_SERVICma & Orthopae		(Regsitered Band 6 to 5)	R NR	7	0	7	6	Month 1 Month 1	01-May-19 01-Apr-19	01-Apr-19 01-Apr-19	Green	Planned Care Planned Care	Ward nursing Other	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other			1	1	1	1	1	1	1	1	1
Cardiff & Vale URGICAL_SERVIOna & Orthopae	SURG72	NR R&R consultant saving	INIT	1 '	L	,	U	wonut 1	0 I-Mpi-19	0 1-Wht-18	G/96II	- Milled Care	Juliei	(Pay)	(Please Specify)	7				<u> </u>	1					

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											Improved management of non-pay, including both	Cash-Releasing Saving												
	NR	22	0	22	0	In Year	01-Jul-19	01-Jul-19	Green	Planned Care	traditional procurement and value based procurement	(Non Pay)	Non Pay											
Cardiff & Vale URGICAL_SERVIQITES & Anaesth SURG73 Arthrex stack credit for overinflated contract price																22	2							
	NR	116		116	0	In Year	01-Jun-19	16-May-19	Green	Across Service Areas	Improved management of non-pay, including both	Cash-Releasing Saving	Non Pay											
Cardiff & Vale URGICAL_SERVIC ENT SURG74 Cochlear Price Savings											traditional procurement and value based procurement	(Non Pay)	,		12	12	,	12	12	12	12	12	12	12
Cardiff & Vale URGICAL_SERVIC Urology SURG75 Consultant Pension Saving	R	17	23	17	23	In Year	01-Jul-19	16-May-19	Green	Planned Care	Other	Cash-Releasing Saving	Pay - Other		,,,,	2		2	2	2	2	2	2	2
Cardiff & Vale URGICAL_SERVIC Urology SURG/5 Consultant Pension Saving								-			Improved management of	(Pay)	(Please Specify)					2	2	2	2	2	2	
	R	17	36	17	36	In Year	01-Aug-19	01-Aug-19	Green	Across Service Areas	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale URGICAL_SERVIQtres & Anaesth SURG76 Procedure packs - spec and price revision											value based procurement	(North ay)						2	2	2	2	2	2	2
	R	10	10	10	10	In Year	01-Apr-19	01-Apr-19	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing											
Cardiff & Vale URGICAL_SERVIOres & Anaesth SURG77 Disestablishment of UHL porter post						iii rodi	0174110	01740110	O.C.O.I	767655 001760 741005	O.I.O.	(Pay)	Establishment	1	1 1	1		1	1	1	1	1	1	1
											Improved management of non-pay, including both	Cash-Releasing Saving												
	R	14	21	14	21	In Year	01-Aug-19	01-Aug-19	Green	Across Service Areas	traditional procurement and value based procurement	(Non Pay)	Non Pay											
Cardiff & Vale URGICAL_SERVIOres & Anaesth SURG78 Alcon Phaco packs contract reduction											Improved management of							2	2	2	2	2	2	2
	NR	20	0	20	0	In Year	01-Jun-19	01-Jun-19	Green	Across Service Areas	non-pay, including both	Cash-Releasing Saving	Non Pay											
Cardiff & Vale URGICAL_SERVIQures & Anaesth SURG79 Alcon non recurrent contract saving											traditional procurement and value based procurement	(Non Pay)	,		20									
											Improved management of													
	NR	16	0	14	0	In Year	01-May-19	01-May-19	Green	Across Service Areas	non-pay, including both traditional procurement and	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale URGICAL_SERVICITIES & Anaesth SURG80 Non Recurrent maintenance saving											value based procurement				3 1	1		1	1	1	1	1	1	1
Cardiff & Vale URGICAL_SERVIQma & Orthopae SURG84 CRTA benefit	NR	5		5	0	In Year	01-May-19	01-May-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		5									
Cardiff & Vale URGICAL_SERVIC Urology SURG40 Junior Staff saving - Basic Salary is being funded by Cardiff University for 1 year (Full Year Effect)	NR	17	0	17	0	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	4	4 4	4								
											Planned care pathway optimisation specifically in													
	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19	Green	Planned Care	specialties coming within the National Planned Care	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)											
