

Finance Committee

28 October 2020, 14:00 to 16:00

Via Teams

Agenda

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|-------------|--|-------------------|
| 1. | Preliminaries | |
| 1.1. | Welcome & Introductions | Rhian Thomas |
| 1.2. | Apologies for Absence | Rhian Thomas |
| 1.3. | Declarations of Interest | Rhian Thomas |
| 1.4. | Minutes of the Committee Meeting held on 23rd September 2020 | Rhian Thomas |
| |  1.4b UNCONFIRMED MINUTES OF THE FINANCE COMMITTEE SEPTEMBER 2020.pdf | (9 pages) |
| 1.5. | Action Log | Rhian Thomas |
| |  1.5. Action Log For Oct 2020 Finance Committee Meeting.pdf | (1 pages) |
| 1.6. | Chairs Action taken since last meeting | Rhian Thomas |
| 2. | Items for Review and Assurance | |
| 2.1. | Presentation on COVID 19 Financial Allocations | Christopher Lewis |
| |  2.1 Financial Allocations Presentation Q3 Q4 Operating Framework 2020-21.pdf | (4 pages) |
| 2.2. | Financial Performance Month 6 | Andrew Gough |
| |  2.2 Finance Position Report for Month 6.pdf | (26 pages) |
| 2.3. | Finance Risk Register 2020/21 | |
| | a. Main Risk Register | Andrew Gough |
| | b. Dragon's Heart Hospital/Surge Hospital | |
| |  2.3 Finance Risk Register 2020-21 October 2020.pdf | (2 pages) |
| |  2.3a Finance Risk Register 2020-21 - Appendix 1.pdf | (6 pages) |
| |  2.3b Surge Hospital Finance Risk Register 2020-21 - Appendix 2.pdf | (5 pages) |
| 3. | Items for Noting and Information | |

3.1. Month 6 Financial Monitoring Returns



3.1a CV Financial Monitoring Returns 2020-21 -
Month 6.pdf

(13 pages)



3.1b Month 06 - Cardiff Vale ULHB - Monitoring
Return Tables re adjusted accg gains.pdf

(16 pages)

4. Items to bring to the attention of the Board

Rhian Thomas

5. Date and time of next Meeting

Wednesday 25th November 2020 at 2pm, Skype / Cefn Mably Meeting Room, Woodland House

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**UNCONFIRMED MINUTES OF THE MEETING OF THE FINANCE COMMITTEE
HELD ON 23rd SEPTEMBER 2020
CEFN MABLY MEETING ROOM/SKYPE , WOODLAND HOUSE**

Present:

John Union	JU	Chair, Independent Member - Finance
Charles Janczewski	CJ	Board Chair
Abigail Harris	AH	Executive Director of Strategic Planning
Andrew Gough	AG	Assistant Director of Finance
Caroline Bird	CB	Deputy Chief Operating Officer
Chris Lewis	CL	Interim Director of Finance
Len Richards	LR	Chief Executive
Martin Driscoll	MD	Executive Director of Workforce and Organisational Development
Nicola Foreman	NF	Director of Corporate Governance
Ruth Walker	RW	Executive Nurse Director

In Attendance:

Catherine Floyd	CF	Consultant In Public Health
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Secretariat:

Paul Emmerson	PE	Finance Manager
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Apologies:

Dr Rhian Thomas	RT	Chair, Independent Member – Capital and Estates
Steve Curry	SC	Chief Operating Officer

FC 20/082	WELCOME AND INTRODUCTIONS	ACTION
	The Chair welcomed everyone to the meeting.	
FC 20/083	APOLOGIES FOR ABSENCE	
	Apologies for absence were noted.	
FC 20/084	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in proceedings on the Agenda. None were declared.	
FC 20/085	MINUTES OF THE COMMITTEE MEETING HELD ON 26th AUGUST 2020	

	<p>The minutes of the meeting held on 26th August 2020 were reviewed for accuracy and were agreed as a true and accurate record.</p> <p>Resolved – that:</p> <p>The minutes of the meeting held on 26th August 2020 were approved by the Committee as an accurate record.</p>	
FC 20/086	<p>ACTION LOG FOLLOWING THE LAST MEETING</p> <p>FC 20/07– FINANCIAL PERFORMANCE MONTH 4 - UHB Underlying Deficit. An outline of progress made to reduce the UHB underlying deficit over recent years would be provided with the month 5 Finance report.</p> <p>It was confirmed that an update was included in the Month 5 Finance Report on the agenda of the September 2020 Finance Committee meeting</p> <p>Action complete.</p> <p>Resolved – that:</p> <p>The Finance Committee received the Action Log.</p>	
FC 20/087	<p>CHAIRS ACTION SINCE THE LAST MEETING</p> <p>There had been no Chairs action taken since the last meeting.</p>	
FC 20/088	<p>FINANCIAL PERFORMANCE MONTH 5</p> <p>The Assistant Director of Finance informed the Committee that at month 5, the UHB had reported an overspend of £27.565m against the 2020/21 plan. The reported position was primarily a result of net expenditure of £74.014m arising from the management of COVID 19 which was offset by Welsh Government COVID 19 funding of £46.272m and an operating surplus of £0.177m.</p> <p>The Executive opinion noted that managing the impact of COVID 19, would come with a significant cost and that the financial focus would be on financial governance, justifying additional expenditure incurred in dealing with COVID 19 and assessing its impact on the reported financial position. The UHB also needed to keep in check its non COVID operational position to ensure that financial control is maintained particularly as planned care workflows come back on line. In addition the UHB needed to avoid adding recurrent expenditure to the UHB’s underlying position to support the recovery from this period.</p> <p>Five out of the eight measures on the Finance Dashboard remained RAG rated red namely: staying within revenue resource limits; the</p>	

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reduction in the underlying deficit to £4m; the delivery of the recurrent £25m 3% devolved savings target; the delivery of the £4m non recurrent savings target; and the forecast year end cash position. Performance against the targets for creditor compliance payments; the maintenance of a positive cash balance; and remaining within the capital resource limit was RAG rated green.

It was highlighted that within the additional COVID 19 expenditure of £78.220m at month 5, the sum of £45.216m related to the Dragons Heart Hospital (DHH) with further expenditure of £33.004m being incurred in Clinical Boards. The expenditure reported against the DHH had moved in month following a re-evaluation of a number of key contractual liabilities and their phasing.

COVID 19 was also adversely impacting on the UHB savings programme where there was an underachievement of £10.170m against the month 5 target of £12.283m and the shortfall in savings was expected to continue until the COVID 19 pandemic passed.

Elective work had been significantly curtailed during the first 5 months of the year as part of the UHB response to COVID 19 and this was the main reason behind a £13.195m reduction in planned expenditure.

The net expenditure due to COVID 19 was £74.014m and £46.272m of additional Welsh Government funding was allocated against the additional COVID 19 costs at month 5. In addition the UHB had a small operational surplus of £0.177m at month 5 leaving a deficit of £27.565m at the end of August.

The UHB Chair (CJ) noted that there was still some uncertainty over the additional resource coverage which would be provided by Welsh Government and that changes in the level of funding provided would need to be factored into the Risk Register as the year progressed.

Moving onto expenditure headings the Assistant Director of Finance indicated that a surplus of £41.101m was reported against income targets at month 5 as a result of additional Welsh Government funding of £46.272m for COVID 19 offset by net COVID 19 expenditure of £4.990m and an operational overspend of £0.180m. The key COVID 19 costs were largely unchanged from the previous month and related to income reductions arising from reduced footfall and activity in retail and restaurant services; the Injury Cost Recovery Scheme; patient related English NHS non contracted income; dental patient charges income; laboratories and Radiopharmacy and private patients. It was noted that the Injury Cost Recovery Scheme had improved in month.

The pay position at month 5 was a deficit of £12.132m made up of a net COVID 19 expenditure of £16.798m and an operational underspend of £4.666. Additional COVID 19 pay costs had been incurred across all Clinical Boards and the main costs were for medical, nursing and ancillary staff in the Women & Children, Medicine Clinical Boards and in Facilities. The additional COVID pay

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costs were in part netted down by nursing staff savings in the specialist and surgical clinical boards.

Non pay budgets reported a deficit of £56.535m at month 5 comprising of net COVID 19 expenditure of £52.226m and an operational overspend of £4.309m. The majority of additional non pay COVID 19 expenditure related to plant and premises costs at the Dragon's Heart Hospital with slippage against savings schemes and additional expenditure relating to PPE also adding to the total.

Turning to the financial forecast for 2020/21 outlined in table 8 the Assistant Director of Finance noted that the additional costs of managing Covid 19 were expected to continue and the financial deficit was forecast to move from £27.565 at month 5 to a deficit of £93.617m at year end.

The non COVID operational overspend was expected to remain broadly balanced as the year progressed.

The revised forecast year-end deficit of £93.617m was an improvement of £37.764m when compared to month 4 primarily as a result of the confirmation of £34.950m additional COVID 19 Welsh Government funding as well as some reductions in forecast COVID related expenditure.

The month 5 forecast assumed the following additional Welsh Government COVID 19 funding:

- Dragons Heart Hospital certificated expenditure £34.905m (received month 5)
- Funding reflecting COVID workforce costs month 1 to 3 - £11.016m
- Test, Trace and Protect (TTP) - £7.300m (HB and LA TTP costs shown in forecast)
- Transformation Optimise flow and outcomes - £1.251m
- Mental Health Services - £0.503m
- GMS DES - £0.210m

The Finance Committee was informed that the key assumptions underpinning the forecast were still subject to variation in the remainder of the year and the following key issues were highlighted:

- Dragons Hearth Hospital (DHH) revenue costs were now estimated at circa £65.9m including capital costs.
- The UHB had developed alternative plans which have been shared with Welsh Government to establish a facility for surge capacity on the UHW site.
- Costs for additional capacity commissioned from SPIRE were included up until the end of the year.
- A further pressure had arisen in month 5 around the cost of an enhanced flu vaccination programme. This was costed at

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£2.330m for 2020/21 and was included in the forecast. The forecast cost of a mass COVID vaccination programme was being assessed and was excluded from the current forecast.

- Slippage against savings plans had improved by £0.4m in month to £24.3m. The UHB would continue to progress savings plans where it could to maximise all potential savings opportunities available.
- The forecast cost of COVID 19 regional Test, Trace and Protect (TTP) was included in the forecast at c £11.0m.

In response to a query from the UHB Chair (CJ) the Interim Director of Finance indicated that the UHB had received confirmation of funding to meet the capital cost of the surge hospital on the UHW site, however no additional revenue costs were included in the month 5 year end forecast.

The largest operational pressures within Clinical Boards were reported in Medicine where there were pressures spread against nursing, clinical services and supplies and other areas of non pay and in PCIC where there were pressures against GP prescribing. It was noted that the overall operational position had improved in month, however, this would still need to be monitored as there was variation across Clinical Boards.

The UHB Chair (CJ) queried the level of additional COVID expenditure levied against Central budgets and the Assistant Director of Finance indicated that this principally related to PPE which had been purchased centrally and subsequently distributed to clinical teams.

It was noted that the narrative under table 9 contained a numerical transcription error and should have stated that “Delegated budgets are £73.837m overspent for the 5 months to the end of August 2020”.

Moving on to the UHBs underlying deficit the Assistant Director Of Finance reported that as a result of the savings slippage the forecast year end underlying deficit was £25.4m which was £21.4m more than the planned £4m identified in the submitted IMTP.

In addition, the UHB had identified a number of further areas where expenditure could impact upon the underlying position. The risks totalling £4.2m were not exhaustive and were set out in a table at Appendix 5.

The UHB Chair (CJ) asked what the UHB was doing to mitigate the risks and in response the Interim Director of Finance indicated that the IMTP had identified a £5m investment reserve for 2021/22 which would be used if the risks could not be mitigated or covered off through the release of other costs. The Chief Executive noted that whilst initiatives such as CAV 24/7 incurred a revenue cost, there were potential efficiencies arising from the consequent change in patient flows which could release costs.

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In relation to the underlying deficit the UHB Chair (CJ) indicated that the year on year reduction in the underlying deficit shown at appendix 6 was helpful in understanding the progress made by the UHB in improving its financial position since the beginning of 2017/18.

The UHB cash balance at the end of August was c £4.1m and the UHB was forecasting a year end cash deficit in line with the financial forecast.

PSPP performance had improved from 94.8% to 95.3% in July and was now exceeding the 95% target.

Capital expenditure was satisfactory with net expenditure to the end of August being 45% of the UHB's approved Capital Resource Limit (CRL). The Committee was informed that the UHB has requested a further 2.5m COVID 19 capital funding to support the provision of elective and routine services through the creation of green zones and that without this support the containment of capital costs within the CRL was at risk. The UHB had reprioritized its capital plan to mitigate the risk.

In conclusion, the Assistant Director of Finance highlighted that at month 5, the key financial risk facing the UHB continued to be managing the impact of COVID 19 without confirmation of the total amount of further funding available to cover the additional costs. The UHB also had a capital risk to manage if further COVID 19 funding was not secured from Welsh Government

Resolved – that:

The Finance Committee **noted** the month 5 financial impact of COVID 19 which is assessed at £74.014m;

The Finance Committee **noted** the additional Welsh Government funding of £46.272m assumed within the month 5 position;

The Finance Committee **noted** the month 5 reported financial position being a deficit of £27.565m;

The Finance Committee **noted** the forecast deficit of £93.617m arising from managing the impact of COVID 19;

The Finance Committee **noted** that the UHB does not yet know what funding may be available from Welsh Government to help support the financial costs of managing COVID 19.

The Finance Committee **noted** the risks that are being managed on the capital programme

The Finance Committee **noted** the revised forecast 2020/21 carry forward Underlying Deficit is £25.4m due to the impact of COVID 19;

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The Assistant Director of Finance (AG) presented the Finance Risk register. It was noted that risks identified and the scoring of the Risk Register was a reflection of the issues contained within the Month 5 Finance report

The number of extreme risks had been reduced by one in month and were noted as being:

Fin01/20 – Reducing underlying deficit from £11.5m to £4.0m in line with IMTP submission.

Fin03/20 – Delivery of £29.0m (3.5%) CIP

Fin10/20 – COVID-19 impact on financial plan

The risk around the management of budget pressures had been reviewed and re-assigned from an extreme to high risk in August. An additional risk in respect of the costs of COVID-19 Test, Trace, Protect (TTP) had been added to the Register in month and this was assigned a moderate risk. Referring to the remaining red (extreme) risks the Interim Director of Finance indicated that the UHB would expect the number of these to fall further if Welsh Government was in a position to provide further funding to provide full coverage of the costs arising from COVID 19.

It was also noted that risks around the Dragons Heart Hospital (DHH) COVID-19 were reported as a sub-set to the main risk register and that two additional risks had been added in respect of the exit from the Principality stadium and the development of surge capacity on the Heath site. The Chair of the meeting (JU) observed that the sub set of risks around the Dragons Heart Hospital was now effectively a register of the financial risks around the additional surge capacity at both the DHH and the UHW site.

In respect of the risk around the delivery of the £29m savings plan the UHB Chair (CJ) asked how this impacted on the UHB's year end forecast. In response the Interim Director of Finance indicated that Welsh Government had accepted that the estimated shortfall in delivery was a consequence of COVID 19 and that this would be considered if additional funding was provided to cover all additional COVID costs in the current year. It was noted however that any recurrent shortfall in savings delivery would impact on the UHB's underlying deficit carried forward to 2021/22 and that the availability of additional Welsh Government funding to cover the shortfall beyond the present year was uncertain.

Resolved - that:

The Finance Committee **noted** the risks highlighted in the 2020/21 risk register.

The Finance Committee **noted** the risks highlighted in the Dragon's Heart Hospital/Surge Capacity sub set risk register.

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VALUE BASED HEALTHCARE AND ITS USE IN DECISION MAKING AT CARDIFF & VALE UHB

The Assistant Director Of Finance introduced Catherine Floyd (Consultant in Public Health) to the Committee. Both Catherine and the Assistant Director of Finance presented a number of slides to the Committee and outlined the following:

- Value based healthcare related health outcomes & experiences achieved to the resources used & the population served.
- Value based decisions rely on timely data. The use of resources and provision of healthcare service is determined by reference to the equity, fairness and sustainability of healthcare provision through a transparent framework which considers the health outcomes that matter most to the people in Wales
- The local Cardiff and Vale approach embedded the principles of value based decision making into systems (e.g. procurement), clinical practice and enablers.
- A 2017 OECD report on “Wasteful Spending in Health” had challenged the current status quo in healthcare practice and identified that up to 34% of healthcare expenditure could be deemed inappropriate.
- The reinvestment from low to high value care is essential for a sustainable and resilient healthcare system
- The best financial informatics and health economics were required to determine the best possible value.
- The relationship between healthcare provision, health benefits and costs of provision was key to determining the optimality point of highest value (i.e. health benefits minus provision costs)
- The Value Based Healthcare equation i.e. Value = Outcomes/Resources (Value is maximised by maximizing the outcomes produced from any given resource)
- Costing and costing care pathways is a key element of the value equation
- The UHB’s financial plan aimed to support the delivery of service priorities and maximise patient outcomes whilst maintaining the sustainability of services
- The following examples of values based commissioning in practice within the UHB were outlined:

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	<ul style="list-style-type: none"> • Ward East 2 bed capacity reduction – Leading to improved patient experience / outcomes due to reduced patient length of stay and cash releasing savings • General Surgery Service Redesign – leading to reduced waiting times; reduction in emergency surgical admissions; reduced length of stay & cash releasing savings. <p>A discussion on the presentation followed and the following points were raised:</p> <ul style="list-style-type: none"> • A number of specific value based healthcare work streams were being progressed at a national level and the UHB would need to consider any recommendations which might follow. • The value based healthcare approach identified finance as an enabler for improving patient safety and outcomes. • All UHB service provision should be either evidence based or contributing to an evidence base (i.e. an approved R & D Study). • There was evidence that business cases presented to the Business Case Approval Group (BCAG) were increasingly considering the value derived from existing resource investment and strengthening the link between investments and outcomes. • The principles of value based healthcare needed to be applied across the whole health and social care system. <p>Resolved – that:</p> <p>The Finance Committee noted the presentation.</p>	
<p>FC 20/091</p>	<p>MONTH 5 FINANCIAL MONITORING RETURNS</p> <p>These were noted for information.</p>	
<p>FC 20/092</p>	<p>ITEMS TO BRING TO THE ATTENTION OF THE BOARD</p> <p>There were no items to bring to the attention of the Board.</p>	
<p>FC 20/093</p>	<p>DATE OF THE NEXT MEETING OF THE COMMITTEE</p> <p>Wednesday 28th October 2.00pm; Virtual Meeting via Teams</p>	

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FINANCE COMMITTEE – PUBLIC MEETING

ACTION LOG

MINUTE	DATE	SUBJECT	AGREED ACTION	ACTIONED TO	STATUS
			No Outstanding Actions		

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NHS Wales Operating Framework – 2020-21

Quarter 3 & Quarter 4

Financial Allocations

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Financial Allocations

- WG secured an additional £800m stabilisation fund to increase NHS COVID 19 resources to £1.3bn
- Funding established in two component parts – National Allocations & Allocations to NHS Organisations
- National Allocations – support national priorities, ring-fenced and any slippage returned to Central Finance
 - Test Trace Protect – WG to meet full costs
 - PPE – WG to meet full costs (above historic baseline levels)
 - Set-up, de-commissioning, and consequential losses of approved Field Hospital developments – not running costs
 - Funding for the extension of flu vaccination programme - WG to meet full costs
 - Independent sector provision – Q1 to Q3 funding confirmed. Q4 funding assumed. And to be allocated based upon agreed plans.
 - Funding for NHS and jointly commissioned packages of care for the first 6 months of this financial year – consideration is being given to extend this for the full year.
- Organisations to assume funding for planned purposes, subject to confirmation on approval of agreed Q3 Q4 plans.
- £30m Urgent and Emergency Care – based on agreed plans aligned to policy objectives
 - £1.350m allocated to RPB for discharge to recover and assess pathways
 - £0.540m for urgent primary care centres
 - £2.160m for 111/contact first and Ambulatory Care

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Financial Allocations

- New Allocations to NHS Organisations
 - Additional £371.4m – Local Health Boards
 - Funding sources:
 - Direct Allocations
 - National Allocation assumptions
 - Core Allocations (repurposing)

	Formula Share	Indicative Allocation £m
Aneurin Bevan	18.95%	70.4
Betsi Cadwaladr	22.38%	83.1
Cardiff and Vale	13.50%	50.1
Cwm Taf Morgannwg	15.13%	56.2
Hywel Dda	12.90%	47.9
Powys	4.17%	15.5
Swansea Bay	12.97%	48.2
Total	100%	371.4

- This funding is non-recurrent, expectation that this funding will ensure 2020/21 stability
- This excludes the expectation of recovery of waiting times. Funding for this is being sourced separately by WG.
- C19 vaccination plans – does not form part of the allocations currently secured. Further clarification on funding assumptions will be provided by WG
- Organisations expected to work collaboratively to ensure system stability
- Financial Risks and uncertainties in Allocation assumptions
 - £2.7m funding of Q4 Independent Sector Provider
 - £2.0m costs recovery from urgent and emergency care monies to fund our winter plan.
 - Maintaining block contracts arrangement for the rest of 20/21



Financial Plans & Forecasts

- WG expect clear service / workforce / finance plans for the remainder of 2020/21 that are deliverable.
- There will be a formal review of financial plans (WG finance and FDU)
- Forecast Net COVID 19 costs of £153.306m
- Assumed funding of £153.306m

Welsh Government additional COVID & Urgent & Emergency Care Funding	£m
Dragons Heart	(60.789)
Allocation Share 13.5% of £371.4m	(50.100)
Reflecting COVID Workforce Months 1 -3	(11.016)
LA TTP	(7.300)
PPE	(6.632)
UHB TTP	(3.081)
NHS and jointly commissioned packages of care	(3.024)
Independent sector provision (Spire)	(2.700)
Flu vaccine extension	(2.650)
Transformation Discharge	(1.251)
Mental Health Services	(0.503)
GMS DES	(0.210)
Urgent and Emergency Care Funding	(4.050)
Total Funding received / assumed £m	(153.306)

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Report Title:	Finance Report for the Period Ended 30 th September 2020						
Meeting:	Finance Committee			Meeting Date:	28 th October 2020		
Status:	For Discussion	x	For Assurance	x	For Approval	For Information	x
Lead Executive:	Interim Executive Director of Finance						
Report Author (Title):	Assistant Director of Finance						

Background and current situation:

The Health Board agreed and submitted its 2020/21 – 2022/23 IMTP to Welsh Government by the end of January 2020 for its consideration. The Welsh Government wrote to the UHB on 19th March 2020 to inform it whilst it had an approvable plan, it had paused the IMTP process for an indefinite period so that organisations could focus on the challenges of COVID 19. Welsh Government however are still monitoring the UHB against its submitted plan with a focus on the financial impact of COVID 19. A summary of this plan is provided in Table 1.

Table 1: 2020/21 IMTP

	2020/21 IMTP £m
Prior Year Plan	(4.0)
Adjustment for non recurrent items in previous year	(7.5)
b/f underlying deficit	(11.5)
Net Allocation Uplift (including LTA inflation)	36.2
Cost Pressures	(50.7)
Investments	(3.0)
Recurrent Cost Improvement Plans 3%	25.0
Non Recurrent Cost Improvement Plans 0.5%	4.0
Planned Surplus/(Deficit) 2020/21	0.0

At month 6, the UHB is reporting an underspend of £0.271m against this plan. During the 6 months to the end of September net expenditure of £79.143m arose from the management of COVID 19 which is offset by the same amount of Welsh Government COVID 19 funding leaving an operating surplus of £0.271m.

The UHB continues to progress its plans and is forecasting a breakeven year end position based upon the resource assumptions set out in NHS Wales Operating Framework 2020/21 for Q3 and Q4 and a continuation of LTA block arrangements for the rest of the financial year.

Executive Director Opinion /Key Issues to bring to the attention of the Board/ Committee:

With the operation imperative being managing the impact of COVID 19, the initial financial focus was on justifying additional expenditure incurred in dealing with the pandemic. Welsh Government have now set out the resources available to support the COVID 19 response. There is now an expectation that NHS bodies will manage within these resources to deliver their original planned position, in our case a break even position by year end.

What is also key for the Board is how it recovers from the pandemic. It needs to avoid adding recurrent expenditure to its underlying position and to embed the many transformation changes that have been delivered at pace due to necessity.

Assessment and Risk Implications

The Finance Dashboard outlined in Table 2 reports actual financial performance against key financial performance measures.

Table 2: Finance Dashboard @ September 2020

Measure	n	STATUS REPORT				
		September 2020	Rating	Latest Trend	Target	Time Period
Financial balance: remain within revenue resource limits	36	£0.271m surplus at month 6.	G	↑	2020/21 Break-Even	M6 2020-21
Remain within capital resource limits.	37	Expenditure at the end of September was £31.263m against a plan of £32.296m.	G	⊙	Approved planned expenditure £81.310m	M6 2020-21
Reduction in Underlying deficit	36a	£11.5m assessed underlying deficit (ULD) position b/f to month 1. Forecast year end ULD £25.2m	R	↑	If 2020/21 plan achieved reduce underlying deficit to £4.0m	M6 2020-21
Delivery of recurrent £25.000m 3% devolved target	36b	£4.884m forecast at month 6. Performance impaired by response to COVID- 19	R	↑	£25.000m	M6 2020-21
Delivery of £4m non recurrent devolved target	36c	£3.614m forecast at month 6. Performance impaired by response to COVID- 19	R	↑	£4.000m	M6 2020-21
Creditor payments compliance 30 day Non NHS	37a	Cumulative 96.4 % at the end of September	G	↑	95% of invoices paid within 30 days	M6 2020-21
Remain within Cash Limit	37b	Forecast cash surplus £0.506m	G	↑	To remain within Cash Limit	M6 2020-21
Maintain Positive Cash Balance	37c	Cash balance = £8.985m	G	⊙	To Maintain Positive Cash Balance	End of September 2020

Month 6 Cumulative Financial Position

The Welsh Government has made amendments to the monthly financial monitoring returns to capture and monitor net costs due to COVID 19 that are over and above LHB plans. The financial position reported to Welsh Government for month 6 is a surplus of £0.271m this represents an improvement of £27.836m in month and this is summarised in Table 3.

Table 3: Month 5 Financial Position 2020/21

	Month 1 £m	Month 2 £m	Month 3 £m	Month 4 £m	Month 5 £m	Month 6 £m	Total £m
COVID 19 Additional Expenditure	38.438	17.290	5.330	6.565	10.597	7.939	86.159
COVID 19 Non Delivery of Savings Plans	2.118	2.150	2.056	2.094	1.752	(1.709)	8.461
COVID 19 Reductions in Planned Expenditure	(2.522)	(4.241)	(2.921)	(1.626)	(1.885)	(0.960)	(14.155)
COVID 19 Release of Planned Investments	0.000	(0.168)	(0.679)	(0.089)	(0.244)	(0.142)	(1.322)
Net Expenditure Due To COVID 19	38.034	15.030	3.786	6.944	10.220	5.129	79.143
Operational position (Surplus) / Deficit	0.191	(0.048)	(0.204)	0.244	(0.361)	(0.094)	(0.271)
Welsh Government COVID 19 funding received			(11.016)	(0.306)	(34.950)	(32.871)	(79.143)
Financial Position (Surplus) / Deficit	38.225	14.982	(7.434)	6.882	(25.091)	(27.836)	(0.271)

This shows that the key reason for the improvement in the month 6 financial position was the receipt of additional Welsh Government funding to cover the additional costs arising from the impact of COVID 19.

The additional COVID 19 expenditure in the 6 months to the end of September was £86.159m. Within this, the costs of the Dragon's Heart Hospital are significant, especially the set up costs which allow for significant expansion. At month 6 revenue costs of £45.125m relate to the Dragon's Heart Hospital (DHH) and these are detailed in **Appendix 5**. The fall in DHH in month costs relates to expenditure profiling of Dragon's Heart Hospital set up and decommissioning costs.

There was also £41.034m of other COVID 19 related additional expenditure.

COVID 19 is also adversely impacting on the UHB savings programme with underachievement of £8.461m against the month 6 target of £14.648m. This represents an improvement of £1.709m on the shortfall at month 5 following the release of circa £3.614m of non recurrent balance sheet opportunities. Further improvement is not anticipated until the COVID 19 pandemic passes.

Elective work has been significantly curtailed during this period as part of the UHB response to COVID 19 and this has contributed to a £14.155m reduction in planned expenditure.

The UHB has also seen slippage as a commissioner of £1.322m on the WHSSC commissioning plan due to the impact of COVID 19.

The net expenditure due to COVID 19 is £79.143m. This is matched by the additional Welsh Government funding outlined in the table 4 below:

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Table 4: Welsh Government COVID Funding supporting the position as at 30th Sept 2020

Welsh Government COVID Funding	£m
Dragons Heart	(34.906)
Dragons Heart Futher Set Up Decommissioning, Consequential Losses Field Hospitals	(7.767)
Allocation Share 13.5% of £371.4m	(17.328)
Reflecting COVID Workforce Months 1 -3	(11.016)
Test Trace Protect	(1.019)
PPE	(4.100)
NHS and jointly commissioned packages of care	(1.362)
Transformation Discharge	(1.006)
GMS DES	(0.210)
Welsh Governmeny Urgent and Emergency Care Fund CAV 24/7	(0.429)
Total Funding received / assumed £m	(79.143)

The UHB also has a small operating underspend of £0.271m leading to a net reported surplus at month 6.

Table 5 analyses the reported position between income, pay and non pay.

Table 5: Summary Financial Position for the period ended 30th September 2020

Income/Pay/Non Pay	Budget	Actual	Net Expenditure Due To COVID 19	Welsh Government COVID 19 Funding Received	Operational Variance (Fav)/Adv	Total Variance
	£m	£m	£m	£m	£m	£m
In Month						
Income	(119.210)	(118.694)	0.592	0.000	(0.079)	0.515
Income - Welsh Govt. COVID 19 Funding Received	0.000	(32.871)	0.000	(32.871)	0.000	(32.871)
Pay	55.531	56.477	2.284	0.000	(1.340)	0.945
Non Pay	63.678	67.257	2.253	0.000	1.325	3.578
Variance to Plan £m	0.000	(27.832)	5.130	(32.871)	(0.094)	(27.834)
Cumulative						
Income	(707.882)	(702.198)	5.582	0.000	0.101	5.683
Income - Welsh Govt. COVID 19 Funding Received	0.000	(79.143)	0.000	(79.143)	0.000	(79.143)
Pay	331.099	344.175	19.082	0.000	(6.006)	13.076
Non Pay	376.783	436.895	54.479	0.000	5.634	60.112
Variance to Plan £m	(0.000)	(0.271)	79.143	(79.143)	(0.271)	(0.271)

Income

The year to date and in month financial position for income is shown in Table 6:

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Table 6: Income Variance @ September 2020

Income	COVID 19 Additional Expenditure £m	COVID 19 Non Delivery of Planned Savings £m	COVID 19 Reductions In Planned Expenditure £m	Net Expenditure Due to COVID 19 £m	COVID 19 Additional Welsh Govt. Funding £m	Operational Variance (Fav)/Adv £m	Total Variance £m
In Month							
Revenue Resource Limit (RRL)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
RRL Welsh Govt. COVID 19 Funding	0.000	0.000	0.000	0.000	(32.871)	0.000	(32.871)
Welsh Government Income (Non RRL)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Accommodation & Catering	0.055	0.000	0.000	0.055	0.000	0.002	0.057
Education & Training	0.002	0.000	0.000	0.002	0.000	0.014	0.015
Injury Cost Recovery Scheme (CRU) Income	0.050	0.000	0.000	0.050	0.000	(0.010)	0.040
NHS Patient Related Income	(0.007)	0.000	0.000	(0.007)	0.000	0.014	0.007
Other Operating Income	0.437	0.003	0.000	0.440	0.000	(0.035)	0.405
Overseas Patient Income	0.001	0.000	0.000	0.001	0.000	0.005	0.006
Private Patient Income	0.049	0.000	0.000	0.049	0.000	0.022	0.071
Research & Development	0.003	0.000	0.000	0.003	0.000	(0.090)	(0.087)
Variance to Plan £m	0.590	0.003	0.000	0.592	(32.871)	(0.079)	(32.358)
Cumulative							
Revenue Resource Limit (RRL)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
RRL Welsh Govt. COVID 19 Funding	0.000	0.000	0.000	0.000	(79.143)	0.000	(79.143)
Welsh Government Income (Non RRL)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Accommodation & Catering	0.631	0.000	0.000	0.631	0.000	0.035	0.665
Education & Training	0.033	0.000	0.000	0.033	0.000	0.149	0.182
Injury Cost Recovery Scheme (CRU) Income	0.387	0.000	0.000	0.387	0.000	(0.058)	0.328
NHS Patient Related Income	0.650	0.000	0.000	0.650	0.000	(0.033)	0.617
Other Operating Income	3.355	0.049	0.000	3.404	0.000	0.099	3.503
Overseas Patient Income	0.006	0.000	0.000	0.006	0.000	0.013	0.019
Private Patient Income	0.434	0.000	0.000	0.434	0.000	0.021	0.455
Research & Development	0.039	0.000	0.000	0.039	0.000	(0.125)	(0.086)
Variance to Plan £m	5.533	0.049	0.000	5.582	(79.143)	0.101	(73.460)

The month 6 income position is a surplus of £73.460m comprising of a net COVID 19 income loss of £5.582m, additional Welsh Government funding of £79.143m for COVID 19 costs and an operational overspend of £0.101m.

The key COVID 19 costs related to income reductions are as follows:

- £0.631m shortfall on accommodation and catering income as a result of a reduction in retail and restaurant services.
- A £0.387m adverse variance against the Injury Cost recovery Scheme following a significant fall in the number and value of new claims in the first 6 months. The value of new claims and level of cash received in September continued to show an improvement on the average established in the first 4 months.
- £0.650m adverse variance in NHS Patient related income following the reduction in English non-contracted income due to COVID 19. The in month surplus reflected an upturn in non contractual activity from England and an increase in chargeable critical care activity.
- £3.404m deficit against Other Operating Income. The majority of the deficit is a result of the COVID 19 reduction of activity in dental practices leading to a loss of Dental Patient Charges income. There is also a reduction in income because of reduced activity in laboratories and radiopharmacy where the income reported in month showed signs of recovery. The in month deficit of £0.440m was an improvement on the trend for the first 5 month of the year.
- £0.434m adverse variance against private patient income following the re-planning of non

COVID activity.

Pay

The year to date and in month financial position for pay is shown in Table 7.

Table 7: Analysis of pay expenditure by staff group @ September 2020

Pay	COVID 19 Additional Expenditure £m	COVID 19 Non Delivery of Planned Savings £m	COVID 19 Reductions In Planned Expenditure £m	Net Expenditure Due to COVID 19 £m	Operational Variance (Fav)/Adv £m	Total Variance £m
In Month						
Medical and Dental	0.781	(0.192)	0.000	0.589	(0.190)	0.399
Nursing (registered)	0.771	0.005	(0.185)	0.592	(0.493)	0.099
Nursing (unregistered)	0.230	0.000	0.000	0.230	0.221	0.451
Scientific, prof & technical	0.029	(0.035)	0.000	(0.005)	(0.144)	(0.149)
Additional clinical services	0.104	0.000	0.000	0.104	(0.171)	(0.068)
Management, admin & clerical	0.110	0.005	0.000	0.114	(0.358)	(0.243)
Other staff groups	0.658	0.003	0.000	0.661	(0.205)	0.456
Total £m	2.683	(0.213)	(0.185)	2.284	(1.340)	0.945
Cumulative						
Medical and Dental	6.740	(0.177)	0.000	6.563	(1.291)	5.272
Nursing (registered)	4.372	0.034	(1.372)	3.035	(1.577)	1.458
Nursing (unregistered)	2.059	0.000	0.000	2.059	0.884	2.944
Scientific, prof & technical	0.212	(0.033)	0.000	0.179	(0.630)	(0.451)
Additional clinical services	0.456	0.000	0.000	0.456	(0.619)	(0.162)
Management, admin & clerical	1.034	0.029	0.000	1.064	(1.373)	(0.309)
Other staff groups	5.713	0.013	0.000	5.726	(1.400)	4.326
Total £m	20.587	(0.133)	(1.372)	19.082	(6.006)	13.076

The pay position at month 6 is a deficit of £13.076m made up of a net COVID 19 expenditure of £19.082m and an operational underspend of £6.006m.

The main additional COVID 19 pay costs are for medical and nursing staff in the Medicine Clinical Board where additional costs of £7.068m have been incurred. Additional costs of £2.659m have been incurred in capital and estates for ancillary staff. Significant additional pay costs have also been incurred across all other Clinical Boards. Some of these costs are netted down by nursing staff savings in the Specialist and Surgical Clinical Boards.

Cumulative operational pay underspends are reported by all Clinical Boards bar the Medicine Clinical Board where there is an operational overspend of £0.706m primarily as a result of nursing costs. The largest operational pay underspends are on registered nursing staff in the Mental Health and PCIC Clinical Boards, support staff in Capital estates and management and administrative staff in the Women & Children Clinical Board.

Non Pay

The year to date and in month financial position for non pay is shown in Table 8.

Table 8: Non Pay Variance @ September 2020

Non Pay	COVID 19 Additional Expenditure £m	COVID 19 Non Delivery of Planned Savings £m	COVID 19 Reductions In Planned Expenditure £m	Net Expenditure Due to COVID 19 £m	Operational Variance (Fav)/Adv £m	Total Variance £m
In Month						
Drugs / Prescribing	0.318	(0.599)	(0.333)	(0.614)	0.594	(0.020)
Clinical services & supplies	0.735	(0.352)	(0.152)	0.231	(0.111)	0.120
General supplies & services	0.602	0.010	(0.006)	0.606	(0.136)	0.470
Establishment expenses	0.120	(0.100)	0.000	0.020	(0.160)	(0.140)
Premises & fixed plant	0.357	(0.135)	0.000	0.222	0.273	0.495
Continuing healthcare	1.362	(1.773)	0.000	(0.411)	0.104	(0.307)
Commissioned Services	0.037	(0.010)	(0.142)	(0.115)	(0.007)	(0.122)
Primary Care Contractors	0.021	(0.291)	(0.273)	(0.543)	(0.167)	(0.710)
Other non pay	1.119	1.752	(0.015)	2.856	0.935	3.791
Total £m	4.672	(1.497)	(0.921)	2.253	1.325	3.578
Cumulative						
Drugs / Prescribing	2.317	(0.558)	(2.589)	(0.831)	2.167	1.337
Clinical services & supplies	5.578	(0.271)	(7.260)	(1.953)	1.134	(0.820)
General supplies & services	3.131	0.015	(0.225)	2.921	(0.148)	2.773
Establishment expenses	0.295	(0.095)	0.000	0.201	(0.871)	(0.670)
Premises & fixed plant	44.325	(0.110)	0.000	44.215	1.581	45.796
Continuing healthcare	1.422	(1.773)	(0.010)	(0.361)	0.342	(0.019)
Commissioned Services	0.233	(0.010)	(1.813)	(1.590)	(0.450)	(2.040)
Primary Care Contractors	0.529	(0.291)	(2.119)	(1.881)	(0.535)	(2.416)
Other non pay	2.209	11.637	(0.090)	13.757	2.415	16.171
Total £m	60.039	8.545	(14.105)	54.479	5.634	60.112

The largest deficit is in non pay budgets. The month 6 position is a deficit of £60.112m comprising net COVID 19 expenditure of £54.479m and an operational overspend of £5.634m.

The key COVID 19 costs related to non pay are as follows:

- £2.921m overspend on general supplies and services primarily relating to PPE.
- £44.215m overspend on Premises and Fixed Plant including £42.472m in relation to the Dragons Heart Hospital as well as additional spend on beds and mattresses, cleaning, waste management, IT and overnight accommodation.
- £13.757m on other non pay primarily due to slippage against savings schemes.
- The £1.497m in month surplus reported against the non delivery of savings schemes due to COVID 19 is the result of the release of £3.614m of balance sheet commitments no longer required after a review at month 6.

The COVID 19 related costs have been netted down by £14.105m for reductions in non pay costs mainly arising from reduced levels consumables associated with elective activity, adjustments to dental contracts, reduced non contracted activity (NCA) and slippage on investment programmes.

The main issues driving the £5.634m operational overspend against non pay were as follows;

- £2.167m overspend against drugs and prescribing primarily due to pressures against primary care GP prescribing and drug costs in specialist services.
- £1.581m adverse variance against premises and fixed plant due to additional IT spend, security costs, community equipment and a number of overspends across Clinical

Boards. Part of the overspend on premises and fixed plant costs circa. £0.550m has arisen from the use of estates contractors and these costs are offset by a related underspend against pay costs in Capital Estates.

- £2.415m adverse variance against other non-pay mainly due to non COVID related savings slippage alongside a non recurrent in month pressure due to a revision of reserve commitments.

Forecast Net Expenditure Due to COVID 19

Whilst the UHB expects the non COVID related operational position to remain broadly balanced as the year progresses, the additional costs arising from plans to manage COVID 19 are expected to continue. The latest forecast of net expenditure due to COVID 19 in 2020/21 is £153.306m. This is offset by confirmed additional COVID 19 and Urgent and Emergency funding of £153.306m as summarised in table 9.

Table 9: Summary of Forecast COVID 19 Net Expenditure

	Cumulative Month 6 £m	Forecast Year-End Position £m
COVID 19 Additional Expenditure	86.159	153.290
COVID 19 Non Delivery of Savings Plans	8.466	20.502
COVID 19 Reductions in Planned Expenditure	(14.160)	(19.214)
COVID 19 Release of Planned Investments	(1.322)	(1.272)
Net Expenditure Due To COVID 19	79.143	153.306
Operational position (Surplus) / Deficit	(0.271)	0.000
Welsh Government COVID funding received / assumed	(79.143)	(153.306)
Net COVID 19 Forecast Position (Surplus) / Deficit £m	0.000	0.000

This forecast is an improvement of £93.617m on the year end forecast when compared to month 5 and is based on a number of variable assumptions and assumes anticipated Welsh Government funding to help meet the additional costs arising from COVID 19.