Cardiff & Vale URGICAL_SERVIC Urology SURG55 Non medical Band 6-5 savings	1										Programme			0	0 0	0		0	0	0	0	0	0	0
Cardiff & Vale ULSTATES_AND_vice Board Gen CEF15 sale of assets	NR	147	0	54		In Year	01-Jul-19	01-Jul-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	54	1					93		
										(1000000)	Improved management of													
											elective and non-elective		Pay - Changes in											
	R	0	2,150	0	2,150	In Year	01-Jul-19	01-Mar-20	Amber	Unscheduled Care	patient flow and clinical productivity enabling	Cash-Releasing Saving (Pay)	Staffing Establishment											
											reduced beds while		Establishment											
Cardiff & Vale U Corporate Finance C10a Non Electice LOS - Bed reduction (3 wards)											maintaining performance													
											Improved management of non-pay, including both	Cash-Releasing Saving												
	NR	200		300		In Year	01-Jul-19	01-Jul-19	Green	Planned Care	traditional procurement and value based	(Non Pay)	Non Pay											
Cardiff & Vale U CORPORATE Finance C15 Stock Management											procurement					200	0							
											Improved management of non-pay, including both													
	NR	0		343		In Year	01-Jul-19	01-Jul-19	Green	Primary and Community Care (Excl Prescribing)	traditional procurement	Accountancy Gains												
Prescribing estimate, Cardiac Devices and R&D Cardiff & Vale U CORPORATE Finance C14 leads											and value based procurement													
Cardiff & Vale ULHB		0		0					Green		procurement													
											Improved management of non-pay, including both													
Procurement	R	8		26	35	In Year	01-Jul-19	01-Aug-19	Amber	Unscheduled Care	traditional procurement	Cash-Releasing Saving (Pay)	Non Pay											
Cardiff & Vale U MEDICINE ency & Acute M EM21											and value based procurement				2	1		1	1	1	1	1	1	1
											Improved management of													
Procurement - tournique	R	0		18	31	In Year	01-Sep-19	01-Aug-19	Amber	Unscheduled Care	non-pay, including both traditional procurement	Cash-Releasing Saving	Non Pay											
Cardiff & Vale U MEDICINE ency & Acute M EM24											and value based	(Pay)		0	0 0	0		0	0	0	0	0	0	0
Cardin & Valle U MEDICINE BINCY & Acute M EM24											procurement Improved management of			0	0 0	-		-	U	0	0	0	0	-
Procurement	R	0		50	50	In Year	01-Aug-19	01-Aug-19	Amber	Planned Care	non-pay, including both traditional procurement	Cash-Releasing Saving	Non Pay											
					00	iii roui	01-Aug-13	01-Aug-13	Amber	rialilled care	and value based	(Non Pay)	Nonray											
Cardiff & Vale U MEDICINE egrated Medici IM10											procurement	Cash-Releasing Saving	Pay - Other											
Cardiff & Vale UNTAL_HEALTH_Health All Direc MH-09 k Backfill delay - new posts	NR	0	0	0	0	In Year	01-Jun-19	01-Jun-19	Green	Mental Health	Other	(Pay)	(Please Specify)		3	1								
Cardiff & Vale UNTAL_HEALTH_Health All Direc MH-09 I Backfill delay - new posts	NR	0	0	0	0	In Year	01-Jun-19	01-Jun-19	Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		7	2								
	NR	0	0	0	0	In Year	01-Jun-19	01-Jun-19	Green	Mental Health	Other	Cash-Releasing Saving	Pay - Other											
Cardiff & Vale UNTAL_HEALTH_Health All Direc MH-09 m Backfill delay - new posts	NR	0	0	0	0	In Year	01-Jun-19		Green	Mental Health	Other	(Pay) Cash-Releasing Saving	(Please Specify) Pay - Other		9	2	-+	+						
Cardiff & Vale UNTAL_HEALTH Health All Direc MH-09 n Backfill delay - new posts			-					01-Jun-19				(Pay) Cash-Releasing Saving	(Please Specify)		12	3	-							
Cardiff & Vale UNTAL_HEALTH_Health All Direc MH-09 o Backfill delay - new posts	NR NR	5	0	5	0	In Year In Year	01-Jun-19	01-Jun-19	Green	Mental Health	Other	(Pay)	(Please Specify)		23	6	-+							
Cardiff & Vale URGICAL_SERVICIma & Orthopae SURG82 Sponsor Fellow 18.19 inc benefit	INF	- "		5		iii rear	0 1-Jul-19	01-Jul-19	Green	Planned Care	Other Planned care pathway	Income Generation				- 5		+						