The forecast additional Welsh Government funding is based upon the resource assumptions set out in the NHS Wales Operating Framework 2020/21 for Q3 and Q4 and totals £153.306m as outlined in table 10 below:

Table 10: Welsh Government COVID Funding supporting the forecast year end position as at 30th Sept 2020

Welsh Government additional COVID & Urgent & Emergency Care Funding	Month 6 £m	Year End Forecast £m
Dragons Heart	(42.673)	(60.789)
Allocation Share 13.5% of £371.4m	(17.328)	(50.100)
Reflecting COVID Workforce Months 1 -3	(11.016)	(11.016)
LA TTP	(0.275)	(7.300)
PPE	(4.100)	(6.632)
UHB TTP	(0.744)	(3.081)
NHS and jointly commissioned packages of care	(1.362)	(3.024)
Independent sector provision (Spire)		(2.700)
Flu vaccine extension		(2.650)
Transformation Discharge	(1.006)	(1.251)
Mental Health Services		(0.503)
GMS DES	(0.210)	(0.210)
Urgent and Emergency Care Funding	(0.429)	(4.050)
Total Funding received / assumed £m	(79.143)	(153.306)

The key financial planning assumptions are:

Dragons Heart Hospital

Within this forecast the Dragon's Heart Hospital costs are now assessed at £63.248m with a further £2.686m capital costs. The revenue cost of £63.248m represents set-up, decommissioning and consequential losses costs of £60.789m and running costs of £2.459m. This is based upon the DHH going on standby from 5th June and retention until 10th November 2020. The UHB continues to work to maximise value for money in the remaining occupancy, removal and reinstatement phases of the project and is hopeful that this will continue to reduce the overall cost of the project.

Dragons Heart Hospital consequential loss compensation costs for the WRU and Cardiff Blues of £3.659m are included in the 2020/21 forecast. This is an increase of £0.242m on the month 5 forecast and these costs represent the best forecast that can be modelled at this time for events that might reasonably have been held at the Principality Stadium and Cardiff Arms Park in the period May 2019 to January 2020 but cannot be due to the continued occupancy of the Dragon's Heart Hospital to 10 November 2020. The realised losses total may decrease for successful mitigation actions being explored with the WRU or increase if government restrictions are relaxed allowing the attendance of crowds within stadia. Programmes have been set up to oversee the removal and reinstatement phases of the programme to maximise value for money in the way that work is delivered and to ensure that costs are reasonable, fair and proportionate. There is a balance of consideration between the most economic egress from the stadium and the potential costs arising from consequential losses if the pace of egress compromises events for the WRU and Blues. KPMG have been engaged to provide due diligence on baseline events revenues and costs relating to the WRU. The process to assess consequential loss is complex and involves variables that are not yet known pertaining to government COVID 19 regulations in play at the time of scheduled events. Specialist legal advice has been obtained to draft the WRU contract to a position that is acceptable to both organisations.

The forecast includes £8.537m of decommissioning costs for the DHH including reinstatement of

the stadium. This is a reduction of £0.772m on the forecast decommissioning costs at month 5.

Surge Capacity post 10th November

The UHB has developed alternative plans which have been shared with Welsh Government to establish a facility for surge capacity on the UHW site. The plans have now been approved by Welsh Government. In addition to providing COVID-19 surge capacity, it will provide the surge beds that the UHB would need to commission for this winter, recognising that predicting winter demand this year is particularly difficult. The UHB's assessment is that of the 400 beds provided in this proposed facility, 50 would be developed as winter surge beds. The remainder would be kept as surge beds to use if there was a significant demand. The UHB's bed capacity plan maintains some of the initial bed expansion created in the UHB's GOLD capacity plan (wards in Barry and St David's Hospital as well as the conversion of a physiotherapy area at UHW), but some of the beds originally identified as conversion to COVID-19 beds are required as the UHB brings back on line more non-COVID-19 activity.

Additional workforce requirements would need to be reviewed looking at utilisation of staff already in post, temporally redirecting / redeploying staff from elective coupled with the availability of bank and agency staff if this additional surge capacity was to be required.

Resuming Non-Covid Activity

Throughout the pandemic the UHB has maintained core essential services. Given the uncertainty brought about by COVID-19 the UHB continues to operate in 4-6 week planning cycles, with prioritisation of need based upon clinical-stratification rather than time-based stratification. Given the significant uncertainty in the current operating environment, it is extremely difficult to forecast activity with any degree of certainty - and therefore forecasts beyond the 4 – 6 week current planning horizon are less reliable.

The UHB's Q2 framework plan update set out in detail the UHB's assessment of surgical demand and backlog for levels 2 and 3 and the capacity the UHB intends to establish in its three green zones – UHW, UHL and Spire. The high level conclusions from this assessment remain extant and are as follows:

- The UHB has throughout the pandemic maintained level 1a and 1b surgery and the majority of level 2 surgery
- The UHB can put in place the theatre, bed and workforce capacity to meet all of the level 2 demand
- The UHB has the physical theatre capacity to also meet all of the level 3 demand but this is likely to present a theatre staffing deficit unless theatre throughout can significantly improve closer to pre-COVID-19 levels; it may also require an expansion of the green zones to allow for more bed provision
- This assessment assumes Spire is available to the UHB for the remainder of the financial year, any reduction in this would lead to a direct reduction in the capacity for urgent and time-sensitive activity

At this stage, even with the green zones established and the use of Spire, the UHB does not anticipate having the capacity to treat level 4 patients in any significant volumes.

The reductions in non pay costs due to reduced elective capacity is now assessed and forecast to be £19.214m over the year which is a further reduction of £0.216m on the month 5 forecast of £19.430m. This represents activity steadily increasing throughout the year through the use of established green zones at UHW and UHL but not returning to pre-COVID levels. This is a moving piece and will be detailed in our quarter 3 / quarter 4 plan submission.

At the beginning of the COVID-19 pandemic, the UHB reached an early agreement with Spire Healthcare to enable patients with non-complex cancer and other urgent conditions to receive treatment at Spire's Cardiff hospital. This allowed the UHB extra capacity to care for COVID-19 patients on its main sites, in particular to enable space for regional services.

Costs of Spire are included in the forecast to the 31st of March totalling £2.700m. Funding up until 31st December has been confirmed by Welsh Government and it has been assumed that this arrangement will continue for the rest of the financial year. As such the UHB has assumed a further £2.7m Welsh Government funding for this.

Regional Test, Trace and Protect (TTP)

Working with its local authority partners the UHB has established its TTP service as one of the key pillars to the safe releasing of lockdown measures. The contact tracing service is hosted by Cardiff Council on behalf of the three organisations; Contact Tracers and Contact Advisors are managed in teams by the Local Authority.

The TTP service went live on 1st June 2020. The forecast includes TTP costs of £10.620m. This includes Local Authority costs of £7.539m which are £0.239m higher than the confirmed £7.300m income for local authority costs. Health Board TTP costs totalling £3.081m are included within the forecast and assumed to be funded.

Enhanced Flu Vaccination Programme

A further pressure arose in month 5 around the cost of an enhanced flu vaccination programme. The costing of the programme is based on fees payable to GPs as this is the main delivery route for immunisations. The estimated cost which is estimated at £2.650m and is assumed to be funded. This has been calculated in line with the recent guidance and includes the provision of an additional 111,000 vaccines.

The forecast of costs outlined **exclude** the cost of a mass COVID vaccination programme which are currently being assessed.

Personal Protective Equipment

In line with the planning guidance the UHB is assuming that its COVID 19 costs of PPE will be fully funded. At month 6 these are assessed at £6.6m.

Urgent and Emergency Care Funding

The UHB has established a 24/7 phone first triage approach, targeting citizens who would traditionally have walked up to the Emergency Department. The focus is on reducing footfall through the Emergency Department, social distancing has significantly reduced the capacity in the waiting area and the UHB does not want to create queues around UHW where we are not

safely able to protect and prioritise patients.

The forecast assumes WG Urgent and Emergency Care funding to support reovery of costs incurred and funding for proposed developments. Further bids against this fund are currently being progressed in line with set timescales.

Savings Programme 2020-21

The assessed slippage against the UHB £29m savings plan has improved from £24.331m to £20.502m in month following the release of non-recurrent opportunities. A number of the UHB's high impact schemes were based on reducing bed capacity, improving flow coupled with workforce efficiencies and modernisation. It is not anticipated that significant progress will be made to improve this position until the pandemic passes. However, the UHB continues to identify and maximise all potential savings opportunities available. Schemes that are continuing to develop and progress include procurement and medicines management.

With regard to other significant items of expenditure the following should be noted:

- Additional workforce costs have been included within the forecast as the UHB maximises internal COVID and winter capacity. These plans have been reviewed by Executive leads ensuring all fixed term / temporary staff have clear end dates where appropriate.
- The estimated cost of NHS and jointly commissioned packages of care is £3.024m and is assumed to be funded.

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 month 6 by Clinical Board is shown in Table 11.

Table 11: Financial Performance for the period ended 30th September 2020

Clinical Board	COVID 19 Additional Expenditure £m	COVID 19 Non Delivery of Planned Savings £m	COVID 19 Reductions in Planned Expenditure £m	COVID 19 Net Expenditure £m	Welsh Government COVID 19 Funding Received £m	Operational Position (Surplus) / Deficit Variance £m	In Month (Surplus) / Deficit Variance £m
In Month							
All Wales Genomics Service	0.000	0.000	0.000	0.000	0.000	(0.004)	(0.004)
Capital Estates & Facilities	0.677	0.072	(0.006)	0.743	0.000	(0.146)	0.597
Children & Women	0.271	0.193	0.000	0.464	0.000	0.136	0.600
Clinical Diagnostics & Therapies	0.165	0.140	(0.061)	0.243	0.000	0.008	0.251
Dragon's Heart Hospital	(0.091)	0.000	0.000	(0.091)	0.000	(0.000)	(0.091)
Executives	0.149	0.096	0.000	0.245	0.000	(0.153)	0.092
Medicine	0.891	0.232	(0.013)	1.110	0.000	0.086	1.196
Mental Health	0.125	0.212	0.000	0.337	0.000	0.165	0.502
PCIC	3.574	0.413	(0.298)	3.689	0.000	(0.762)	2.927
Specialist	0.212	0.273	0.140	0.625	0.000	0.394	1.019
Surgery	0.404	0.277	(0.726)	(0.045)	0.000	(0.047)	(0.092)
SubTotal Delegated Position £m	6.377	1.907	(0.964)	7.320	0.000	(0.322)	6.998
Central Budgets	1.567	(3.615)	(0.142)	(2.190)	0.000	0.228	(1.962)
Total Variance pre COVID -19 Funding	7.944	(1.708)	(1.106)	5.130	0.000	(0.094)	5.035
Welsh Government COVID - 19 Funding	0.000	0.000	0.000	0.000	(32.871)	0.000	(32.871)
Total Variance £m	7.944	(1.708)	(1.106)	5.130	(32.871)	(0.094)	(27.836)
Cumulative							
All Wales Genomics Service	0.036	0.000	0.000	0.036	0.000	(0.118)	(0.082)
Capital Estates & Facilities	3.940	0.881	(0.115)	4.706	0.000	(0.024)	4.682
Children & Women	2.000	1.213	0.000	3.213	0.000	0.460	3.673
Clinical Diagnostics & Therapies	1.756	0.920	(0.692)	1.984	0.000	0.366	2.350
Dragon's Heart Hospital	45.124	0.000	0.000	45.124	0.000	0.001	45.125
Executives	2.376	0.574	0.000	2.950	0.000	(0.718)	2.232
Medicine	7.798	1.347	(0.206)	8.938	0.000	0.937	9.876
Mental Health	1.352	1.290	0.000	2.642	0.000	0.075	2.717
PCIC	9.227	2.507	(2.278)	9.456	0.000	(0.228)	9.228
Specialist	2.890	1.638	(3.298)	1.230	0.000	0.052	1.281
Surgery	3.326	1.707	(7.075)	(2.042)	0.000	(0.924)	(2.966)
SubTotal Delegated Position £m	79.825	12.076	(13.664)	78.237	0.000	(0.123)	78.114
Central Budgets	6.334	(3.615)	(1.813)	0.906	0.000	(0.148)	0.758
Total	86.159	8.461	(15.477)	79.143	0.000	(0.271)	78.872
Welsh Government COVID - 19 Funding	0.000	0.000	0.000	0.000	(79.143)	0.000	(79.143)
Total Variance £m	86.159	8.461	(15.477)	79.143	(79.143)	(0.271)	(0.271)

Delegated budgets are £78.114m overspent for the 6 months to the end of September 2020. £78.237m of this overspend relates to additional expenditure generated in response to COVID 19. There is an operational surplus of £0.123m against delegated budgets and a further 0.148m underspend against central budgets leaving a total operational underspend of £0.271m. Whilst the overall operational position is broadly balanced there are pressures in some areas. The largest operational overspend is in the Medicine Clinical Board (£0.937m deficit) where the main pressure is against nursing and in Women & Children (£0.460m deficit) where there are pressures against medical staff and other non pay. The in month improvement in PCIC reflects a number of nursing vacancies and updated GMS enhanced services and prescribing data.

Whilst the UHB currently has an operational underspend further review and assurance will be required to ensure that this is maintained as there is a wide variation in performance.

Savings Programme

The UHBs 2020/21 IMTP included a £29.000m savings target.

The assessed slippage against the plan has improved from £24.331m to £20.502m in month reflecting the non recurrent release of balance sheet opportunities in September. At month 6 the UHB has identified green and amber savings schemes totalling £8.498m to deliver against the £29.000m savings target as summarised in Table 12.

Table 12: Progress against the 2020/21 Savings Programme at Month 6

	Total Savings Target £m	Total Savings Identified £m	Total Savings (Unidentified) £m
Total £m	29.000	8.498	(20.502)

Further analysis of the September position is shown in **Appendix 1**.

Underlying Financial Position

A key challenge to the UHB is eliminating its underlying deficit. The UHB's accumulated underlying deficit brought forward into 2020/21 is £11.5m which reflects a reduction of £24.8m during 2019/20. An illustration of the year on year movement in the underlying deficit is shown at **Appendix 7**.

Successful delivery of the 2020/21 plan would have reduced this to £4m by the year end. The achievement of this is dependent upon delivering the £25.0m 2020/21 recurrent savings schemes. The latest assessment is that this will be circa £21.2m less than planned and this will increase the underlying deficit to £25.2m. This is shown in Table 13.

Table 13: Summary of Underlying Financial Position

	Submitted IMTP £m	Forecast Position @Month 6	
		Non Recurrent £m	Recurrent Position £m
b/f underlying deficit	(11.5)	0.000	(11.500)
Net Allocation Uplift (inc LTA inflation)	36.1		36.1
Cost Pressures	(50.6)		(50.6)
Investments	(3.0)		(3.0)
Recurrent Cost Improvement Plans	25.0		25.0
Non Recurrent Cost Improvement Plans	4.0	4.0	
Submitted 2020/21 IMTP £m	(0.0)	4.0	(4.0)
<u>In Year Movements</u>			
Non Delivery of Planned Savings (due to COVID- 19)	(20.5)	0.7	(21.2)
Revenue cost DHH	(63.2)	(63.2)	
Operational Expenditure Cost Increase Due To Covid-19	(90.0)	(90.0)	
Planned Operational Expenditure Cost Reduction Due To Covid-19	19.2	19.2	
Slippage on Planned Investments Due To Covid-19	1.3	1.3	
COVID 19 Welsh Govt. Funding based on Q3/Q4 planning assumptions	153.3	153.3	
Revised Forecast Surplus/(Deficit) 2020/21	(0.0)	25.2	(25.2)

In addition, the UHB has identified a number of areas where expenditure could impact upon the underlying position. These risks are set out in **Appendix 6** and further work is required to either

mitigate them or manage them within a deliverable 2021/22 financial plan. The list of new/potential recurrent commitments of £3.4m is not exhaustive and further detailed work will continue in order to identify recurrent impacts.

Balance Sheet

The balance sheet at month 6 is detailed in **Appendix 2**.

The opening balances at the beginning of April 2020 reflect the closing balances in the 2019/20 Annual Accounts approved by the UHB's Board

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 and capital spend.

Cash Flow Forecast

The closing cash balance at the end of September was £8.985m which is higher than planned. The month end balance is expected to fall back to circa £4m at the end of October.

The UHB is now predicting a positive cash balance at the end of 2020/21 in line with the improved financial forecast as shown at **Appendix 3**.

Public Sector Payment Compliance

The UHB's public sector payment compliance performance improved in month from 95.3% to 96.4% at the end of September and continues to meet the 95% performance target.

Capital Resource Limit (CRL)

Progress against the CRL for the period to the end of September 2020 is summarised in Table 12 and detailed in **Appendix 4**.

Table 12: Progress against Capital Resource Limit @ September 2020

	£m
Planned Capital Expenditure at month 6	33.296
Actual net expenditure against CRL at month	31.623
Variance against planned Capital Expenditure at month	1.673

Capital progress for the year to date is satisfactory with net expenditure to the end of September being 39% of the UHB's approved Capital Resource Limit. The UHB had an approved capital resource limit of £81.310m as at the 12th October 2020 comprising of £14.548m discretionary funding and £66.762m towards specific projects (including Rookwood Replacement, CRI Links, Cystic Fibrosis Service, CT Scanners & COVID-19 capital works and equipment)

Additional funding has been allocated to support the response to COVID 19 and the UHBs CRL has been updated to reflect this. The UHB has however requested further COVID 19 funding especially to support the provision of elective and routine services through the creation of green zones. The value of this is £2.5m and to date £1.043m of the funding has been confirmed and the UHB has reprioritized its discretionary capital plan to mitigate the remaining risk.

Key Risks

At month 6, following confirmation of additional funding assumptions, the key revenue financial risk is managing the impact of COVID 19 within the additional resources provided. The UHB also has a capital risk to manage if further COVID 19 funding is not secured from Welsh Government.

Recommendation:

The Finance Committee is asked to:

- **NOTE** the month 6 financial impact of COVID 19 which is assessed at £79.143m;
- **NOTE** the additional Welsh Government COVID 19 funding of £79.143m assumed within the month 6 position.
- **NOTE** the month 6 reported financial position being an operational surplus of £0.271m;
- **NOTE** the forecast break even position which assumes additional Welsh Government funding of £153.306m to manage the impact of COVID 19 in line with quarter 3&4 planning assumptions;
- **NOTE** the risks that are being managed on the capital programme;
- **NOTE** the revised forecast 2020/21 carry forward Underlying Deficit of £25.2m and the risks identified that, if not managed, could increase this.