											optimisation specifically in	Cash-Releasing Saving	Pay - Other											
	NR	240	0	240		In Year	01-Oct-19	01-Oct-19	Amber	Planned Care	specialties coming within the National Planned Care	(Pay)	(Please Specify)											
Temporary closure of 19 beds on Ward B2 to reflec Cardiff & Vale URGICAL_SERVIGeneral Surgery SURG85a seasonal demand	t										Programme									40	40	40	40	40
Jessoniai Verilariu											Planned care pathway											.0	.0	
							04.0 : : :	04.0 : :-			optimisation specifically in		Pay - Other											
	NR	108	0	108		In Year	01-Oct-19	01-Oct-19	Amber	Planned Care	specialties coming within the National Planned Care	(Pav)	(Please Specify)											
Cardiff & Vale URGICAL_SERVIGeneral Surgen SURG85b Temporary closure of 19 beds on Ward B2 to reflect seasonal demand	1										Programme									18	18	18	18	18
											Planned care pathway													
	NR	78	0	78		In Year	01-Oct-19	01-Oct-19	Amber	Planned Care	optimisation specifically in specialties coming within	Cash-Releasing Saving	Non Pay											
Temporary closure of 19 beds on Ward B2 to reflec			"				5Out-19	000=19	Amoer	rialilieu cdie	the National Planned Care	(Non Pay)	reon r'dy											
Cardiff & Vale URGICAL_SERVIGeneral Surger SURG85c seasonal demand											Programme									13	13	13	13	13
											Improved management of non-pay, including both													
	R	37	37	37	37	In Year	01-Apr-19	01-Apr-19	Green	Planned Care	traditional procurement	Cash-Releasing Saving (Non Pay)	Non Pay											
Cardiff & Vale URGICAL_SERVIQItes & Anaesth SURG86 Changing from Procedure Packs to single items											and value based procurement	,			9	3		3	3	3	3	3	3	3
											Improved management of								-					
	NR	8	0	8	0	In Year	01-Jul-19	01-Jul-19	Green	Planned Care	non-pay, including both traditional procurement	Cash-Releasing Saving	Non Pay											
Cardiff 8 Vola LIDCICAL CEDVICINA 8 A	1										and value based	(Non Pay)				1		1	1	1	1	1	1	1
Cardiff & Valle URGICAL_SERVIOres & Anaesth SURG87 Bulk purchase of Bone Chips	+								 		procurement Improved management of					1	-+	1	1	1	1	-	ı	-
	NR	1	0	1		In Year	01-Jul-19	01-Jul-19	Green	Planned Care	non-pay, including both	Cash-Releasing Saving	Non Pay											
	INIX	'	"	l '		iii feal	0 1-Jul-19	01-301-19	Green	гиппед Саге	traditional procurement and value based	(Non Pay)	Nun Pay											
Cardiff & Vale URGICAL_SERVIOres & Anaesth SURG88 Bulk purchase of Bio Glue	1	-	-								procurement	Cash-Releasing South	Pau - Othor			0		0	0	0	0	0		
Cardiff & Vale URGICAL_SERVIQtres & Anaesth SURG89 Consultant Pension saving	R	19	20	19	20	In Year	01-May-19	01-May-19	Green	Planned Care	Other	Cash-Releasing Saving (Non Pay)	Pay - Other (Please Specify)		3	2		2	2	2	2	2	2	2

Cardiff & Vale URGICAL_SER	RVIQtres & Anaesth SURG90 Porter est	tablishment alignment	R	4	4	4	4	In Year	01-Apr-19	02-Jul-19	Green	Planned Care	Other	Cash-Releasing Saving (Non Pay)	Pay - Changes in Staffing Establishment	1	0	0	0	0	0	0	0	0
Cardiff & Vale URGICAL SER	RVIQtres & Anaesth SURG21A Arthrosco	opic Stacks - Contract Renewal	R	2	26.00	26	26	In Year	01-Sep-19	01-Jul-19	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement		Non Pay		-4	-4	1	1	1	1	1	1
	RVIQtres & Anaesth SURG26A Laser Fi		R	0	3	3	3	In Year	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									
	RVIQtres & Anaesth SURG59a Arthrex N		R	0	11.20	0	11	In Year	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									
	RVIQtres & Anaesth SURG1NR Renego		NR	0		27		In Year	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									
	RVIGitres & Anaesth SURG21ANR Arthrosco		NR	0		13	0	In Year	01-Sep-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									
	RVIQtres & Anaesth SURG26ANR Laser Fi	ibres	NR	0		6		In Year	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 (Pay)	Non Pay									