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Shaping our Future Wellbeing Strategic Objectives

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

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

Five Ways of Working (Sustainable Development Principles) considered

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

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

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2020/21 SAVING SCHEMES

2020-21 In-Year Effect

Clinical Board	20-21 Target 3.5%	Green	Amber	Total Green & Amber	Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
PCIC Clinical Board	5,855	839	0	839	10	5,016
Surgery	4,081	666	29	695	0	3,386
Specialist Services	3,582	305	0	305	0	3,277
Mental Health	2,608	28	0	28	0	2,580
CD&T	2,897	1,078	3	1,081	0	1,816
Children & Women	3,149	695	36	731	0	2,418
Medicine	3,330	585	0	585	0	2,745
Capital Estates and Facilities	2,289	413	145	559	1,622	1,730
Corporate Executives	1,209	61	0	61	102	1,148
SubTotal Clinical Boards	29,000	4,670	214	4,884	1,734	24,116
Health Board Wide Schemes		3,614	0	3,614	13,900	(3,614)
Total	29,000	8,284	214	8,498	15,634	20,502

2020-21 Full Year Effect

Clinical Board	20-21 Target 3.5%	Green	Amber	Total Green & Amber	Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
PCIC Clinical Board	5,047	839	0	839	10	4,208
Surgery	3,518	591	63	653	0	2,865
Specialist Services	3,088	105	0	105	0	2,983
Mental Health	2,248	21	0	21	0	2,227
CD&T	2,497	1,052	6	1,058	0	1,439
Children & Women	2,715	477	36	513	0	2,201
Medicine	2,871	388	0	388	0	2,483
Capital Estates and Facilities	1,973	53	145	198	23	1,775
Corporate Executives	1,042	30	0	30	0	1,012
SubTotal Clinical Boards	25,000	3,556	250	3,806	33	21,194
Health Board Wide Schemes:					13,900	
Total	25,000	3,556	250	3,806	13,933	21,194

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Appendix 2

Balance Sheet as at 30th September 2020

	Opening Balance 1 st April 2020	Closing Balance 30 th September 2020
Non-Current Assets	£'000	£'000
Property, plant and equipment	687,650	730,328
Intangible assets	2,133	1,729
Trade and other receivables	17,779	17,194
Other financial assets		
Non-Current Assets sub total	707,562	749,251
Current Assets		
Inventories	16,784	17,025
Trade and other receivables	161,605	199,828
Other financial assets	0	
Cash and cash equivalents	1,410	8,984
Non-current assets classified as held for sale		
Current Assets sub total	179,799	225,837
TOTAL ASSETS	887,361	975,088
Current Liabilities		
Trade and other payables	182,792	162,472
Other financial liabilities		
Provisions	113,580	131,673
Current Liabilities sub total	296,372	294,145
NET ASSETS LESS CURRENT LIABILITIES	590,989	680,943
Non-Current Liabilities		
Trade and other payables	8,489	8,165
Other financial liabilities		
Provisions	19,327	14,208
Non-Current Liabilities sub total £'000s	27,816	22,373
TOTAL ASSETS EMPLOYED £'000s	563,173	658,570
FINANCED BY:		
Taxpayers' Equity		
General Fund	450,666	519,751
Revaluation Reserve	112,507	138,819
Total Taxpayers' Equity £'000s	563,173	658,570

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CASHFLOW FORECAST AT THE END OF SEPTEMBER 2020

	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)	134,620	99,200	101,500	83,800	77,520	92,495	91,505	81,790	101,255	79,935	96,245	78,972	1,118,837
WG Revenue Funding - Non Cash Limited (NCL)	1,600	1,500	1,435	1,510	660	1,265	1,330	1,060	1,295	1,295	1,295	5,134	19,379
WG Revenue Funding - Other (e.g. invoices)	1,308	1,271	2,919	1,339	1,596	1,381	1,263	1,504	1,263	1,504	4,152	4,392	23,893
WG Capital Funding - Cash Limit	13,100	4,000	4,000	4,000	6,000	2,500	4,000	11,000	10,000	10,000	5,000	7,710	81,310
Sale of Assets	0	0	0	0	0	0	0	0	386	0	0	0	386
Income from other Welsh NHS Organisations	54,611	45,256	47,524	56,980	33,653	47,691	52,495	33,050	53,841	36,862	40,949	49,085	551,996
Other - (Specify in narrative)	11,911	3,736	4,851	11,409	5,068	6,656	13,604	5,464	6,102	12,467	4,973	10,744	96,986
TOTAL RECEIPTS	217,150	154,963	162,229	159,039	124,498	151,988	164,197	133,868	173,757	142,063	152,613	156,037	1,892,401
PAYMENTS													
Primary Care Services : General Medical Services	5,816	4,468	8,805	4,351	4,377	6,865	4,423	4,421	7,308	4,421	4,421	7,308	66,982
Primary Care Services : Pharmacy Services	219	189	115	87	65	81	90	125	250	500	250	250	2,221
Primary Care Services : Prescribed Drugs & Appliances	13,902	8,639	7,986	14,801	3	7,661	14,586	0	15,220	0	7,610	7,610	98,019
Primary Care Services : General Dental Services	1,902	1,959	2,011	2,001	2,282	2,186	2,350	2,100	2,100	2,100	2,100	2,100	25,190
Non Cash Limited Payments	1,928	2,235	2,014	1,701	1,831	1,904	1,555	1,900	1,900	1,900	1,900	1,900	22,668
Salaries and Wages	53,294	55,612	56,237	56,072	54,957	53,597	54,359	54,345	54,381	54,222	54,832	54,568	656,475
Non Pay Expenditure	103,118	63,632	60,123	55,255	53,816	55,082	64,801	54,781	55,936	65,035	62,489	60,792	754,859
Capital Payment	9,740	6,975	6,191	2,331	2,513	3,984	4,830	11,300	11,000	9,000	5,000	8,446	81,310
Other items (Specify in narrative)	21,838	15,111	17,641	22,372	4,669	15,749	22,126	4,930	25,643	4,930	13,940	16,633	185,581
TOTAL PAYMENTS	211,756	158,821	161,123	158,969	124,513	147,110	169,119	133,902	173,737	142,107	152,541	159,607	1,893,305
Net cash inflow/outflow	5,394	(3,858)	1,106	70	(15)	4,878	(4,922)	(33)	19	(45)	72	(3,570)	
Balance b/f	1,410	6,804	2,946	4,052	4,122	4,107	8,985	4,063	4,030	4,049	4,004	4,076	
Balance c/f	6,804	2,946	4,052	4,122	4,107	8,985	4,063	4,030	4,049	4,004	4,076	506	

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Appendix 4

PROGRESS AGAINST CRL AS AT 30th SEPTEMBER 2020

Approved CRL issued October 12 th 2020 £'000s		81,310				
Performance against CRL	Year To Date			Forecast		
	Plan £'000	Actual £'000	Var. £'000	Plan £'000	F'cast £'000	Var. £'000
All Wales Capital Programme:						
Reprovision of Rookwood Hospital	3,120	2,910	(210)	4,662	6,888	2,226
MRI Scanner 19/20 Slippage	255	255	0	250	255	5
Cystic Fibrosis Service	1,209	1,699	490	3,734	3,734	0
Well Being Hub - Maelfa	245	245	0	245	245	0
Well Being Hub - Penarth	33	30	(3)	224	224	0
CT Scanner- Emergency Unit	0	0	0	427	427	0
CT Scanner- Emergency Unit	0	0	0	233	233	0
ICF-CRI Chapel	1,164	1,003	(161)	2,633	2,633	0
Major Trauma Centre	174	185	11	605	605	0
CRI Links	1,736	1,500	(236)	4,528	4,805	277
Pharmacy equipment	28	30	2	28	30	2
Covid 19 -Mobile CT Scanner	600	600	0	600	600	0
Covid 19-digital/inpatient/critical care beds	612	641	29	1,071	1,071	0
Covid 19- slippage from 19/20 (monitors & mobile x ray)	525	341	(184)	742	742	0
Covid 19 oxygen infrastructure works at uhw	370	371	1	350	371	21
Covid 19-HCID Development uhw	6,020	5,816	(204)	6,250	6,250	0
Covid 19-digital devices	425	424	(1)	589	589	0
COVID 19 - Works to St David's Hospital	136	81	(55)	136	136	0
COVID 19 - Works to Barry Hospital	239	145	(94)	239	239	0
COVID – 19 Funding requirements for 2020-21 (Tranche 1 – June 2020)	927	571	(356)	1,027	1,027	0
COVID 19 - Funding requirements for 2020-21 (Tranche 2 – July 2020)	3,916	3,680	(236)	3,916	3,916	0
COVID 19 - Additional surge capacity at UHW	6,114	6,114	0	33,230	33,230	0
COVID 19 - Green Zones	725	725	0	1,043	1,043	0
Sub Total	28,573	27,367	(1,206)	66,762	69,293	2,531
Discretionary:						
I.T.	131	115	(16)	1,250	1,250	0
Equipment	239	204	(35)	2,467	2,467	0
Statutory Compliance	459	337	(122)	2,800	2,800	0
Estates	3,894	3,600	(294)	8,498	5,967	(2,531)
Sub Total	4,723	4,256	(467)	15,015	12,484	(2,531)
Donations:						
Charitable Funds Equipment	0	0	0	467	467	0
Sub Total	0	0	0	467	467	0
Asset Disposals:						
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
Sub Total	0	0	0	0	0	0
CHARGE AGAINST CRL	33,296	31,623	(1,673)	81,310	81,310	0
PERFORMANCE AGAINST CRL (Under)/Over £'000s			(49,687)		0	

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DRAGONS HEART HOSPITAL (DHH) - FIELD HOSPITAL COST ESTIMATE MONTH 6

Organisation:	Cardiff & Vale UHB	Cardiff & Vale UHB
Proposed site:	Total	Dragons Heart Hospital

	2020/21	2021/22	2020/21	2021/22
	£000	£000	£000	£000
Estimated Costs	£	£	£	£
Set up costs - capital	2686	0	2686	0
Set up costs - revenue	44958	0	44958	0
Running costs - pay	441	0	441	0
Running costs - non pay	17849	0	17849	0
Total estimated costs	65934	0	65934	0

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Running costs - pay (additional costs only)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Total	Sunk Costs	Variable
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Medical and Dental - establishment	10	22	-2	6	0									36	36
Medical and Dental - agency / locum														0	
Nursing - establishment	12	65	34	0	0									111	111
Nursing - bank														0	
Nursing - agency														0	
Prof Scientific and Technical - establishment	1	5	13	0	0									19	19
Prof Scientific and Technical - agency														0	
AHP - establishment	7	22	16	4	0									49	49
AHP - agency														0	
Healthcare Scientists - establishment	2	18	0	0	0									20	20
Healthcare Scientists - agency														0	
Estates / Ancillary staff - establishment	0	56	27	-10	0									73	73
Estates / Ancillary staff - agency				133	0									133	133
Admin and Clerical - establishment														0	
Admin and Clerical - agency														0	
Students														0	
HCA's														0	
Portering														0	
Domestics														0	
Catering														0	
IT														0	
Total running costs - pay (additional costs only)	32	188	88	133	0	0	0	0	0	0	0	0	0	441	441

Running costs - non pay	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Total	Sunk Costs	Variable
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Rent														0	
Business rates														0	
Utility costs														0	
Laundry costs														0	
Catering costs														0	
Cleaning costs														0	
Waste disposal costs														0	
Security costs														0	
Transport costs														0	
Personal Protective Equipment														0	
Drugs	14	8	1											18	18
Medical gases	0	17	28	7	7	-6	7							60	60
M&SE - consumables	86	98	45	2	0	156								387	387
Stationery														0	
Telephony costs														0	
CHC costs														0	
Discharge to assess/recover costs														0	
Insurance														0	
IT														0	
Maintenance														0	
Site management														0	
Decommissioning Costs					858	-285	308	1153	660	660				3354	3354
Consequential Losses			204	-126	64	217	550	1450	1300					3659	3659
Other costs (specify below)															
WRU Stadium Running Costs			169	498	519	379	385	385	399	385				3119	3119
Blues CAP site Running Costs			43	52	48	153	75	75	35	35				516	516
WRU & Blues Reinstatement/Dilapidation Compensation							530	1700	900	1400	238			4768	4768
UHB Equipment Removal Costs					50	50	75	100	25					300	300
Cardiff Council - Plaza Reinstatement							60		55					115	115
Mitie - soft FM running costs	194	206	750	0	0	0								1150	1150
Hard FM, e.g electrical contractors, plumbing contractors	130	122	112	-133	0	0								231	231
Other costs	120	0	197	0	0	-145								172	172
Total running costs - non pay	544	451	1549	300	1546	514	1990	4863	3374	2480	238	0	17849	17849	0

Summary	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Total	Sunk Costs	Variable
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Total Setup Costs	34987	8992	-4014	53	3041	-593	2085	2350	265	45	433	0	47644	47644	0
Total Running Costs	576	639	1637	433	1546	514	1990	4863	3374	2480	238	0	18290	18290	0
Total Costs	35563	9631	-2377	486	4587	-79	4075	7213	3639	2525	671	0	65934	65934	0

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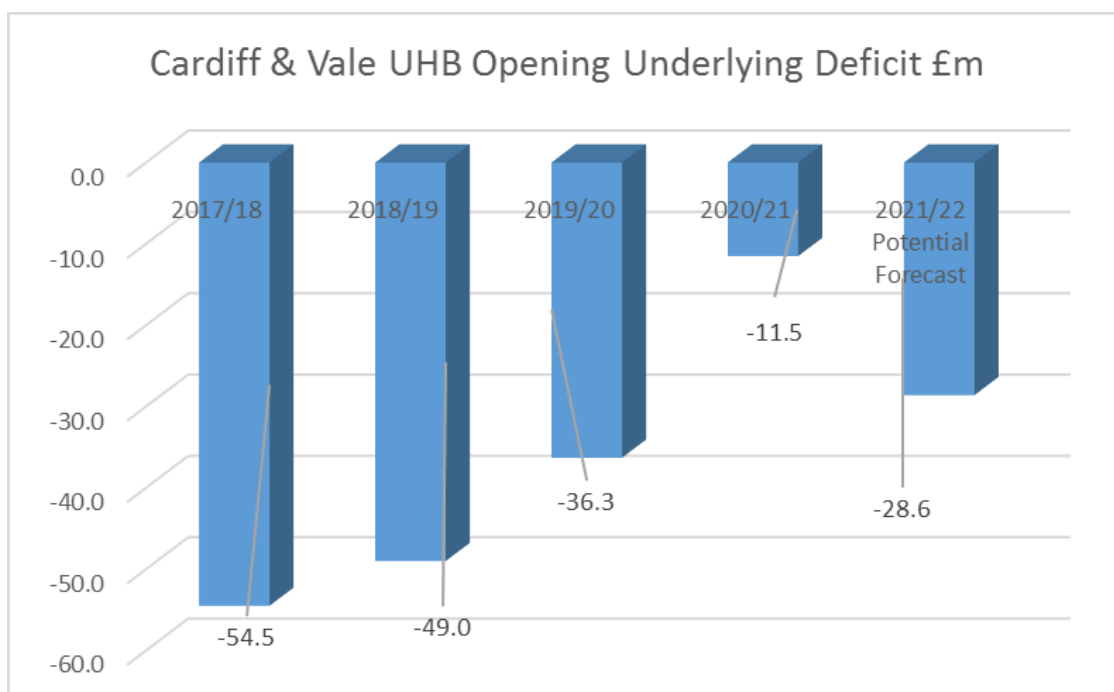
POTENTIAL UNDERLYING DEFICIT

	£m
Assessed underlying deficit at month 6	(25.2)
New/potential recurrent commitments	
CAV 24/7	(1.8)
PART (to be first call on investment funding)	(0.8)
EU junior doctor rota	(0.5)
Antimicrobial stewardship	(0.1)
Quality led governance	(0.2)
Cardiac services Landough	tbc
Critical care capacity	tbc
PACU dislocation from ITU	tbc
Primary Care switch to DOACs	tbc
Potential Closing underlying deficit position £m	(28.6)

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Year on Year Movement in Cardiff & Vale UHB Underlying Deficit



Bricknell Helen
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Report Title:	Finance Risk Register			
Meeting:	Finance Committee		Meeting Date:	28 th October 2020
Status:	For Discussion	For Assurance	For Approval	For Information
Lead Executive:	Executive Director of Finance			
Report Author (Title):	Assistant Director of Finance			

Background and current situation:

This report highlights the 2020/21 Finance Risk Register risk categorisation by severity of risk as at 28th October 2020. The detailed 2020/21 risk register is shown in Appendix 1.

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

2020/21 UHB Financial Risks at 28th October 2020

Risk Category	Risk Score	Number of Risks as at 28 October 2020
Extreme Risk	20 - 25	2
High Risk	12 - 16	3
Moderate Risk	4 - 10	6
Low Risk	1 - 3	0

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

Fin01/20 – Reducing underlying deficit from £11.5m to £4.0m in line with IMTP submission.

Fin03/20 – Delivery of £29.0m (3.5%) CIP

The Finance Committee is asked to note the COVID-19 financial plan risk (FIN10/20). Surge capacity COVID-19 is shown in appendix 2 as a sub-set to the main risk register.

Assessment and Risk Implications (Safety, Financial, Legal, Reputational etc:)

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

All risks have been reviewed in the month. Key updates for the month:

FIN10/20 – COVID 19 financial plan impact. Risk has been reduced from extreme to moderate following confirmation of in year non-recurrent WG COVID funding.

FIN02/20 – Manage budget pressures. Risk has been reduced from High to Moderate following the continuation of operational underspend now at £0.271m at month 6.

Recommendation:

The Finance Committee is asked to:

- **NOTE** the risks highlighted within the 2020/21 risk register
- **NOTE** the risks highlighted in the Surge Capacity sub set-risk register

Shaping our Future Wellbeing Strategic Objectives

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

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

Five Ways of Working (Sustainable Development Principles) considered

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

Prevention		Long term	x	Integration		Collaboration		Involvement	
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Equality and Health Impact Assessment Completed:

Not Applicable



CB/Dir Ref No	Domain	Date Entered onto new CB/Dir/UHB Risk Register	Risk/Issue (Including Impact)	Exec Lead	Initial Risk Rating			Existing Controls	Assurance	Current Risk Rating			Gaps in Controls	Gaps in Assurance	Summary of Additional Actions being undertaken	Who	When	Target Risk Rating if Controls in Place			Date of Next Review	Level of assurance required
					Impact / Consequence	Likelihood	Score			Impact / Consequence	Likelihood	Score						Impact / Consequence	Likelihood	Score		
Fin01/20	Finance	Jan-20	The opening underlying deficit in 20/21 is planned to be £11.5m. The IMTP planned c/f underlying deficit in 2021/22 is £4m.	Director of Finance	5	4	20	Governance reporting and monitoring arrangements through the Finance Committee and Board	Limited Assurance	5	4	20	Adequate but more Action Required	Identification of 3.5% savings plan whilst managing and addressing budget pressures.	Progress against the underlying deficit is to be managed by Management Executive.	Assistant Director of Finance	Mar-21	5	4	20	Nov-20	Management
Fin02/20	Finance	Jan-20	Manage Budget pressures	Director of Finance	5	4	20	The requirement to manage budget pressures clearly communicated to primary budget holders. Standing Financial Instructions set spending limits. Progress to be reviewed through Executive Performance Reviews with Clinical Boards.	Limited Assurance	5	2	10	Adequate but more Action Required	Plans to address overspending budgets in 2019/20 addressing the risk in 2020/21. A small operational underspend of £0.271m was reported at month 6.	Progress to be monitored and managed by Management Executive.	Assistant Director of Finance	Mar-21	5	2	10	Nov-20	Management
Fin03/20	Finance	Jan-20	Deliver 3.5% CIP (£29m)	Director of Finance	5	4	20	3.5% recurrent CIP target clearly communicated to budget holders. CIP tracker in place to monitor weekly progress across the organisation. Health Board Wide Schemes being led by Executive Directors Monthly Financial Clearance Meeting. Executive / Clinical Board Performance Reviews.	Limited Assurance	5	4	20	Adequate but more Action Required	£11.330m savings identified as green or amber against target of £29m as at w/c 17th February 2020. Following COVID-19 impact, £8.498m savings are currently identified as green or amber	Savings tracker updated weekly with WG being kept informed of our progress against savings target through monthly monitoring returns.	Assistant Director of Finance	Mar-21	5	4	20	Nov-20	Management
Fin04/20	Finance	Jan-20	Manage internal investments within £3m envelope	Director of Finance	4	4	16	Internal investment plan agreed - business cases continue to be approved through the Business Case Approval Group (BCAG)	Reasonable assurance	4	3	12	Optimum Controls/NFA Required	None	No new revenue or capital business investments should be progressed unless related to the response to COVID-19 or otherwise expressly approved by Welsh Government.	Assistant Director of Finance	Mar-21	4	2	8	Nov-20	Management
Fin05/20	Finance	Jan-20	Commissioning Risks	Director of Finance	3	3	9	Regular performance/LTA meetings with other providers/WHSSC and internal commissioning group.	Reasonable assurance	3	3	9	Optimum Controls/NFA Required	IMTP commissioner / provider sign off and agreement	None	Assistant Director of Finance	Mar-21	3	2	6	Nov-20	Management
Fin06/20	Finance	Feb-20	Management of Nursing overspend	Director of Finance	4	4	16	Progress to be monitored through Nursing Productivity Group and Executive / Clinical Board Performance Reviews.	Limited Assurance	4	3	12	Adequate but more Action Required	Plans to address overspending budgets in 2019/20 addressing the risk in 2020/21.	Progress on delivery against nursing budgets is to be managed by Management Executive.	Assistant Director of Finance	Mar-21	4	3	12	Nov-20	Management
Fin07/20	Finance	Feb-20	Deliver RTT within resources available	Director of Finance	4	4	16	The UHB will continue to work closely with WG to ensure appropriate resources are made available to maintain progress against the national operating framework.	Limited Assurance	4	2	8	Adequate but more Action Required	None	Position will continually be assessed as planned care workstreams come back online in line with Q3/Q4 plan.	Assistant Director of Finance	Mar-21	4	2	8	Nov-20	Management
Fin08/20	Finance	Feb-20	Winter pressures managed within available resources	Director of Finance	4	4	16	Winter plan for 2020/21 to be developed in partnership with Local Authorities and signed off by Management Executive	Limited Assurance	4	3	12	Adequate but more Action Required	None	WG do not require a separate winter plan in 2020/21. WG Winter Protection Plan published and Urgent and Emergency Care funding confirmed. Bids currently being submitted.	Assistant Director of Finance	Mar-21	3	3	9	Nov-20	Management
Fin09/20	Finance	Feb-20	Cardiac outsourcing	Director of Finance	3	3	9	Potential to need to outsource up to 50 patients at an estimated cost of £0.020m per patient	Reasonable assurance	3	3	9	Adequate but more Action Required	None	None	Assistant Director of Finance	Mar-21	3	3	9	Nov-20	Management
Fin10/20	Finance	Feb-20	COVID-19 financial plan impact	Director of Finance	5	4	20	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through COVID-19 Strategic Gold Command and Directors of Operations. Capital and Revenue expenditure to be claimed through WG	Limited Assurance	5	2	10	Adequate but more Action Required	Agreement of plan and funding with WG. WG COVID Funding totalling £55.185m has been received to month 5. The net COVID forecast at month 5 stands at £93.617m.	1. Modelling of anticipated patient flows, and the resultant workforce, equipment and operational requirements is managed through Gold command; 2. Financial modelling and forecasting is co-ordinated on a regular basis; 3. Financial reporting to WG on local costs incurred as a result of COVID-19 to inform central and local scrutiny, feedback and decision making.	Assistant Director of Finance	Mar-21	5	2	10	Nov-20	Management
Fin11/20	Finance	Feb-20	COVID-19 Test, Trace, Protect (TTP)	Director of Finance	3	3	9	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through COVID-19 Strategic Gold Command and Directors of Operations. Capital and Revenue expenditure to be claimed through WG	Limited Assurance	3	3	9	Adequate but more Action Required	The contact tracing service is hosted by Cardiff Council on behalf of the 3 organisations. The TTP service went live on 1st June. Local authority income of £7.3m confirmed by WG against local authority costs of £7.539m and a total TTP forecast cost of £10.621m.	Detailed TTP forecast projections are submitted to WG on a monthly basis through the monthly monitoring returns	Assistant Director of Finance	Mar-21	3	2	6	Nov-20	Management

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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.

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

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

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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 <u>not</u> meeting objective	<0.1 per cent	0.1-1 per cent	1 -10 per cent	10-50 per cent	>50 per cent

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

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

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

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

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CB/Dir Ref No	Domain	Date Entered onto new CB/Dir/UHB Risk Register	Risk/Issue (Including Impact)	Exec Lead	Initial Risk Rating			Existing Controls	Assurance	Current Risk Rating			Gaps in Assurance	Summary of Additional Actions being undertaken	Who	When	Target Risk Rating if Controls in Place			Date of Next Review	Level of assurance required	
					Impact / Consequence	Likelihood	Score			Impact / Consequence	Likelihood	Score					Impact / Consequence	Likelihood	Score			
Fin01/20 DHH	Finance	Apr-20	COVID-19 financial plan impact Dragons Heart Hospital(DHH)	Director of Finance	5	4	20	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through COVID-19 Strategic Gold Command and Director of Operations. Capital and Revenue expenditure to be claimed through WG	Limited Assurance	4	3	12	Adequate but more Action Required	Agreement of plan and funding with WG	Assistant Director of Finance	Mar-21	3	3	9	Nov-20	Management	
Fin02/20 DHH	Finance	Apr-20	Costs exceeding forecast ranges due to unforeseen technical and/or market forces factors	Director of Finance	5	4	20	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through COVID-19 Strategic Gold Command and Director of Operations. Capital and Revenue expenditure to be claimed through WG	Limited Assurance	3	3	9	Adequate but more Action Required	Agreement of plan and funding with WG	Assistant Director of Finance	Mar-21	3	2	6	Nov-20	Management	
Fin03/20 DHH	Finance	Apr-20	Damage and alteration to the stadium driving reinstatement cost above current project provision	Director of Finance	5	4	20	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through COVID-19 Strategic Gold Command and Director of Operations. Capital and Revenue expenditure to be claimed through WG	Limited Assurance	4	4	16	Adequate but more Action Required	Agreement of plan and funding with WG	Assistant Director of Finance	Mar-21	3	3	9	Nov-20	Management	
Fin04/20 DHH	Finance	Apr-20	Cost of delays in vacating the stadium leading to consequential claim by the WRU and Cardiff Blues	Director of Finance	5	4	20	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through COVID-19 Strategic Gold Command and Director of Operations. Capital and Revenue expenditure to be claimed through WG	Limited Assurance	3	5	15	Adequate but more Action Required	Agreement of plan and funding with WG	Assistant Director of Finance	Mar-21	2	5	10	Nov-20	Management	
Fin05/20 DHH	Finance	May-20	In many instances there is only a letter of intent in place with contractors as opposed to a formal contract	Director of Finance	4	4	16	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through COVID-19 Strategic Gold Command and Director of Operations. Capital and Revenue expenditure to be claimed through WG	Limited Assurance	3	4	12	Adequate but more Action Required	Agreement of plan and funding with WG	Assistant Director of Finance	Mar-21	3	3	9	Nov-20	Management	
Fin06/20 DHH	Finance	Sep-20	Period between egress from the DHH (31 October 2020) and availability of the new Surge Hospital (Mid to late November)	Director of Finance / COO	5	4	20	DHH Programme Board continues with its work concentrating on operational stand by, cost control, decommissioning, reinstatement and egress. DHH Programme Board has reported via SBAR to Management Executive the key egress dates it is working to in conjunction with all partners. On current trajectory there will be a gap between availability of the DHH surge capacity and the new Surge Hospital capacity at UHW. A recommendation has been made to Management Executive that the COO considers emergency capacity to support a surge in COVID admissions during the gap period. The option to extend at the DHH is uncertain and carries significant financial penalty.	Limited Assurance	5	4	20	Adequate but more Action Required	Agreement of an internal clinical and operational plan to step up available capacity within the UHB footprint to breach the gap in surge capacity if needed as a result of increased COVID admissions.	Re-confirmation of key egress dates has been provided to Director of Planning to identify need for contingency planning within the UHB's operational services. The announcement of a new lockdown fire break by Welsh Government on 19 October will help suppress demand during the interim period.	DHH Programme Director/Assistant Director of Finance	Sep-20	3	3	9	Nov-20	Management
Fin07/20 DHH	Finance	Oct-20	Failure to deliver new Surge Hospital on time on budget to ready state for operational usage	Director of Finance	4	4	16	A Surge Hospital Programme Board is being established. This partially mirrors the DHH Programme Board which continues to operate effectively. The new Board retains the experience of a number of DHH Programme Board members alongside the new partners. The build project will be led by Capital & Estates alongside the main contractors, Darlows and other cost advisors. It is crucial that the appropriate clinical and operational groups feed into the design and fit out of the new build to enable the initial bed capacity to be fit for purpose as early as possible.	Limited Assurance	5	4	20	Adequate but more Action Required	Surge Hospital Programme Board due to convene on 14 Sep 2020	It will be important that the Surge Hospital Programme Board correctly identifies the appropriate working sub groups and assigns clear responsibilities and time lines accordingly. The UHB needs to free up appropriate officers to enable the same level of rigour and urgency that existed in the original DHH Project	Director of Planning/Dir ector of Finance	Sep-20	3	3	9	Nov-20	Management



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Human resources/ organisational development/staffing / competence	Short-term low staffing level that temporarily reduces service quality (< 1 day)	Low staffing level that reduces the service quality	Late delivery of key objective/ service due to lack of staff Unsafe staffing level or competence (>1 day) Low staff morale Poor staff attendance for mandatory/key professional training	Uncertain delivery of key objective/service due to lack of staff Unsafe staffing level or competence (>5 days) Loss of key staff Very low staff morale No staff attending mandatory/ key professional training	Non-delivery of key objective/service due to lack of staff Ongoing unsafe staffing levels or competence Loss of several key staff No staff attending mandatory training /key professional training on an ongoing basis
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Adverse publicity/ reputation	Rumours Potential for public concern	Local media coverage – short-term reduction in public confidence Elements of public expectation not being met	Local media coverage – long-term reduction in public confidence	National media coverage with <3 days service well below reasonable public expectation	National media coverage with >3 days service well below reasonable public expectation. MP/AM concerned (questions in the House/Assembly) Total loss of public confidence
Business objectives/ projects	Insignificant cost increase/ schedule slippage	<5 per cent over project budget Schedule slippage	5–10 per cent over project budget Schedule slippage	Non-compliance with national 10–25 per cent over project budget Schedule slippage Key objectives not met	Incident leading >25 per cent over project budget Schedule slippage Key objectives not met
Finance including claims	Small loss Risk of claim remote	Loss of 0.1–0.25 per cent of budget Claim less than £10,000	Loss of 0.25–0.5 per cent of budget Claim(s) between £10,000 and £100,000	Uncertain delivery of key objective/Loss of 0.5–1.0 per cent of budget Claim(s) between £100,000 and £1 million Purchasers failing to pay on time	Non-delivery of key objective/ Loss of >1 per cent of budget Failure to meet specification/ slippage Loss of contract Claim(s) >£1 million
Service/business interruption	Loss/interruption of >1 hour	Loss/interruption of >8 hours	Loss/interruption of >1 day	Loss/interruption of >1 week	Permanent loss of service or facility
Environmental impact	Minimal or no impact on the environment	Minor impact on environment	Moderate impact on environment	Major impact on environment	Catastrophic impact on environment

Likelihood Score (L)

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

Likelihood Score

Descriptor	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
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 <u>not</u> meeting objective	<0.1 per cent	0.1-1 per cent	1 -10 per cent	10-50 per cent	>50 per cent

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

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

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

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

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THE WELSH GOVERNMENT FINANCIAL COMMENTARY
FINANCIAL POSITION FOR THE SIX MONTH PERIOD ENDED
30th SEPTEMBER 2020

INTRODUCTION

The Welsh Government wrote to the UHB on 19th March 2020 to confirm that whilst the UHB had an approvable plan, it had paused the IMTP process for an indefinite period so that organisations could focus on the challenges of COVID 19.

At month 6, the UHB is reporting an underspend of £0.271m against this plan. During the 6 months to the end of September net expenditure of £79.143m arose from the management of COVID 19 which is offset by Welsh Government COVID 19 funding leaving an operating surplus of £0.271m.

The UHB continues to progress its plans and is forecasting a breakeven year end position based upon the resource assumptions set out in NHS Wales Operating Framework 2020/21 for Q3 and Q4 and a continuation of LTA block arrangements for the rest of the financial year.

BACKGROUND

The Health Board agreed and submitted its 2020/21 – 2022/23 IMTP to Welsh Government at the end of January 2020 for its consideration. A summary of the submitted plan is provided in Table 1.

Table 1: 2020/21 IMTP

	2020/21 IMTP £m
Prior Year Plan	(4.0)
Adjustment for non recurrent items in previous year	(7.5)
b/f underlying deficit	(11.5)
Net Allocation Uplift (including LTA inflation)	36.2
Cost Pressures	(50.7)
Investments	(3.0)
Recurrent Cost Improvement Plans 3%	25.0
Non Recurrent Cost Improvement Plans 0.5%	4.0
Planned Surplus/(Deficit) 2020/21	0.0

These financial monitoring returns have been prepared against the UHB's submitted IMTP which includes a balanced position for 2020/21. This report details the financial position of the UHB for the period ended 30th September 2020. The UHB has separately identified non COVID 19 and COVID 19 expenditure against its submitted plan in order to assess the financial impact of COVID 19.

A full commentary has been provided to cover the tables requested for the month 6 financial position.

The response to the queries raised in the month 5 financial monitoring returns is set out in an attachment to this commentary.

MOVEMENT OF OPENING FINANCIAL PLAN TO FORECAST OUTTURN (TABLE A)

Table A sets out the financial plan and latest position at month 6 for which the following should be noted:

- Assumed LTA inflation that was passed to the UHB from other Health Boards;
- **The breakeven financial forecast is dependent upon LTA block arrangements continuing for the rest of the financial year.**
- The UHBs £29m 2020/21 savings target was established before the implications of managing COVID 19 were worked through. COVID 19 is adversely impacting on the UHB savings programme with substantial underachievement against the annual savings plan. It is not anticipated that this will significantly improve until the COVID 19 pandemic passes;
- The forecast position reflects the assessed COVID 19 costs in Table B3;
- It is assumed additional forecast costs will be supported by Welsh Government COVID 19 funding and the UHBs capitation share of both the Welsh Government Sustainability fund and Urgent and Emergency Care fund.
- Some of the identified savings schemes have a larger full year impact;
- The forecast underlying deficit has moved from a planned £4m as per the IMTP to £25.2m due to slippage against the recurrent saving target.

UNDERLYING POSITION (TABLE A1)

This table sets out the opening and forecast underlying financial position of the UHB.

The opening position is an underlying deficit of £11.5m and if the plan is fully delivered this would reduce to £4.0m by the year end. The achievement of this is very much dependent upon delivering the full year impact of 2020/21 savings schemes. The latest assessment is that

as a result of the impact⁵ of COVID 19 this is circa £21.2m less than planned and this would increase the underlying deficit to £25.2m.

OVERVIEW OF KEY RISKS & OPPORTUNITIES (TABLE A2)

Table A2 reflects the forecast contained in Table B3. This has been updated this month and given the volatility in the forecast linked to the response to COVID 19, this will be reviewed on a monthly basis.

The supporting narrative to the previous monitoring return highlighted an area of uncertainty related to the funding arrangements applying to TAVI arrangements between WHSSC and provider Health Boards. The issue has now been clarified and both the reduction in the UHB's commissioning share of costs and provider income has been reflected in the reported position at month 6.

A further risk arose in month 5 around the cost of an enhanced flu vaccination programme. The costing of the expansion is based on fees payable to GPs as this is the main delivery route for immunisations. The estimated cost included in the forecast is now estimated to be £2.650m which is an increase of £0.320m on the month 5 estimate of £2.330m. It is now assumed that this will be fully funded.

The current forecast excludes the cost of a mass COVID vaccination programme which is currently being assessed.

ACTUAL YEAR TO DATE (TABLE B)

Table B confirms the year to date surplus of £0.271m and reflects the analysis contained in the annual operating plan in Table A. A Summary of the surplus of £0.271m for the year to date is shown in Table 2.

Table 2: Summary Financial Position for the period ended 30th September 2020

	Month 1 £m	Month 2 £m	Month 3 £m	Month 4 £m	Month 5 £m	Month 6 £m	Total £m
COVID 19 Additional Expenditure	38.438	17.290	5.330	6.565	10.597	7.939	86.159
COVID 19 Non Delivery of Savings Plans	2.118	2.150	2.056	2.094	1.752	(1.709)	8.461
COVID 19 Reductions in Planned Expenditure	(2.522)	(4.241)	(2.921)	(1.626)	(1.885)	(0.960)	(14.155)
COVID 19 Release of Planned Investments	0.000	(0.168)	(0.679)	(0.089)	(0.244)	(0.142)	(1.322)
Net Expenditure Due To COVID 19	38.034	15.030	3.786	6.944	10.220	5.129	79.143
Operational position (Surplus) / Deficit	0.191	(0.048)	(0.204)	0.244	(0.361)	(0.094)	(0.271)
Welsh Government COVID 19 funding received			(11.016)	(0.306)	(34.950)	(32.871)	(79.143)
Financial Position (Surplus) / Deficit	38.225	14.982	(7.434)	6.882	(25.091)	(27.836)	(0.271)

The additional COVID 19 expenditure in the 6 months to the end of September was £86.159m. Within this, the costs of the Dragon's Heart Hospital are significant, especially the set up costs which allow for significant expansion. At month 6 additional costs of £45.125m related to the Dragon's

Heart Hospital (DHH). The fall in DHH in month costst relates to expenditure profiling of Dragon's Heart Hospital set up and decommissioning costs.

There was also £41.034m of other COVID 19 related additional expenditure.

COVID 19 is also adversely impacting on the UHB savings programme with underachievement of £8.461m against the month 6 target of £14.648m. This represents an improvement of £1.709m on the shortfall at month 5 following the release of circa £3.614m of non recurrent balance sheet opportunities. Further improvement is not anticipated until the COVID 19 pandemic passes.

Elective and other planned work has been significantly curtailed during this period as part of the UHB response to COVID 19 and this has seen a £14.155m reduction in planned expenditure.

The UHB has also seen slippage as a commissioner of £1.322m on the WHSSC commissioning plan due to impact of COVID 19.

The net expenditure due to COVID 19 is £79.143m. This is matched by the additional Welsh Government funding outlined in the table 3 below:

Table 3: Welsh Government COVID Funding supporting the position as at September 30th 2020

Welsh Government COVID Funding	£m
Dragons Heart	(34.906)
Dragons Heart Further Set Up Decommissioning, Consequential Losses Field Hospitals	(7.767)
Allocation Share 13.5% of £371.4m	(17.328)
Reflecting COVID Workforce Months 1 -3	(11.016)
Test Trace Protect	(1.019)
PPE	(4.100)
NHS and jointly commissioned packages of care	(1.362)
Transformation Discharge	(1.006)
GMS DES	(0.210)
Welsh Government Urgent and Emergency Care Fund CAV 24/7	(0.429)
Total Funding received / assumed £m	(79.143)

The UHB also has a small operating underspend of £0.271m leading to a net reported surplus at month 6.

PAY AND AGENCY (TABLE B2)

The UHB has recorded agency expenditure of £5.983m for the 6 months to the end of September 2020. The majority of agency expenditure relates to nursing where expenditure of £4.361m is reported. £2.088m of the cumulative agency expenditure has been incurred to provide cover in respect of COVID 19. It is assumed that agency cost will broadly continue at the level established at month 6 for the remainder of the year.

COVID 19 ANALYSIS (TABLE B3)

At month 6 Table B3 is projecting net expenditure due to COVID-19 to be £151.563m. The COVID year-end forecast position is breakeven following receipt/confirmation of £149.256m Welsh Government (WG) funding coupled with Urgent and Emergency Care funding. This is summarised in the following table:

Table 4: Summary of Forecast COVID 19 Net Expenditure

	Forecast Year-End Position £m
Total Additional Operational Expenditure	153.29
Total Non Delivery Of Planned Savings	20.502
Total Expenditure Reduction	(19.214)
Total Release/Repurposing Of Planned Investments/Development Initiatives	(1.272)
NET EXPENDITURE DUE TO Covid-19 £m	153.306
Welsh Government COVID funding received / assumed	(149.256)
WG Urgent and Emergency Care Fund	(4.050)
Net COVID 19 Forecast Position (Surplus) / Deficit £m	0.000

This is an improvement of £96.317m in the forecast year end position when compared to month 5.

This forecast includes funding received/assumed from Welsh Government totaling £149.256m as outlined in table 5 below:

Table 5: Welsh Government COVID Funding supporting the forecast year end position as at September 30th 2020

Welsh Government additional COVID & Urgent & Emergency Care Funding	£m
Dragons Heart	(60.789)
Allocation Share 13.5% of £371.4m	(50.100)
Reflecting COVID Workforce Months 1 -3	(11.016)
LA TTP	(7.300)
PPE	(6.632)
UHB TTP	(3.081)
NHS and jointly commissioned packages of care	(3.024)
Independent sector provision (Spire)	(2.700)
Flu vaccine extension	(2.650)
Transformation Discharge	(1.251)
Mental Health Services	(0.503)
GMS DES	(0.210)
Urgent and Emergency Care Funding	(4.050)
Total Funding received / assumed £m	(153.306)

The forecast also assumes WG Urgent and Emergency Care funding to support current and proposed plans. Further bids against this fund are currently being progressed in line with set timescales.

As described in the UHB's 2020/21 framework plan update, as an immediate acute response to the pandemic, the UHB took a phased approach:

Phase 1: Repurposing capacity and zoning within UHB acute hospitals – e.g. to enable cohorting of suspected and confirmed cases, stepping up critical care capability and capacity, creating dedicated pathways to manage patient flows safely

Phase 2: Commissioning new infrastructure and additional capacity within UHB facilities – i.e. additional ward capacity and a 10 bedded specialist High Consequence Infectious Diseases Unit

Phase 3: 'In Extremis' commissioning short-term surge capacity outside UHB facilities (Dragon's Heart Hospital) – this will be reviewed through Q2 to secure a sustainable, medium-term solution that will meet the likely reduced surge capacity requirement determined by the emerging UK and Welsh Government response to the pandemic over the longer term.

The UHB's **Phase 4** ongoing response described the principles, operating model and gearing approach that it is applying to ensure that the UHB is able to continue to provide a flexible approach to developing and balancing the UHB's capacity to deliver essential services, in particular to:

- meet the ongoing undulating emergency, rehabilitation and ongoing care demand arising from COVID-19 across all partners in health and social care, recognising the current relative unpredictability of this need
- meet the returning and growing demand for non-COVID-19 related unscheduled care – in both the acute and primary/community environments
- optimise safe elective care for those priority patients based on clinical need recognising the particular challenges in meeting the demand from the UHBs wider South Wales catchment population for complex and tertiary care – both adult and paediatric.

The key financial planning assumptions are:

Dragons Heart Hospital

Within this forecast the Dragon's Heart Hospital costs are now assessed at £63.248m with a further £2.686m capital costs. The revenue cost of £63.248m represents set-up, decommissioning and consequential losses costs of

£60.789m and running costs of £2.459m. This is based upon the DHH going on standby from 5th June and retention until 10th November 2020. The UHB continues to work to maximise value for money in the remaining occupancy, removal and reinstatement phases of the project and is hopeful that this will continue to reduce the overall cost of the project.