Cardiff & Vale U CORPORAT	TE Finance C16 FP2 reb	anding accrual estimate	NR	0		256		Month 1	01-Jul-19	01-Jul-19	Green	Across Service Areas	Medical staff management	Accountancy Gains										

3

Mar Plan £'000	Annual Plan £'000	Apr Act/For £'000	May Act/For £'000	Jun Act/For £'000	Jul Act/For £'000	Aug Act/For £'000	Sep Act/For £'000	Oct Act/For £'000	Nov Act/For £'000	Dec Act/For £'000	Jan Act/For £'000	Feb Act/For £'000	Mar Act/For £'000	YTD Actual Savings £'000	Annual Forecast Savings £'000	Apr Variance £'000	May Variance £'000	Jun Variance £'000	Jul Variance £'000	Aug Variance £'000	Sep Variance £'000	Oct Variance £'000	Nov Variance £'000	Dec Variance £'000	Jan Variance £'000	Feb Variance £'000	Mar Variance £'000	Total over/under achievemen t £'000
0	2		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
13	130				0	0	20	20	20	20	20	20	20	0	138	0	0	-13	-13	-13	7	7	7	7	7	7	7	8
1	0													0	0	0	0	13	-1	-1	-1	-1	-1	-1	-1	-1	-1	0
12	115		1	4	5	5	5	5	5	5	5	5	5	5	50	0	1	-7	-7	-7	-7	-7	-7	-7	-7	-7	-6	-65
0	0											_		0	0	0	-1	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	2	0	0	0	0	0	0	0	0	0	0	0	0	0
11	130		0	,	130	0	0	0	0	0	0	0		0	130	-11	-11	-11	119	-11	-11	-11	-11	-11	-11	-11	-11	
-11	0				100				,					0	0	0	22	11	-119	11	11	11	11	11	11	11	11	0
0	4		0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
1	33		1	-1	0	0	0	0	0	0	0	0	0	0	0	-1	1	-14	-1	-1	-13	-1	-1	-1	-1	-1	-1	-33
-10	10		2	1	1	1	1	1	1	1	1	1	1	3	10	-1	1	-11	0	0	0	0	0	0	0	0	11	0
11	0													0	0	0	0	11	0	0	0	0	0	0	0	0	-11	0
3	40	3	0	-6	0	0	0	0	0	0	0	0	0	(2)	-2	0	-3	-9	-3	-3	-3	-3	-3	-3	-3	-3	-3	-42
1	15	1	0	-1	0	0	0	0	0	0	0	0	0	0	0	0	-1	-2	-1	-1	-1	-1	-1	-1	-1	-1	-1	-15
0	2		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	-1
5	60		0	- 0	0	0	0	0	0	0	0	0	60	0	60	-5	-5	-5	-5	0	-5	-5	-5	-5	-5	-5	55	-
18	213												213	0	213	-18	-18	-18	-18	-18	-18	-18	-18	-18	-18	-18	196	
-18	0													0	0	0	36	18	-196	18	18	18	18	18	18	18	18	0
11	130	11	11	11	11	11	11	11	11	11	11	11	11	32	130	0	0	0	0	0	0	0	0	0	0	0	0	0
1	20 15		3	1	1	1	1	1	1	1	1	1	1	4	20	-2 -1	-2 1	-2	-2 0	-2	0	1	0	0	0	1	1	1
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2	23				0	0	0	0	0	0	0	0	0	0	0	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-23
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2	14													0	0	0	0	0	-2	-2	-2	-2	-2	-2	-2	-2	-2	-14
1	9	1		2	1	1	1	1	1	1	1	1	1	3	9	0	-1	1	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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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
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3	30			0	0	0	0	0	3	3	3	3	3	0	17	0	0	0	-3	-3	-3	-3	0	0	0	0	0	-13
0	2	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
1	8			0	1	1	1	1	1	1	1	1	1	0	7	0	0	-1	0	0	0	0	0	0	0	0	0	-1
0	5		1		0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0
2	21			4	2	2	2	2	2	2	2	2	2	4	21	0	-2	2	0	0	0	0	0	0	0	0	0	0
0	2		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
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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
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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	,	15	15	15	15	15	15	15	15	15	15	15	150	,	,	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	190	0	0	0	U	0	U	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	-15	0	0	0	0	0	0	0	0	-15
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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	1	5	_	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	2		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	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0
																	-		-			-					<u>-</u>	
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	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	-8	-8	-8	-8	-8	42	0