Dragons Heart Hospital consequential loss compensation costs for the WRU and Cardiff Blues of £3.659m are included in the 2020/21 forecast. This is an increase of £0.242m on the month 5 forecast and these costs represent the best forecast that can be modelled at this time for events that might reasonably have been held at the Principality Stadium and Cardiff Arms Park in the period May 2019 to January 2020 but cannot be due to the continued occupancy of the Dragon's Heart Hospital to 31 October 2020. The realised losses total may decrease for successful mitigation actions being explored with the WRU or increase if government restrictions are relaxed allowing the attendance of crowds within stadia. Programmes have been set up to oversee the removal and reinstatement phases of the programme to maximise value for money in the way that work is delivered and to ensure that costs are reasonable, fair and proportionate. There is a balance of consideration between the most economic egress from the stadium and the potential costs arising from consequential losses if the pace of egress compromises events for the WRU and Blues. KPMG have been engaged to provide due diligence on baseline events revenues and costs relating to the WRU. The process to assess consequential loss is complex and involves variables that are not yet known pertaining to government COVID 19 regulations in play at the time of scheduled events. Specialist legal advice has been obtained to draft the WRU contract to a position that is acceptable to both organisations.

The forecast includes £8.537m of decommissioning costs for the DHH including reinstatement of the stadium. This is a reduction of £0.772m on the forecast decommissioning costs at month 5.

Surge Capacity post 10th November

The UHB has developed alternative plans which have been shared with Welsh Government to establish a facility for surge capacity on the UHW site. The plans have now been approved by Welsh Government. In addition to providing COVID-19 surge capacity, it will provide the surge beds that the UHB would need to commission for this winter, recognising that predicting winter demand this year is particularly difficult. The UHBs assessment is that of the 400 beds provided in this proposed facility, 50 would be developed as winter surge beds. The remainder would be kept as surge beds to use if there was a significant demand. The UHB's bed capacity plan maintains some of the initial bed expansion created in the UHB's GOLD capacity plan (wards in Barry and St David's Hospital as well as the conversion of a physiotherapy

area at UHW), but some of the beds originally identified as conversion to COVID-19 beds are required as the UHB brings back on line more non-COVID-19 activity.

Additional workforce requirements would need to be reviewed looking at utilisation of staff already in post, temporally redirecting / redeploying staff from elective coupled with the availability of bank and agency staff if this additional surge capacity was to be required.

Resuming Non-Covid Activity

Throughout the pandemic the UHB has maintained core essential services. Given the uncertainty brought about by COVID-19 the UHB continues to operate in 4-6 week planning cycles, with prioritisation of need based upon clinical-stratification rather than time-based stratification. Given the significant uncertainty in the current operating environment, it is extremely difficult to forecast activity with any degree of certainty - and therefore forecasts beyond the 4 – 6 week current planning horizon are less reliable.

The UHB's Q2 framework plan update set out in detail the UHB's assessment of surgical demand and backlog for levels 2 and 3 and the capacity the UHB intends to establish in its three green zones – UHW, UHL and Spire. The high level conclusions from this assessment remain extant and are as follows:

- The UHB has throughout the pandemic maintained level 1a and 1b surgery and the majority of level 2 surgery
- The UHB can put in place the theatre, bed and workforce capacity to meet all of the level 2 demand
- The UHB has the physical theatre capacity to also meet all of the level 3 demand but this is likely to present a theatre staffing deficit unless theatre throughout can significantly improve closer to pre-COVID-19 levels; it may also require an expansion of the green zones to allow for more bed provision
- This assessment assumes Spire is available to the UHB for the remainder of the financial year, any reduction in this would lead to a direct reduction in the capacity for urgent and time-sensitive activity

At this stage, even with the green zones established and the use of Spire, the UHB does not anticipate having the capacity to treat level 4 patients in any significant volumes.

The reductions in non pay costs due to reduced elective capacity is now assessed and forecast to be £19.214m over the year which is a further reduction of £0.216m on the month 4 forecast of £19.430m. This represents activity steadily increasing throughout the year through the use of established

green zones at UHW and UHL but not returning to pre-COVID levels. This is a moving piece and will be detailed in our quarter 3 / quarter 4 plan submission.

At the beginning of the COVID-19 pandemic, the UHB reached an early agreement with Spire Healthcare to enable patients with non-complex cancer and other urgent conditions to receive treatment at Spire's Cardiff hospital. This allowed the UHB extra capacity to care for COVID-19 patients on its main sites, in particular to enable space for regional services.

Costs of Spire are included in the forecast to the 31st of March totalling £2.700m. Funding up until 31st December has been confirmed by Welsh Government and it has been assumed that this arrangement will continue for the rest of the financial year. As such the UHB has assumed a further £2.7m Welsh Government funding for this.

Regional Test, Trace and Protect (TTP)

Working with its local authority partners the UHB has established its TTP service as one of the key pillars to the safe releasing of lockdown measures. The contact tracing service is hosted by Cardiff Council on behalf of the three organisations; Contact Tracers and Contact Advisors are managed in teams by the Local Authority.

The TTP service went live on 1st June 2020. The forecast includes TTP costs (separately identified on TTP template) of £10.620m. This includes Local Authority costs of £7.539m that are £0.239m higher than the confirmed £7.300m income for local authority costs. Heath Board TTP costs totalling £3.081m are included within the forecast and assumed to be funded.

Enhanced Flu Vaccination Programme

A further pressure arose in month 5 around the cost of an enhanced flu vaccination programme. The costing of the programme is based on fees payable to GPs as this is the main delivery route for immunisations. The estimated cost which is estimated at £2.650m and is assumed to be funded. This has been calculated in line with the recent guidance and includes the provision of an additional 111,000 vaccines.

The profile of costs are outlined on the free cost line 94 and are also included on the major projects section.

The forecast of costs outlined **exclude** the cost of a mass COVID vaccination programme which are currently being assessed.

Personal Protective Equipment

In line with the planning guidance the UHB is assuming that its COVID 19 costs of PPE will be fully funded. At month 6 these are assessed at £6.6m.

Urgent and Emergency Care Funding

The UHB has established a 24/7 phone first triage approach, targeting citizens who would traditionally have walked up to the Emergency Department. The focus is on reducing footfall through the Emergency Department, social distancing has significantly reduced the capacity in the waiting area and the UHB does not want to create queues around UHW where we are not safely able to protect and prioritise patients.

The forecast assumes WG Urgent and Emergency Care funding to support recovery of costs incurred and funding for proposed developments. Further bids against this fund are currently being progressed in line with set timescales.

Savings Programme 2020-21 (TABLE C, C1 & C2)

The assessed slippage against the UHB £29m savings plan has improved from £24.331m to £20.502m in month following the release of non-recurrent opportunities. A number of the UHB's high impact schemes were based on reducing bed capacity, improving flow coupled with workforce efficiencies and modernisation. It is not anticipated that significant progress will be made to improve this position until the pandemic passes. However, the UHB continues to identify and maximise all potential savings opportunities available. Schemes that are continuing to develop and progress include procurement and medicines management.

With regard to other significant items of expenditure the following should be noted:

- Additional workforce costs have been included within the forecast as we maximise internal COVID and winter capacity. These plans have been reviewed by Executive leads ensuring all fixed term / temporary staff have clear end dates where appropriate.
- The estimated cost of NHS and jointly commissioned packages of care is £3.024m and is assumed to be funded.

INCOME/EXPENDITURE ASSUMPTIONS (TABLE D)

LTA Heads of Agreements have been agreed and signed with the five Health Boards (Swansea Bay University, Cwm Taf Morgannwg, Powys, Hywel Dda, Aneurin Bevan) with which the UHB holds contracts. In addition, LTA Heads of Agreements have been agreed and signed off with WHSSC and Velindre.

INCOME ASSUMPTIONS 2020/21 (TABLE E)

Table E outlines the UHB's 2020/21 resource limit.

The UHB's financial forecast assumes that the additional cost of the 2020/21 DDRB pay award in excess of 1% will be funded by Welsh Government.

Similar to practice in previous years, the UHB forecast continues to exclude £1.028m of recurrent expenditure which has arisen following a change in the accounting treatment of UHB PFI schemes under International Financial Reporting Standards (IFRS). The UHB is assuming that Welsh Government will continue to provide resource cover for this.

BALANCE SHEET - STATEMENT OF FINANCIAL POSITION (TABLE F)

The opening balances at the beginning of April 2020 reflect the closing balances in the 2019/20 Annual Accounts approved by the UHB's Board.

The forecast balance sheet reflects the UHB's latest non cash estimates and its anticipated capital funding.

CASH FLOW (TABLE G)

The closing cash balance at the end of September was £8.985m which is higher than planned. The month end balance is expected to fall back to circa £4m at the end of October.

The UHB is now predicting a positive cash balance at the end of 2020/21 in line with the improved financial forecast.

PSPP (TABLE H)

The UHB's cumulative performance to the end of September was 96.4% which exceeds the statutory 95% target and is better than the cumulative rate achieved in 2019/20.

During the same period, the UHB paid 78.8% of its NHS invoices by number within 30 days which is 4.5% better than the previous quarter. The largest area of underperformance remains genetics invoices received from English & Scottish NHS bodies.

CAPITAL SCHEMES (TABLES I, J & K)

Capital progress for the year to date was satisfactory with net expenditure to the end of September being 39% of the UHB's approved Capital Resource Limit.

Planned expenditure for the year reflects the latest CRL received from Welsh Government dated 12th October, 2020.

Attention is drawn to the following figures shown in Table I:

1. The forecast overspend ascribed to the Rookwood Hospital Replacement Scheme repays funding drawn down but not spent in previous years, this is managed within the discretionary forecast.
2. The CRI Links variance relates to the brought forward funding from 20/21. This has been agreed with Welsh Government, but the CRL does not currently reflect this (£0.277m).
3. The Oxygen infrastructure scheme incurred additional costs, this will be managed within the discretionary capital budget.

All other schemes are in line with annual forecast. In month variances are as a result of phasing of schemes impacted by COVID 19 delays / brought forward works.

Rookwood hospital is classed as medium risk due to the anticipated overspend, all other schemes are currently classed as low risk.

Additional funding has been allocated to support the response to COVID 19 and the UHBs CRL has been updated to reflect this.

£1.043m has been approved in relation to the provision of elective and routine services through the creation of green zones. The full value of these works is £2.5m, £1.4m is currently reflected within the discretionary forecast but without the remaining £1.4m approval the containment of capital costs within the CRL continues to be at risk.

AGED WELSH NHS DEBTORS (TABLE M)

At the 30th September 2020 there were no invoices raised by the UHB against other Welsh NHS bodies which had been outstanding for more than 17 weeks.

GMS & DENTAL (TABLE N & O)

The cumulative position for GMS & Dental is reported at Tables N & O.

The net deficit arising against the General dental services allocation primarily as a result of the reduction in dental patient charges has been included as a cost of COVID 19 in Table B3.

OTHER ISSUES

The financial information reported in these monitoring returns aligns to the financial details included within the Finance Committee and Board papers. These monitoring returns will be taken to the 28th October 2020 meeting of the Finance Committee for information.

CONCLUSION

The Welsh Government wrote to the UHB on 19th March 2020 to inform it whilst it had an approvable plan, it had paused the IMTP process for an indefinite period so that organisations could focus on the challenges of COVID 19. The main focus of the UHB is managing the impact of COVID 19, which will inevitably come with a significant cost.

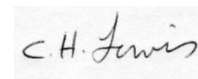
The reported position includes the cost of plans developed to manage the impact of COVID 19 where the additional net costs are £79.143m for the period to date. Following receipt of the NHS Wales Operating Framework for quarter 3 / quarter 4 2020/2 these costs should be fully funded as per the planning assumptions.

The UHB's is reporting a small operational surplus of £0.271m at month 6 and is forecasting a breakeven position at year end.



.....
LEN RICHARDS
CHIEF EXECUTIVE

13th October 2020



.....
CHRIS LEWIS
INTERIM DIRECTOR OF
FINANCE

13th October 2020

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 12 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG

Lines 1 - 12 should not be adjusted after Month 1

	In Year Effect	Non Recurring	Recurring	FYE of Recurring
	£'000	£'000	£'000	£'000
1 Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit - Negative Value)	-11,500	0	-11,500	-11,500
2 New Cost Pressures - as per 3 year plan (Negative Value)	-53,639	-1,867	-51,772	-51,772
3 Opening Cost Pressures	-65,139	-1,867	-63,272	-63,272
4 Welsh Government Funding (Positive Value)	31,622	1,866	29,756	29,756
5 Identified Savings Plan (Positive Value)	10,512	1,376	9,136	9,136
6 Planned Net Income Generated (Positive Value)	239	20	219	219
7 Planned Accountancy Gains (Positive Value)	43	43	0	0
8 Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
9 Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0	0	0
10 Provider Income (LTA/SLA)	4,520	0	4,520	4,520
11 Planning Assumptions still to be finalised at Month 1	18,202	2,561	15,641	15,641
12 IMTP / Annual Operating Plan	0	4,000	-4,000	-4,000
13 Reversal of Planning Assumptions still to be finalised at Month 1	-18,202	-2,561	-15,641	-15,641
14 Month 1 Planned Savings - Forecast Underachievement Due to Covid-19	-7,252	0	-7,252	-7,252
15 Month 1 Planned Savings - Other Forecast (Underachievement) / Overachievement	-1,286	-1,007	-280	-40
16 Additional In Year Identified Savings - Forecast (Positive Value)	2,512	773	1,739	1,864
17 Additional In Year & Variance from Planned Net Income Generated (Positive Value)	-119	23	-142	-120
18 Additional In Year & Variance from Planned Accountancy Gains (Positive Value)	3,853	3,853	0	0
19 Additional In Year & Variance from Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
20 Release of Previously Committed Contingencies & Reserves (Positive Value)	0	0	0	0
21 Additional In Year Welsh Government Funding (Positive Value)	0	0	0	0
22 Additional In Year Welsh Government Funding Due To Covid-19 (Positive Value)	153,306	153,306	0	0
23 Operational Expenditure Cost Increase Due To Covid-19 (Negative Value)	-153,290	-153,290	0	0
24 Planned Operational Expenditure Cost Reduction Due To Covid-19 (Positive Value)	19,214	19,214	0	0
25 (Positive Value)	1,272	1,272	0	0
26 Net In Year Operational Variance to IMTP/AOP (material gross amounts to be listed separately)	119	119	0	0
27 Urgent & Emergency Care Funding	0	0	0	0
28 WRP Risk Share	-658	-658	0	0
29 Cost Pressure Reserve - Medicines	658	658	0	0
30	0	0	0	0
31 ROUNDING	0	0	0	0
32 Operational Savings Performance	-126	-126	0	0
33	0	0	0	0
34	0	0	0	0
35	0	0	0	0
36	0	0	0	0
37	0	0	0	0
38	0	0	0	0
39	0	0	0	0
40 Forecast Outturn (- Deficit / + Surplus)	0	25,576	-25,575	-25,190

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	In Year Effect
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	-958	-958	-958	-958	-958	-958	-958	-958	-958	-958	-958	-958	-5,750	-11,500
2	-4,470	-4,470	-4,470	-4,470	-4,470	-4,470	-4,470	-4,470	-4,470	-4,470	-4,470	-4,470	-26,820	-53,639
3	-5,428	-5,428	-5,428	-5,428	-5,428	-5,428	-5,428	-5,428	-5,428	-5,428	-5,428	-5,428	-32,570	-65,139
4	2,783	2,733	2,752	2,648	2,646	2,635	2,623	2,623	2,535	2,552	2,552	2,541	16,197	31,622
5	401	401	450	934	948	954	977	977	1,129	1,102	1,102	1,136	4,089	10,512
6	19	19	19	24	20	20	20	20	20	20	20	20	120	239
7	0	0	0	0	0	43	0	0	0	0	0	0	43	43
8													0	0
9													0	0
10	377	377	377	377	377	377	377	377	377	377	377	377	2,260	4,520
11	1,849	1,899	1,831	1,446	1,437	1,443	1,432	1,432	1,367	1,378	1,378	1,311	9,904	18,202
12	0	0	0	0	0	43	0	0	0	0	0	-43	43	0
13	-1,849	-1,899	-1,831	-1,446	-1,437	-1,443	-1,432	-1,432	-1,367	-1,378	-1,378	-1,311	-9,904	-18,202
14	-287	-267	-240	-599	-627	-794	-651	-639	-792	-767	-767	-822	-2,814	-7,252
15	33	-11	-89	-147	-105	47	-170	-173	-173	-175	-175	-148	-271	-1,286
16	204	159	148	259	326	224	205	205	225	201	175	181	1,320	2,512
17	-14	6	-13	-16	-15	-6	7	-13	-13	-13	-13	-13	-60	-119
18	0	0	0	0	239	3,614	0	0	0	0	0	0	3,853	3,853
19													0	0
20													0	0
21													0	0
22			11,016	306	35,022	32,799	12,954	15,459	12,203	12,530	10,671	10,347	79,143	153,306
23	-38,440	-17,289	-5,330	-6,564	-11,077	-7,460	-12,251	-14,610	-11,270	-11,143	-9,163	-8,693	-86,159	-153,290
24	2,522	4,240	2,821	1,627	1,885	965	1,313	1,151	1,066	620	526	379	14,160	19,214
25	0	168	679	89	244	142	-8	-8	-9	-8	-8	-9	1,322	1,272
26	-189	47	201	-243	361	94	-25	-25	-25	-25	-25	-25	271	119
27													0	0
28													-658	-658
29													658	658
30													0	0
31													0	0
32	-205	-136	-29	-149	275	-389	14	41	112	113	113	113	-633	-126
33													0	0
34													0	0
35													0	0
36													0	0
37													0	0
38													0	0
39													0	0
40	-38,225	-14,982	7,433	-6,882	25,091	27,836	-45	-45	-45	-45	-45	-45	271	0

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Table A2 - Overview Of Key Risks & Opportunities		FORECAST YEAR END	
		£'000	Likelihood
Opportunities to achieve IMTP/AOP (positive values)			
1	Red Pipeline schemes (inc AG & IG)		
2	Potential Cost Reduction		
3	Total Opportunities to achieve IMTP/AOP	0	
Risks (negative values)			
4	Under delivery of Amber Schemes included in Outturn via Tracker	(6)	Medium
5	Continuing Healthcare		
6	Prescribing		
7	Pharmacy Contract		
8	WHSSC Performance		
9	Other Contract Performance		
10	GMS Ring Fenced Allocation Underspend Potential Claw back		
11	Dental Ring Fenced Allocation Underspend Potential Claw back		
12	COVID Vaccination Programme Part year cost 2020/21	(5,480)	Low
13	Independent sector provision (Spire) - Quarter 4	(2,700)	Medium
14	COVID 19 costs	(2,000)	Medium
15	Urgent and Emergency care funding	(2,000)	Low
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26	Total Risks	(12,186)	
Further Opportunities (positive values)			
27	COVID 19 costs	2,000	Medium
28	TTP costs in Local Authorities	239	Medium
29			
30			
31			
32			
33			
34	Total Further Opportunities	2,239	
Current Reported Forecast Outturn		0	
IMTP / AOP Outturn Scenario		0	
Worst Case Outturn Scenario		(9,947)	
Best Case Outturn Scenario		2,239	

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Cardiff & Vale ULHB

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Period : Sep 20

Section A - Additional Operational Expenditure agrees to Table A	OK
Section B - Total Expenditure Reduction agrees to Table A	OK
Section C - Total Savings agrees to Table A	OK

Table B3 - COVID-19 Analysis

A - Additional Expenditure

REF	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
Enter as positive values														
1 Pay (Additional costs due to C19)														
2 Establishments & Bank Additional Hours														
3 Administrative, Clinical & Board Members	69	198	295	265	209	(27)	109	108	144	144	144	144	904	1,697
4 Medical & Dental	698	1,094	1,459	1,146	1,131	700	601	1,094	1,094	1,147	1,141	1,141	6,779	12,997
5 Nursing & Midwifery Registered	181	548	424	462	484	364	404	404	1,044	1,044	1,044	1,044	2,410	8,162
6 Prof Scientists & Technical	11	49	53	44	39	19	29	29	29	29	29	29	201	373
7 Additional Clinical Services	179	325	338	469	370	312	388	548	696	645	665	668	1,993	6,371
8 Allied Health Professionals	24	184	141	184	127	84	94	84	84	84	84	84	764	1,164
9 Healthcare Scientists	19	18	19	19	4	11	6	6	6	6	6	6	24	41
10 Estates & Ancillary	29	61	41	29	29	30	22	30	30	30	30	30	248	4,220
11 Sub total Establishments & Bank Additional Hours	1,253	3,188	3,151	2,879	2,492	1,831	2,254	3,042	3,277	3,268	3,268	3,443	15,921	32,852
12 Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Administrative, Clinical & Board Members	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Medical & Dental	29	0	18	12	0	0	0	0	0	0	0	0	36	26
15 Nursing & Midwifery Registered	228	425	284	292	422	316	362	424	424	424	424	424	2,992	4,625
16 Prof Scientists & Technical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17 Additional Clinical Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18 Allied Health Professionals	29	32	29	16	16	8	0	0	0	0	0	0	119	119
19 Healthcare Scientists	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20 Estates & Ancillary	69	61	49	19	19	0	11	30	30	30	30	30	345	1,352
21 Sub total Agency	355	554	527	599	487	480	455	495	517	545	545	586	2,981	6,122
22 Resourses (Provide WTE to the right)														
23 Administrative, Clinical & Board Members	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24 Medical & Dental	28	28	28	27	8	8	8	8	8	8	8	8	110	188
25 Nursing & Midwifery Registered	28	28	8	3	8	7	5	5	5	5	5	5	80	111
26 Prof Scientists & Technical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27 Additional Clinical Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 Allied Health Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29 Healthcare Scientists	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 Estates & Ancillary	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31 Sub total Resourses	56	57	32	19	11	18	18	18	18	18	18	18	240	411
32 Students (Provide WTE to the right)														
33 Medical & Dental	17	11	15	(11)	7	1	0	0	0	0	0	0	23	23
34 Nursing & Midwifery Registered	0	147	(8)	41	8	0	0	0	0	0	0	0	197	197
35 Prof Scientists & Technical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36 Additional Clinical Services	0	579	569	569	110	62	69	4	4	4	4	4	1,800	3,600
37 Allied Health Professionals	0	0	0	0	27	28	28	28	28	28	28	28	33	160
38 Healthcare Scientists	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 Estates & Ancillary	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 Sub total Students	17	634	727	490	183	89	87	88	88	88	88	88	2,174	2,741
41 Other Temp Staff (Provide WTE to the right)														
42 Administrative, Clinical & Board Members	0	0	0	0	0	0	0	0	0	0	0	0	14	14
43 Medical & Dental	0	52	39	60	85	18	15	15	15	15	15	15	262	351
44 Nursing & Midwifery Registered	0	52	29	0	0	0	0	0	0	0	0	0	78	168
45 Prof Scientists & Technical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
46 Additional Clinical Services	0	78	66	(14)	0	0	0	0	0	0	0	0	0	0
47 Allied Health Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0
48 Healthcare Scientists	0	0	0	0	0	0	0	0	0	0	0	0	0	0
49 Estates & Ancillary	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50 Sub total Other Temp Staff	0	182	171	(64)	85	20	30	30	30	30	30	30	354	531
51 Other needs to be reviewed in parallel														
52														
53														
54														
55														
56														
TOTAL ADDITIONAL PAY EXPENDITURE	1,890	4,827	4,608	3,843	3,363	2,491	2,993	3,596	3,902	4,110	3,988	4,127	20,962	43,632

A - WTE of New Staff

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
22 Resourses:												
23 Administrative, Clinical & Board Members	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
24 Medical & Dental	2.00	2.00	2.00	1.90	1.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00
25 Nursing & Midwifery Registered	5.80	5.80	2.20	1.60	1.60	1.00	1.00	1.00	1.00	1.00	1.00	1.00
26 Prof Scientists & Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27 Additional Clinical Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
28 Allied Health Professionals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
29 Healthcare Scientists	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
30 Estates & Ancillary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
31 Sub total Resourses	7.80	8.60	4.60	3.40	3.40	2.00	2.00	2.00	2.00	2.00	2.00	2.00
32 Students:												
33 Medical & Dental	1.00	15.00	14.80	2.00	2.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00
34 Nursing & Midwifery Registered	0.00	42.00	0.00	29.81	29.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00
35 Prof Scientists & Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
36 Additional Clinical Services	0.00	284.52	289.71	295.89	46.18	34.00	34.00	34.00	34.00	34.00	34.00	34.00
37 Allied Health Professionals	0.00	0.00	0.00	0.00	8.48	11.00	11.00	11.00	11.00	11.00	11.00	11.00
38 Healthcare Scientists	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
39 Estates & Ancillary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
40 Sub total Students	1.00	311.52	314.61	295.89	65.66	45.00	45.00	45.00	45.00	45.00	45.00	45.00
41 Other Temp Staff:												
42 Administrative, Clinical & Board Members	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
43 Medical & Dental	0.00	6.00	7.31	4.33	2.60	0.40	0.00	0.00	0.00	0.00	0.00	0.00
44 Nursing & Midwifery Registered	0.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
45 Prof Scientists & Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
46 Additional Clinical Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
47 Allied Health Professionals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
48 Healthcare Scientists	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
49 Estates & Ancillary	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
50 Sub total Other Temp Staff	0.00	15.00	11.81	4.33	2.60	0.40	0.00	0.00	0.00	0.00	0.00	0.00

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57	Non Pay (Additional costs due to C19)	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end revision	
58	Reconciliation Costs	14	228	37	302	47	0	40	40	40	40	40	40	40	718	558
59	Additional costs in Primary Care	123	78	31	236	21	20	28	27	163	163	163	161	163	610	1,214
60	Additional costs in Private Sector (achieved via VMS)	152	8	0	154	0	0	0	0	0	0	0	0	0	154	4,063
61	Additional costs in Temporary Hospital Capacity - Set Up Costs e.g. F&M Hospitals	31,452	8,733	(3,805)	(1,730)	3,529	(88)	(88)	3,158	4,588	1,478	1,862	1,871	0	35,122	(6,107)
62	Catering Costs	8	34	(1)	0	0	0	4	4	8	8	8	8	8	40	81
63	Clean	17	24	20	0	0	1,362	1,662	0	0	0	0	0	0	1,924	3,081
64	Cleaning Costs	21	40	20	40	11	10	10	10	11	11	12	12	12	102	168
65	Costs as a result of lost income Inc. S.L.A. services & private patients	691	1,610	1,052	727	627	616	777	763	748	667	633	670	5,563	3,951	
66	Covid-19 Testing Units	0	0	0	0	18	(26)	61	72	138	4	4	4	4	62	287
67	Decommissioning costs	0	0	0	0	698	(295)	398	1,153	662	0	0	0	0	973	3,354
68	Discharge to assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
69	Discharge to income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70	Change in Medical Gases	338	848	815	(368)	274	298	316	301	320	301	290	334	2,199	4,073	
71	Equipment Costs - Tests	153	22	12	2,854	0	28	0	8	8	8	8	8	8	2,891	2,962
72	Equipment costs - ventilators	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
73	Equipment costs - other specific in narrative	13	292	0	2,473	189	86	34	11	0	0	0	0	0	3,647	3,225
74	Equipment/Service costs	1,381	314	589	(1,146)	320	0	0	12	21	21	33	33	1,964	1,695	
75	Internal Project Management Costs	0	11	(11)	177	178	44	185	44	44	44	44	44	388	891	
76	Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
77	IT Costs	392	(27)	159	869	(136)	62	34	34	192	96	96	96	1,455	1,720	
78	Laundry Costs	0	14	0	0	0	0	0	1	19	19	19	19	19	73	87
79	Legal Fees	0	0	1	49	25	25	25	25	25	0	0	0	0	100	150
80	MISC - Miscellaneous	796	769	511	284	364	(76)	14	14	14	14	14	14	2,842	3,323	
81	Mortuary/Funeral Expenses	7	13	10	4	0	0	3	3	5	5	5	5	5	34	60
82	ITC	951	987	758	165	620	2,033	424	424	424	424	424	424	4,108	4,853	
83	Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
84	Rent	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
85	Reception of estate services to external facilities e.g. Haemophilia services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
86	Telephone	0	0	0	30	0	1	2	0	0	0	0	0	0	32	34
87	Temporary ITA Arrangements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
88	Training	0	0	0	0	3	1	0	0	0	0	0	0	0	6	8
89	Transportation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
90	Utility Costs	0	0	0	0	0	0	0	0	19	17	41	41	0	117	
91	Travel costs (airfare, rail and in narrative)	268	(86)	25	(102)	265	159	101	96	96	96	96	96	901	1,973	
92	Transfer of Cards, Supply to LPL	0	0	0	16	(16)	7	22	22	22	22	22	22	7	137	
93	Travel/Hotel/Commodation/Leisure	0	0	254	(126)	64	217	555	1,465	1,360	0	0	0	0	359	3,550
94	Expenses to BA Vaccination Programme	0	0	0	0	0	0	0	0	2	2	2	2	0	6	
95	Local Authority Spend	103	0	0	143	18	1,022	1,222	1,222	1,468	1,468	1,468	1,468	1,194	5,919	
96	TOTAL ADDITIONAL NON PAY EXPENDITURE	38,590	12,484	774	2,711	7,721	5,993	3,319	11,064	7,381	7,433	5,124	5,566	45,201	102,220	
97	TOTAL ADDITIONAL OPERATIONAL EXPENDITURE (Agrees to Table A)	38,440	12,280	5,130	6,569	11,077	7,460	12,251	14,610	11,270	11,143	9,163	8,893	86,159	153,250	

A1 - Major Projects : Change in Capacity Expenditure Due To C19 (subset of Table A)

REF	Enter as positive values	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end revision
98	Major Projects: Capacity Change Expenditure (due to C19)	33,000	9,321	(2,377)	624	4,547	(61)	4,012	7,212	1,600	2,302	617	0	45,136	63,248
99	Covid-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
100	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
101	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
102	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
103	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
104	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
105	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
106	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
107	Mass COVID-19 Vaccination Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
108	Expenditure to BA Vaccination Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
109	Temp. Test Unit Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
110	TOTAL MAJOR PROJECTS: ADDITIONAL CAPACITY EXPENDITURE	33,000	9,321	(2,377)	624	4,547	(61)	4,012	7,212	1,600	2,302	617	0	45,136	63,248

A1 - Major Projects : Change in Bed Numbers Due To C19 (subset of Table A)

REF	Enter as positive values	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end revision
98	Major Projects: Bed Capacity (due to C19)	0	40	10	0	0	0	0	0	0	0	0	0	0	0
99	Discrete Unit/Bedroom - (Assumes occupancy to 31 October 2020 & 4 month decommission)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
100	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
101	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
102	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
103	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
104	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
105	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
106	COVID-19 Testing Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0
107	Mass COVID-19 Vaccination Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
108	Expenditure to BA Vaccination Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0
109	Temp. Test Unit Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
110	TOTAL MAJOR PROJECTS: ADDITIONAL BED CAPACITY	0	40	10	0	0	0	0	0	0	0	0	0	0	0

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B - Non Delivery of Planned Savings Due To C19

	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Enter as Positive values															
111	Non Delivery of Planned Savings (due to C19)														
112	2671	2671	2671	6973	6973	7243	6113	6113	6923	6113	6113	6223	2,214	2,214	
113	1,632	1,681	1,814	1,488	1,124	(2,497)	1,369	1,369	1,197	1,232	1,200	1,301	5,692	13,250	
114	TOTAL NON DELIVERY OF PLANNED SAVINGS	2,115	2,145	2,054	2,007	1,751	(1,705)	2,007	1,092	1,089	1,099	2,626	2,624	8,466	20,502

C - Planned Operational Expenditure Cost Reduction Due To C19

	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Enter as Negative values															
115	Expenditure Reductions (due to C19)														
116	(2,150)	(2,771)	(1,356)	(1,117)	(1,336)	(931)	(861)	(726)	(691)	(414)	(360)	(234)	(6,326)	(12,494)	
117	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
118	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
119	(152)	(151)	(152)	(277)	(258)	28	(75)	25	0	0	0	0	(719)	(835)	
120	(108)	(275)	(228)	(24)	(96)	(258)	(121)	(121)	(121)	(121)	(121)	(120)	(1,495)	(1,769)	
121	(107)	(114)	(69)	(27)	(157)	18	(90)	(90)	(90)	(90)	(90)	(90)	(1,277)	(1,626)	
122	0	(70)	(11)	0	(27)	(6)	0	0	0	0	0	0	(115)	(115)	
123	0	(65)	(427)	0	0	(63)	(204)	(204)	(204)	0	0	0	(1,415)	(6,236)	
124	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
125	TOTAL EXPENDITURE REDUCTION (Agrees to Table A)	(2,622)	(4,249)	(2,921)	(1,627)	(1,865)	(965)	(1,373)	(1,191)	(1,065)	(630)	(651)	(379)	(14,150)	(19,314)

D - Slippage on Planned Investments/Repurposing of Developmental Initiatives due to C19

	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Enter as Negative values															
126	Slippage on Planned Investments/Repurposing of Developmental Initiatives (due to C19)														
127	0	(168)	(679)	(89)	(241)	(142)	0	0	0	0	0	0	(1,322)	(1,272)	
128	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
129	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
130	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
131	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
132	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
133	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
134	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
135	TOTAL RELEASE/REPURPOSING OF PLANNED INVESTMENT/DEVELOPMENT INITIATIVES (Agrees to Table A)	0	(168)	(679)	(89)	(241)	(142)	0	0	0	0	0	(1,322)	(1,272)	
137	NET EXPENDITURE DUE TO Covid-19	38,036	16,027	3,784	6,844	16,699	4,650	12,954	15,459	12,203	12,530	10,671	10,347	79,143	153,301

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Table C3 - Tracker

	£'000	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	Non Recurring	Recurring	FYE Adjustment	Full-year Effect
Savings (Cash Releasing & Cost Avoidance)	Month 1 - Plan	401	401	450	934	948	954	977	977	1,129	1,102	1,102	1,136	4,089	10,512	1,376	9,136	0	9,136
	Month 1 - Actual/Forecast	147	122	127	188	217	208	156	166	164	160	160	166	1,004	1,979	369	1,604	239	1,843
	Variance	(254)	(279)	(329)	(746)	(732)	(746)	(821)	(813)	(813)	(869)	(942)	(970)	(3,085)	(8,533)	(1,007)	(7,526)	239	(7,287)
	In Year - Plan	219	194	186	262	376	233	204	201	221	197	170	584	1,469	3,045	868	2,177	159	2,336
	In Year - Actual/Forecast	204	148	159	259	326	224	205	205	225	204	175	181	1,320	2,512	773	1,739	125	1,864
	Variance	(14)	(35)	(38)	(3)	(50)	(9)	1	4	4	4	4	(402)	(149)	(533)	(95)	(438)	(34)	(472)
	Total Plan	620	595	636	1,196	1,324	1,187	1,181	1,178	1,350	1,299	1,272	1,719	5,558	13,557	2,244	11,313	159	11,472
	Total Actual/Forecast	352	281	269	447	543	431	361	369	389	361	334	347	2,323	4,485	1,142	3,343	364	3,707
	Total Variance	(268)	(314)	(367)	(749)	(782)	(755)	(820)	(809)	(961)	(937)	(937)	(1,373)	(3,234)	(9,072)	(1,102)	(7,970)	205	(7,765)
	Income Generation	Month 1 - Plan	19	19	24	20	20	20	20	20	20	20	20	20	120	239	20	219	0
Month 1 - Actual/Forecast		4	4	5	5	4	14	6	6	6	6	6	6	37	76	0	76	22	97
Variance		(14)	(14)	(13)	(19)	(16)	(6)	(13)	(13)	(13)	(13)	(13)	(13)	(83)	(164)	(20)	(144)	22	(122)
In Year - Plan		0	0	0	3	1	0	0	0	0	0	0	0	0	25	47	46	2	0
In Year - Actual/Forecast		0	0	0	3	0	0	0	0	0	0	0	0	0	23	44	43	2	0
Variance		0	0	0	0	(1)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(2)	(3)	(3)	0	0	0
Total Plan		19	39	19	27	21	20	40	20	20	20	20	20	145	287	66	221	0	221
Total Actual/Forecast		4	24	5	8	4	14	27	7	7	7	7	7	60	120	43	78	22	99
Total Variance		(14)	(14)	(13)	(19)	(17)	(7)	(14)	(14)	(14)	(14)	(14)	(14)	(84)	(167)	(23)	(144)	22	(122)
Accountancy Gains		Month 1 - Plan	0	0	0	0	0	43	0	0	0	0	0	0	43	43	43	0	0
	Month 1 - Actual/Forecast	0	0	0	0	0	43	0	0	0	0	0	0	43	43	43	0	0	
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	In Year - Plan	0	0	0	0	0	239	3,614	0	0	0	0	0	0	3,853	3,853	3,853	0	0
	In Year - Actual/Forecast	0	0	0	0	0	239	3,614	0	0	0	0	0	0	3,853	3,853	3,853	0	0
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total Plan	0	0	0	0	0	239	3,657	0	0	0	0	0	0	3,896	3,896	3,896	0	0
	Total Actual/Forecast	0	0	0	0	0	239	3,657	0	0	0	0	0	0	3,896	3,896	3,896	0	0
	Total Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Total	Month 1 - Plan	420	420	469	958	968	1,017	997	997	1,149	1,122	1,122	1,156	4,252	10,795	1,439	9,355	0	9,355
	Month 1 - Actual/Forecast	152	127	127	193	221	264	162	171	171	167	166	172	1,084	2,092	412	1,680	261	1,941
	Variance	(268)	(293)	(342)	(765)	(747)	(753)	(855)	(826)	(826)	(978)	(955)	(984)	(3,168)	(8,703)	(1,027)	(7,676)	261	(7,415)
	In Year - Plan	219	214	186	265	617	3,847	224	201	221	197	171	584	5,347	6,946	4,767	2,179	159	2,338
	In Year - Actual/Forecast	204	179	148	262	565	3,838	225	206	225	201	175	181	5,197	6,410	4,669	1,741	125	1,866
	Variance	(14)	(35)	(38)	(3)	(51)	(9)	1	4	4	4	4	(403)	(151)	(536)	(98)	(438)	(34)	(472)
	Total Plan	639	634	655	1,223	1,585	4,864	1,221	1,198	1,370	1,319	1,293	1,740	9,599	17,740	6,206	11,534	159	11,693
	Total Actual/Forecast	356	306	275	455	786	4,102	387	376	396	368	341	353	6,280	8,502	5,081	3,421	386	3,906
	Total Variance	(282)	(328)	(380)	(768)	(799)	(762)	(833)	(822)	(973)	(951)	(952)	(1,386)	(3,319)	(9,239)	(1,125)	(8,114)	227	(7,887)

Organisation	Division	Business Unit	Savings Scheme Number (i.e. DA1 onwards)	Scheme / Opportunity Title	Recurrent/ Non Recurrent	Current Year Annual Plan £'000	Plan FYE (Recurring Schemes only) £'000	Current Year Forecast £'000	Forecast FYE (Recurring Schemes only) £'000	Risk of Under Delivery (Amber Schemes only)	Scheme Identified: By Month 1 or in Year	Scheme Start Date	Date Scheme Expected to go Green	Scheme RAG rating (incl IG & AG)	Service Area	Scheme Type	Definition	MMR Category - Savings & AG- Do not complete for IG	Apr Plan £'000	May Plan £'000
Cardiff & Vale U	Estates and Facilities	Facilities	CEF1	Energy audit - Voltage reclassification	NR	7		7			Month 1	01-Mar-21	01-Mar-21	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Accountancy Gains	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF13	Closure star HC	R	30	30	30	30		Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF18	Increase in Long Term Residences Rental	R	17	17	17	17		Month 1	01-Apr-20	01-Apr-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Income Generation			
Cardiff & Vale U	Estates and Facilities	Facilities	CEF2	Energy audit - Capacity reclassification	NR	36		36			Month 1	01-Mar-21	01-Mar-21	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Accountancy Gains	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF23	JHL Catering IT - FYE reduced provision expenditure	R	10	10	10	10	0	Month 1	01-Apr-21	01-Apr-21	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF24	UHW Catering IT - reduced provisions expenditure	R	25	25	10	10	0	Month 1	01-Apr-21	01-Apr-21	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF25	Post Room Modernisation	R	6	6	6	6		Month 1	01-Oct-20	01-Oct-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF28	HYC New Menu (including milk & sandwiches)	R	18	18	18	18	0	Month 1	01-Jul-21	01-Jul-21	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF3	Energy refit	R	200	200	107	107	0	Month 1	01-Mar-21	01-Mar-21	Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		0
Cardiff & Vale U	Estates and Facilities	Facilities	CEF4	CHP over performance	NR	62		62			In Year	01-Apr-20	01-Apr-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	CD&T	laboratory Medic	LAB02	Coroners examination fees	R	61	61	43	61	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Income Generation		5	5
Cardiff & Vale U	CD&T	laboratory Medic	LAB03	Mineral Fibre Analysis	R	9	9	7	9		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Income Generation		1	1
Cardiff & Vale U	CD&T	laboratory Medic	LAB05	Second opinion fees	R	29	29	0			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Income Generation		2	2
Cardiff & Vale U	CD&T	laboratory Medic	LAB07	UHL @ Night - unsocial enhancements	R	14	14	0			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Variable Pay	1	1
Cardiff & Vale U	CD&T	laboratory Medic	LAB08	UHL @ Night - bank payment	R	26	26	26	26	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Variable Pay	2	2
Cardiff & Vale U	CD&T	laboratory Medic	LAB09	Increase charge to service users	R	47	47	0			Month 1	01-Apr-20	01-Apr-21	Amber	Across Service Areas	Other	Income Generation		4	4
Cardiff & Vale U	CD&T	laboratory Medic	LAB10	base processing second samples - blood grouping (E	R	30	30	23	30	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	CD&T	laboratory Medic	LAB12	Workforce review - skill mix	R	17	17	17	17	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale U	CD&T	laboratory Medic	LAB13	Staff vacancy saving, Band 7 WTE 0.8 Apr-Sep	R	10	10	9	10	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		