22	200	0	0	0	0	1	0	33	33	33	33		33		200		0	0		-22	-22	11	11	11	11	11	11	0
10	10	0	0	0	0		0	0	0	0	0	0	4	0	4	0		0	0	0	0	0	0	0	0	0	-6	-6
38	150 200	0	0	0	0 200	0	0	25 0	25 0	25 0	25 0	25 0	25 0	0	150 200	0	0	-38 0	0	0	-38 0	25 0	25 0	-13 0	25 0	25 0	-13 0	0
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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3	25	0	0										2	4	25	0	0	4	0	0	0	0	0	0	0	0	0	0
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20	0	0		1	0	0	0	0	0	0	0	0	0	1	3	0	0	1	0	0	0	0	0	0	0	0	0	3
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1 5	10 10	1 0	1 0	1 0	1 0	1 0	1 5	1	1 0	1 0	1 0	1 0	1 5	3	10 10	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
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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
1	10	1	1					1	1	1	1	1	1	3	10	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
1	12	1	1	1	1			1	1	1	1	1	1	3	12		0	0	0	0	0	0	0	0	0	0	0	0
1	7	1	1	2	1	1	1	1	1	1	1	1	1	3	8	0	0	1	0	0	0	0	0	0	0	0	0	1
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
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
0	6 200	0	0	1	200	1	1	1	1	1	1	1	1	0	6 200	0	0	0	0	0	0	0	0	0	0	0	0	0
3	30	3	3	3	3	3	3	3	3	4				8	26	0	0	0	0	0	0	0	0	2	-3	-3	-3	-4
3 22 20	35 111 100	0 0 0	6 0 0	3 0 0	3	3	3	3	3 22 20	3 22 20	3 22 20	3 22 20	3 22 20	9 0	35 111 100	-3 0 0	3 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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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 10	0	0	0	1	1	1	1	10	10	10	10	10	0	50 10	-1	-1	-1	0	0	0	0	0	0	0	0	3	0
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	5 100	0 70	0 30	0			5							0 100	5 100	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 2	10 15	3	0	0	1	1	1	1	2	2	2	1	0	3	11	3	0	0	0	0	-1 -1	-1 -1	-2	-2	-2	-1 -2	-1 -2	-10
	13		Ů	'										'	,			'	'			-1	- 12		-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 19	0	0	0	1	1	1	1	1	1	1	1	8	0	25 11	-2 -2	-2 -2	-2 -2	-1	-1	-1	-1	-1	-1	-1	-1	6	-8
3	30	0	0	0	3	3	3	3	3	3	3	3	10	0	30	-3	-3	-3	0	0	0	0	0	0	0	0	8	0
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
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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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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
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	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	5	0	0	0	0	0	0	0	0	0	0	0	2	0	5	0	0	0	0	0	0	0	0	0	0	0	1	0
2	30 20	3	3	3	3	3	3	3	3	3	3 0	3	0	8	30 20	0	2	2	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

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
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11	137	11	11	11	11	11	11	11	11	11	11	11	11	34	137	0	0	0	0	0 0	0	0	0	0	0	0 0
0	6	0	0	0	0	0	0	0	0	0	0	0	0	1	6	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
2	28	2	2	2	2	2	2	2	2	2	2	2	2	7	28	0	0	0	0	0 0	0	0	0	0	0	0 0
17	199	0	0	0	17	17	17	17	17	17	33	33	33	0	199	-17	-17	-17	0	0 0	0	0	0	17	17	17 0
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 0
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4	47	2	2	2	4	4	4	4	4	4	4	4	10	6	47	-2	-2	-2	0	0 0	0	0	0	0	0	6 0
0	4	0	0	0	0	0	0	0	0	0	0	0	0	1	4	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
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	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
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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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 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
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	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
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	14	0	0	0	1	1	1	1	1	1	1	1	5	0	14	-1	-1	-1	0	0 0	0	0	0	0	0	3 0
1	8	0	0	2	1	1	1	1	1	1	1	1	1	2	8	-1	-1	1	0	0 0	0	0	0	0	0	0 0
1	9	0	0	2	1	1	1	1	1	1	1	1	1	2	9	-1	-1	1	0	0 0	0	0	0	0	0	0 0
0	6	0	1	1	0	0	0	0	0	0	0	0	0	2	6	0	1	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	2	0	0	0	0	0 0	0	0	0	0	0	0 0
33	200							33	33	33	33	33	33	0	200	0	0	0	0	0 0	0	0	0	0	0	0 0
1,800	1,800												1,800	0	1,800	0	0	0	0	0 0	0	0	0	0	0	0 0
167	2,000		333	130	130	130	130	130	130	130	130	130	130	463	1,628	0	0	-37	-37	-37 -37	-37	-37	-37	-37	-37	-37 -372
	1,000							1,000						0	1,000	0	0	0	0	0 0	0	0	0	0	0	0 0
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500	500												500	0	500	0	0	0	0	0 0	0	0	0	0	0	0 0
500	1,000				111	111	111	111	111	111	111	111	500	0	1,000	0	0	0	0	0 0	0	0	0	0	0	0 0
111	1,000				111	111	111						111	0	1,000	0	0	0	0	0 0	0	0	0			
111	1,000				111	111		111	111	111	111	111	111	0	1,000	0	0	0	0	0 0	0	0	0	0	0	0 0
111	1,000				111	111	111						111	0	1,000	0	0	0	0	0 0	0	0	0			
111	1,000				111	111							111	0	1,000	0	0	0	0	0 0	0	0	0	0	0	0 0
111 167 450	1,000 1,000 450						450	167	167	167	167	167	111	0 0	1,000 1,000 450	0 0	0 0	0 0	0 0	0 0 0 0 0 450	0 0	0 0	0 0	0	0 0	0 0
111 167 450	1,000 1,000 450		222	175	139	139	450	167	167	167	167	167	111 167 0	0 0 0	1,000 1,000 450	0 0 0	0 0 0	0 0	0 0 0	0 0 0 0 0 0 450 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 -450 0 0
111 167 450 139	1,000 1,000 450 1,250 2,000		333	175	139 175	139 175	450 139 175	167 139 175	167 139 175	167 139 175	167 139 175	167 139 175	111 167 0	0 0 0 508	1,000 1,000 450 1,250 2,078	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0 0 0 450 0 0 8 8 8	0 0	0 0	0 0	0	0 0	0 0
111 167 450	1,000 1,000 450		333	175 91	139	139 175 91	450 139 175 91	167 139 175 91	167 139 175 91	139 175 91	139 175 91	139 175 91	111 167 0 139 175 91	0 0 0 0 508 182	1,000 1,000 450 1,250 2,078	0 0 0 0 0 0	0 0 0	0 0 0 8 0	0 0 0	0 0 0 0 0 450 0 0 8 8 8 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 -450 0 0
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111 167 450 139 167 91 1	1,000 1,000 450 1,250 2,000 1,000 7 27 3 25	2 0 2	91 1 2 0 2	91 1 2 0	139 175 91 1 2 0	139 175 91 1 2 0	450 139 175 91 1 2 0	167 139 175 91 1 2 0	167 139 175 91 1 2 0	139 175 91 1 2	167 139 175 91 1 2 0	139 175 91 1 2	111 167 0 139 175 91 1	0 0 0 508 182 2 7 1 6	1,000 1,000 450 1,250 2,078 1,000 7 27 3 25	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 8 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 8 0 0	0 0 0 8 0	0 0 0 8 0 0	0 0 0 8 0 0	0 0 0 8 0 0	0 0 0 0 -450 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
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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
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2	23	2	2	2	2	2	2	2	2	2	2	2	2	6	23	0	0	0	0	0	0	0	0	0	0	0	0	0
1	6	0	0			0	0	0	0	0	0		1		6		0		0	0	0	0	0	0	0	0	0	
3	17	0	0	0	0	0	0	3	3	3	3	3	3	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0
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2	19	2	2	2	2			2	2	2	2						0		0		0	0	0	0	0	0	0	0
2	11	2	2	2	2	2	2	2	2	2	2	2	2	5	11	0		0	0	0	0	0	0	0	0	0	0	0
7	85	7	_		7	_	7	7	7	7	_	_			05						0							
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1	9	1	1	1	1	1	1	1	1	1	1	1	1	2	9	0	0	0	0	0	0	0	0	0	0	0	0	0
2	26	2	2	2	2	2		2	2	2	2	2	2	7	26	0	0	0	0	0	0	0	0	0	0	0	0	
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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
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	0
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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	•	
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0	4	0	0	0	0	0	0	0	0	0	0	0	0	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0
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0	6	0	0	0	0	0	0	0	0	0	0	0	0	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0
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2	21	2	2	2	2	2	2	2	2	2	2	2	2	5	21	0	0	0	0	0	0	0	0	0	0	0	0	0
3	31	0	0	0	0									0	0	0	0	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-31
3	25	0		0	0									0	0		0	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-25
3	20				0									U		U	0	-3	-3	-3	-3	-3	-3	-3	-3	->	-3	-23
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	6	6	, and the second		0	0	0	0	0	0	0	0	0	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0
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9 1	164 20 42 42 56 17	14 2 4	1 1 3	1 5	14 2 4 0 1 1 3	14 2 4 0 1	14 2 4 0 1 1 3	14 2 4 9 1	14 2 4 9 1	14 2 4 9 1	14 2 4 9 1	14 2 4 9 1	14 2 4 9 1	36 5 11 0 4	160 20 42 56 17	0 0 0 0 1 1 -4	-5 0 0 0	0 0 0 0 3	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 0 0	0 0 0 0	0 0 0 0 3
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9 1 3 3 14 15	164 20 42 42 56 17 30 151	14 2 4 1 1 0 0 1 1	1 1 3	2 4 1 5 6	14 2 4 0 1 3	14 2 4 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	14 2 4 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	14 2 4 9 1 1 3	14 2 4 9 1 1 3	14 2 4 9 1 3 14	14 2 4 9 1 3 3 14	14 2 4 9 1 1 3 14	14 2 4 9 1 3 3	36 5 11 0 4 10 10	160 20 42 56 17 33 125	0 0 0 0 1 -4 -2 0 0	-5 0 0 0 -1 -6	0 0 0 0 0 3	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 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 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 3 3
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-3 -11	0	0	11	0	0	0	0	0	0	0	0	0	-3 -11	3 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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17	200	1/	1/	1/	1/	- "	1/	1/	"	"	"	1/	1/	30	200	U	U	U	U	U	U	U	v	U	U	U	U	
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		1								1						-	-						-		-	-		
6	68	6	6	6	6	6	6	6	6	6	6	6	6	17	68	0	0	0	0	0	0	0	0	0	0	0	0	0
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6	70	6	6	6	6	6	6	6	6	6	6	6	6	18	70	0	0	0	0	0	0	0	0	0	0	0	0	0
1	30	0	0	3	3	3	1	3	1	3	3	3	3	8	30	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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13	189	16	16	16	16	16	16	16	16	16	16	16	13	48	189	0	0	0	0	0	0	0	0	0	0	0	0	0
6	50	4	4	4	4	4	4	4	4	4	4	4	6	12	50	0	0	0	0	0	0	0	0	0	0	0	0	0
4	52	4	4	4	4	4	4	4	4	4	4	4	4	13	52	0	0	0	0	0	0	0	0	0	0	0	0	0
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	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	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
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1	10	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
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	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	0
3	37	3	3	3	3	3	3	3	3	3	3	3	3	9	37	0	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	0
4	50	4			4		4	4	4	l			1		l	1	1	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	0
10	100		0 13	10		10		10	10	10				10	100			0	0	0	0	0	0	0	0	0	0	0
13	150	13	13	13	13	13	13	13	13	13	13	13	13	38	150	0	U	U	U	U	U	U	U	U	U	U	0	U
8	100	8	1	8	1	1	8	8	8	8			1	25	l	1	1	0	0		0	0	0	0	0	0	0	0
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3	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-30
3	30		"	1	1 "	1 0	1	0		0		0	0	0	0	-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	
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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	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	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	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	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
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
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	
2	200	2	2	2	2	2	2	2	2	2	2	2	2	50	200	0	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	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	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	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	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	0
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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	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	
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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
5	60	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	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	0
	24	,	,	,		2	,	2	2	2	2	2	2	6	24	0	0	0	0	0	0	0	0	0	0	0	0	0
2		2	2	2	2		2						2		18			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	3	30
6	50	0		0			6	6	6		6		6					0	0		0	0	0	0	0	0	0	0
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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	0	-15
0	5			0			0		0	0	0		0		3		0				0	0	0	0	0	0	0	
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	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
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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
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
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 2	41	0	2	9	0 2		0		0 2		0 2	0 2	0 2	11		0			-4	-4 -	4	-4 0	-4 0	-4 0		-4 0	-4 -30 0 0
2	17	0		2	2	2	2	2	2	2	2	2	2	2	17	0	0	0	0		,	0	0	0	U	0	0 0
4	37	0	0											0	0	0	0	0	-4	-4 -	4	-4	-4	-4	-4	-4	-4 -37
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1	9		0											0	0	0	0	0	-1	-1 -	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
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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	37	150 31	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
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
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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
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7	82	7	7	7	7	7	7	7	7	7	7	7	7	21	82 31	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
	158		0	40	40	40	40							40	158	0	0	0	0	0		0	0	n	0	0	0 0
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	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 8	0	0	0	0	0	0	0	0	0	0	0	0	1 2	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	0	1	2	0	0	0	0	0)	0	0	0	0	0	0 0
1	17 5	0	0	1	1	1	1	1	1	1	1	1	1	13	17 5	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

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12	116		0	12	12	12		12	12	12	12	12			116		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	0
1	16		3	1		1	1	1	1	1	1	1	1					0		0		0	0				0	-2
	5 17	4	5	0 4	0 4									5 13	5 17	0	0	0	0	0	0	0	0	0	0	0	0	0
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0.000	147			0.000			0.000	0.000	0.000	0.000	0.000		0.000	0	54	0			0	0	0	0	0	-93	0	0	0	-93
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	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		50			0	0			8	8	8		8	8	50
-3 -8	0			7	2	0	0	0	0	0	0	0	-3	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	-8 -11	9	0	0	0	0	0	0	0	0	0	0	0	0	0	1
-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	22	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
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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
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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
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

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

This Table is currently showing 0 errors

Tab	ole F - Overview Of Key Risks / Opportunities Affecting Forecast Outturn		FORECAST	YEAR END	
		Worst		Best	
		Case	Likelihood	Case	Likelihood
		£'000		£'000	
	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	