Cardiff & Vale U	CD&T	Laboratory Medic	LAB14	and 6 BMS vacancy (resignation due next month) co	R	7	7	7	7	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Laboratory Medic	LAB15	- this will be achieved by placing a band 4 AP in to	R	6	6	3	6	3	In Year	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Laboratory Medic	LAB16	Service contract saving on GCMS machines	R	10	10	10	10	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Non Pay	1	1	
Cardiff & Vale U	CD&T	Laboratory Medic	LAB17	Service contract saving on Water Tandem - Quattro Pre	R	6	6	6	6	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Non Pay	1	1	
Cardiff & Vale U	CD&T	Laboratory Medic	LAB18	Sale of Water Tandem - Quattro Premier	NR	5		0			In Year	01-Jul-20	01-Nov-20	Amber	Across Service Areas	Other	Cash-Releasing Saving	Non Pay			
Cardiff & Vale U	CD&T	Laboratory Medic	LAB21	Service redesign, overtime spend reduction	R	35	35	35	35	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	3	3	
Cardiff & Vale U	CD&T	Laboratory Medic	LAB22	Genmed Contract Fees Readjustment	R	100	100	100	100	0	In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Non Pay	8	8	
Cardiff & Vale U	CD&T	Laboratory Medic	LAB23	Replace one Band 5 for two Band 4.	R	22	22	22	22	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	2	2	
Cardiff & Vale U	CD&T	Laboratory Medic	LAB24	Cease Replisave test from April 2020 Reagent savin	R	6	6	6	6	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Cost Avoidance	Non Pay		
Cardiff & Vale U	CD&T	Management	CDT01	Efficiencies	R	42	42	42	42	0	In Year	01-May-20	01-May-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Other (Please Specify)		4	
Cardiff & Vale U	CD&T	Medical Illustrat	MED01	Increase in Central Print Room recharges	R	10	10	6	10	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Non Pay	1	1	
Cardiff & Vale U	CD&T	Medical Illustrat	MED02	Increase in Media Resources Centre recharges	R	15	15	15	15	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Non Pay	1	1	
Cardiff & Vale U	CD&T	ents & Patient	OPA03	Purchase of Annual Leave	NR	8		9			In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Variable Pay	1	1	
Cardiff & Vale U	CD&T	ents & Patient	OPA05	Further expansion of CIT (Clinical Information Triage	NR	0		0			In Year	01-Apr-20	01-Apr-21	Amber	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment			
Cardiff & Vale U	CD&T	ents & Patient	OPA06	Information Triage) - Additional efficiencies on the b	R	23	23	0			Month 1	01-Apr-20	01-Apr-21	Amber	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	2	2	
Cardiff & Vale U	CD&T	Pharmacy	PMM01	Ensure timely processing of all ward returns	R	10	10	10	10	0	Month 1	01-May-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	1	1	
Cardiff & Vale U	CD&T	Pharmacy	PMM03	Annual leave purchase	NR	10		6			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Variable Pay	1	1	
Cardiff & Vale U	CD&T	Pharmacy	PMM04	Retire & Return benefit	NR	26		26			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	2	2	
Cardiff & Vale U	CD&T	Pharmacy	PMM06	EL secondment to Cwm Taf	NR	15		15			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Pharmacy	PMM07	CRTA pot benefit	NR	15		15			In Year	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment			
Cardiff & Vale U	CD&T	RMPCE	RMPCE01	Workforce remodelling	R	164	164	98	164		Month 1	01-Apr-20	01-Apr-21	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	14	14	
Cardiff & Vale U	CD&T	RMPCE	RMPCE03	Procurement savings on spare parts	R	120	120	60	120	0	Month 1	01-Apr-20	10-Jan-21	Green	Across Service Areas	Other	Cash-Releasing Saving	Non Pay	10	10	
Cardiff & Vale U	CD&T	RMPCE	RMPCE04	Disposal of equipment	NR	20		20			In Year	01-Jun-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Income Generation			
Cardiff & Vale U	CD&T	RMPCE	RMPCE10	Pay Savings	R	43	43	43	43	0	In Year	01-May-20	01-May-20	Green	Clinical Support	Radiology A42	Cash-Releasing Saving	Pay - Changes in Bank Staff		7	
Cardiff & Vale U	CD&T	RMPCE	RMPCE11	Pipeline Savings	NR	21		21			In Year	28-Jul-20	01-Apr-20	Green	Clinical Support	Radiology A42	Cash-Releasing Saving	Non Pay			
Cardiff & Vale U	CD&T	Therapies	THER01	Physiotherapy - skill mix	R	34	34	34	34	0	Month 1	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	3	3	
Cardiff & Vale U	CD&T	Therapies	THER02	Podiatry - Organising for success	R	60	60	60	60	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	5	5	
Cardiff & Vale U	CD&T	Therapies	THER03	Dietetics - regrade 1 WTE Band 7 to 6 skillmix	R	8	8	8	8	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Therapies	THER04	Disestablish 0.4 WTE Band 6	R	16	16	24	24	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Therapies	THER05	Disestablish 0.2 WTE Band 7 on retirement	R	6	6	7	8	0	Month 1	01-Sep-20	01-Apr-20	Green	Across Service Areas	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment			
Cardiff & Vale U	CD&T	Therapies	THER06	Increase income through public health activity	R	6	6	9	10	0	Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Income Generation	0	0	
Cardiff & Vale U	CD&T	Therapies	THER07	Dietetics - disestablish 0.60wte Band 5	R	18	18	17	18	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	2	2	
Cardiff & Vale U	CD&T	Therapies	THER09	Dietetics - skill mix 0.50wte Band 7 to 0.50wte Band	R	4	4	4	4	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0	
Cardiff & Vale U	CD&T	Therapies	THER10	Dietetics - reduction in travel costs	R	2	2	2	2	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Non Pay	0	0	
Cardiff & Vale U	CD&T	Therapies	THER11	Dietetics - increased income	R	2	2	2	2	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Income Generation	0	0	
Cardiff & Vale U	CD&T	Therapies	THER12	Dietetics - efficiencies in use of plastics	R	10	10	10	10	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Therapies	THER14	Dietetics - disestablish 0.20wte Band 7	R	11	11	11	11	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Therapies	THER15	Physiotherapy - A/L Purchase	NR	22		19			In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Variable Pay	2	2	
Cardiff & Vale U	CD&T	Therapies	THER20	OT - Annual Leave Purchase	NR	7		8			In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1	
Cardiff & Vale U	CD&T	Therapies	THER21	Dietetics - disestablish 0.40wte Band 3 DA	R	10	10	10	10	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	2	
Cardiff & Vale U	CD&T	Therapies	THER22	Dietetics - non recurrent savings opportunities	NR	7		0			In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	0	0	
Cardiff & Vale U	CD&T	Therapies	THER23	SLT - Annual Leave Purchase	NR	5		5			In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Variable Pay	0	0	
Cardiff & Vale U	CD&T	Therapies	THER24	Dietetics - disestablish 0.08wte Band 7 in Communit	R	4	4	4	4	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0	
Cardiff & Vale U	CD&T	Therapies	THER25	SLT - reduction in travel costs	R	3	3	3	3	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Non Pay	0	0	

Cardiff & Vale	CD&T	Therapies	THER26	Podiatry - Disestablish Band 4 hours	R	5	5	5	5	0	In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale	Children & Women's Health	Child Health	CAW02	Specialist Commissioning	R	110	110	0			month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Other (Please Specify)		
Cardiff & Vale	Children & Women's Health	CHIWS	CH009	Lines (Bard to Vygon)	R	20	20	18	20		IN YEAR	01-Jul-20	01-Jul-20	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	CHIWS	CH017	Price saving SafeStep Huber Needle Sets	R	3	3	3	3		IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	CHIWS	CH018	Procurement - Canulla switch	R	7	7	7	7		IN YEAR	01-Jul-20	01-Jul-20	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	CHIWS	CH019	Procurement - Heel Lancets	R	5	5	5	5		IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	CHIWS	CH022	NR vacancy savings (Admin)	NR	10		10			IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	1	1
Cardiff & Vale	Children & Women's Health	CHIWS	CH023	NR vacancy savings (Nursing)	NR	6		6			IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	1	1
Cardiff & Vale	Children & Women's Health	CHIWS	CH024	NR vacancy savings (Medical)	NR	15		15			IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	1	1
Cardiff & Vale	Children & Women's Health	CHIWS	CH027	Procurement - Trocars	R	2	2	2	2		IN YEAR	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	CHIWS	CH030	AL purchase savings	NR	20		20			IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	2	2
Cardiff & Vale	Children & Women's Health	CHIWS	CH032	Posaconazole off patent	R	24	24	24	24		IN YEAR	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	2	2
Cardiff & Vale	Children & Women's Health	CHIWS	CH036	Procurement savings on new Diabetic Pumps Order	R	10	10	10	10		IN YEAR	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	Community Child Health	CAW03	Immunisation posts	R	20	20	0			month 1	01-Apr-20	31-Mar-21	Amber	Across Service Areas	Community staff productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	2	2
Cardiff & Vale	Children & Women's Health	CYPFHS	CYPF19	new funding opportunity slippage through mobilisation	NR	100		100			IN YEAR	01-May-20	01-May-20	Green	Planned Care	CAMHS - pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Variable Pay		9
Cardiff & Vale	Children & Women's Health	CYPFHS	CYPF21	AL purchase savings	NR	29		29			IN YEAR	01-Apr-20	01-Apr-20	Green	Planned Care	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	2	2
Cardiff & Vale	Children & Women's Health	CYPFHS	CYPF06	HC support Workers Skill Mix - Health Visiting	NR	0		0			IN YEAR	01-Sep-20	31-Mar-21	Amber	Across Service Areas	Reconfiguration to rationalise service provision to a single site or reduced sites	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
Cardiff & Vale	Children & Women's Health	CYPFHS	TH001	OT - STF Savings	NR	32		32			IN YEAR	01-Apr-20	01-Apr-20	Green	Planned Care	Other	Cash-Releasing Saving	Pay - Other (Please Specify)		
Cardiff & Vale	Children & Women's Health	CYPFHS	TH002	Reduction in travel due to increased virtual consults	R	1	1	1	1		IN YEAR	01-Apr-20	01-Apr-20	Green	Planned Care	Community staff productivity	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G002	pod testing - AntiD and prescribing of Antibiotics in F	R	30	30	5	5		IN YEAR	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G003	save Medical funding applications withheld - Purchas	NR	3		3			IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	0	0
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G009	out patient induction of labour (non pay savings e.g	R	0	0	0	0		IN YEAR	01-Jul-20	01-Jul-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cost Avoidance	Non Pay		
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G011	es Reduction - £56 saving per box. £2800 estimated	R	3	3	3	3		IN YEAR	01-Jun-20	01-Jun-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G013	ards to costs on C-Section Procedure Packs (orde	R	7	7	7	7		IN YEAR	01-Oct-20	01-Nov-20	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G015	s Morimer to trial. Potential saving of £2,000+ (Onh	R	2	2	2	2		IN YEAR	01-Jun-20	01-Jun-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G020	Midwifery workforce	R	326	400	326	326		IN YEAR	01-Apr-20	01-Apr-20	Green	Planned Care	Ward nursing	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	33	33
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G022	AL purchase savings	NR	20		20			IN YEAR	01-Apr-20	01-Apr-20	Green	Across Service Areas	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	2	2
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G025	Ferrous fumarate to ferrous sulphate	R	8	8	8	8		IN YEAR	01-Jun-20	01-Jun-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)		
Cardiff & Vale	Children & Women's Health	Obs & Gynae	O&G026	65 x magnesium sulphate 10g syringes FOC	R	1	1	1	1		IN YEAR	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0

Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G027	PHW funding nextplanon contraception	R	4	4	4	4	IN YEAR	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Savings	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G028	to enable women to birth within the AMU (cost sa	R	12	12	12	12	IN YEAR	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Savings	Medicines Management (Primary & Secondary Care)	1	1
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G029	Reduction in IV AB's for new borns	R	10	10	10	10	IN YEAR	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Savings	Medicines Management (Primary & Secondary Care)	1	1
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G030	MCA pay protection	R	11	34	11	34	IN YEAR	01-Dec-20	01-Dec-20	Green	Planned Care	Other	Cash-Releasing Savings	Pay - Other (Please Specify)		
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G031	given on COPPS prescriptions unless deemed clin	R	21	21	21	21	IN YEAR	01-Sep-20	01-Jan-21	Amber	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Savings	Medicines Management (Primary & Secondary Care)		
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G032	Midwifery phones EE	R	8	8	8	8	IN YEAR	01-Sep-20	01-Jan-21	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay		
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G035	Review of the carriage spend	R	0	2	0		IN YEAR	01-Sep-20	01-Jan-21	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay		
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G039	Parental leave applications	NR	10		10		IN YEAR	01-Aug-20	01-Aug-20	Green	Planned Care	Other	Cash-Releasing Savings	Pay - Other (Please Specify)		
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	O&G042	Selling Colposcope X2 at auction	NR	0		0		IN YEAR	01-Sep-20	01-Jan-21	Amber	Planned Care	Other	Cash-Releasing Savings	Income Generation		
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	CAW07	Endometriosis Activity	R	20	20	0		month 1	01-Apr-20	31-Mar-21	Amber	Commissioning	criteria/thresholds reducing inappropriate or	Cash-Releasing Savings	Commissioned Services	2	2
Cardiff & Vale	Children & Women's Health	Obs & Gynaecology	CAW10	Electronic newborn baby records	R	8	8	0		month 1	01-Jun-20	31-Mar-21	Amber	Planned Care	Other	Cash-Releasing Savings	Non Pay		
Cardiff & Vale	Corporate Executive Director of Finance		EXEDOF1	Audit Fees	R	20	20	20	20	In year	01-Apr-20	01-Apr-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	2	2
Cardiff & Vale	Corporate Executive Director of Finance		EXEDOF3	External Consultancy Fees	R	10	10	10	10	In year	01-Apr-20	01-Apr-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	1	1
Cardiff & Vale	Corporate Executive Director of Finance		EXEDOF7	Band 8A Surgery Restructure	NR	10		10		In year	01-Apr-20	01-Apr-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale	Board Wide Staff	Finance	C2	Non Electice LOS	R	3,700	3,700	0		month 1	01-Apr-20	01-Nov-20	Amber	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Savings	Non Pay		
Cardiff & Vale	Board Wide Staff	Finance	C4a	Procurement - Managed Service Contract	R	500	500	0		month 1	01-Apr-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay		
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED1	Barry Minor Injuries - Re-provision of Clinical Model	NR	46		46		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Reconfiguration to rationalise service provision to a single site or reduced sites	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	12	12
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED10	Consultant Nurse Vacancy 6 mths	R	22	22	33	33	Month 1	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Ward nursing	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	6	6
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED10a	Annual Leave Purchase	NR	3		3		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED11	7 Controller on secondment from 1st March - 12 m	R	50	50	42	42	Month 1	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Ward nursing	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	5	5
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED18	Establishment reduction of 3wte Band 4 posts	R	91	91	91	91	In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	8	8
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED2	ers - skill mix to Band 6 - 1.38 wte in addition 7.5 h	R	24	24	24	24	In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Ward nursing	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	2	2
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED3	Re- alignment of ATC service provision	R	121	121	121	121	In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Reconfiguration to rationalise service provision to a single site or reduced sites	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	10	10
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED43	Band 7 Controller on secondment 1wte until Feb 21	NR	0		0		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Ward nursing	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	4	4
Cardiff & Vale	Medicine	Primary & Acute Medicine	MED8	Establishment review	NR	74		74		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	6	6
Cardiff & Vale	Medicine	Integrated Medicine	MED12	M1 and M2 unfilled vacancies	NR	14		14		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	7	7
Cardiff & Vale	Medicine	Integrated Medicine	MED13	Annual leave purchase	NR	2		2		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale	Medicine	Integrated Medicine	MED14	ire & Return staff - reduced UHB pension contributi	NR	10		10		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale	Medicine	Integrated Medicine	MED19	Medical Admin Review - Dragon dictate role out	R	0	0	0	0	In year	01-Sep-20	01-Nov-20	Amber	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		

Cardiff & Vale U	Medicine	Integrated Medicine D	MED44	Medical session reduction	NR	23		23			In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	2	2
Cardiff & Vale U	Medicine	Integrated Medicine D	MED15	Rheum - Band 5 Admin Post vacancy April to July 20	NR	10		10			In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	3	3
Cardiff & Vale U	Medicine	Integrated Medicine D	MED16	Gastro - Procedure Booklets for Endoscopy	R	2	2	2	2		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	0	0
Cardiff & Vale U	Medicine	Integrated Medicine D	MED17	Gastro - Tofacitinib	R	6	6	6	6		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Prescribing	Cash-Releasing Savings	Non Pay	0	0
Cardiff & Vale U	Medicine	Integrated Medicine D	MED22	Gastro - Exacto Cold Snare [00711115] (Box10)	R	1	1	1	1		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	0	0
Cardiff & Vale U	Medicine	Integrated Medicine D	MED23	Biosimilar rather than using Vedolizumab or ustek	R	13	13	13	13		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Prescribing	Cash-Releasing Savings	Non Pay	1	1
Cardiff & Vale U	Medicine	Integrated Medicine D	MED24	Derm - A&C Review - Digital Solutions	NR	0		0			In year	01-Sep-20	01-Nov-20	Amber	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Medicine	Integrated Medicine D	MED25	Derm - Consultant pension scheme benefits	R	34	34	34	34		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	3	3
Cardiff & Vale U	Medicine	Integrated Medicine D	MED26	Cystic Fibrosis Procurement	R	3	3	3	3		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	0	0
Cardiff & Vale U	Medicine	Integrated Medicine D	MED27	Gastro - Session Reduction	R	12	12	12	12		In year	01-Jul-20	01-Jul-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale U	Medicine	Integrated Medicine D	MED28	Gastro - Outpatient Clinics	NR	0		0			In year	01-Sep-20	01-Nov-20	Amber	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale U	Medicine	Integrated Medicine D	MED41a	CF External Income	NR	17		17			In year	01-Dec-20	01-Dec-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment Commissioned Services		
Cardiff & Vale U	Medicine	Integrated Medicine D	MED45	Gastro 5 ASA	R	8	8	8	8		In year	01-Apr-20	01-Apr-20	Green	Unscheduled Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale U	Mental Health	Adult MH	MH04	Non-IP Nursing	R	8	8	8	8		In year	01-Apr-20	01-Apr-20	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale U	Mental Health	Adult MH	MH05	Non-IP Nursing	NR	7		7			In year	01-Apr-20	01-Mar-21	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Mental Health	Adult MH	MH06	Admin post	R	13	13	13	13		In year	01-Apr-20	01-Apr-20	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale U	Mental Health	Adult MH	MH07	Non-pay controls	NR	0		0			In year	01-Apr-20	01-Apr-20	Green	Mental Health	Other	Cash-Releasing Savings	Non Pay		
Cardiff & Vale U	Mental Health	Adult MH	MH08	Non-IP Nursing	NR	0		0			In year	01-Sep-20	01-Sep-20	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Mental Health	Adult MH	MH09	Assess impact of review on non-IP staffing	NR	0		0			In year	01-Apr-20	01-Apr-20	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Mental Health	MHSOP	MH10	Medical vacancy	NR	0		0			In year	01-Apr-20	01-Apr-20	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Mental Health	MHSOP	MH11	Admin post vacancy	NR	0		0			In year	01-Apr-20	01-Apr-20	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Mental Health	MHSOP	MH12	Nursing Vacancies	NR	0		0			In year	01-Apr-20	01-Apr-20	Green	Mental Health	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Mental Health	MHSOP	MH13	Reduction in temporary staff	NR	0		0			In year	01-Apr-20	01-Mar-21	Amber	Mental Health	Ward nursing	Cash-Releasing Savings	Pay - Variable Pay		
Cardiff & Vale U	CIC Clinical Box	CHC / FNC	CHC01	Review of CHC assessments	R	400	400	400	400		Month 1	01-Apr-20	01-Apr-20	Green	CHC	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	CHC and Funded Nursing Care	33	33
Cardiff & Vale U	CIC Clinical Box	CHC / FNC	CHC02	Various non rec opportunities	NR	800		0			Month 1	01-Apr-20	01-Apr-20	Green	CHC	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	CHC and Funded Nursing Care		
Cardiff & Vale U	CIC Clinical Box	CHC / FNC	CHC03	Review of CHC commitments	R	200	200	0	0		Month 1	01-Apr-20	01-Apr-20	Green	CHC	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	CHC and Funded Nursing Care	17	17
Cardiff & Vale U	CIC Clinical Box	CHC / FNC	CHC04	LD CAPPs review / opportunities	R	50	50	0	0		Month 1	01-Apr-20	01-Apr-21	Amber	CHC	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	CHC and Funded Nursing Care	4	4
Cardiff & Vale U	CIC Clinical Box	CARDIFF S	South01	Retrospective Team Admin Review	R	27	27	24	24		Month 1	01-Apr-20	01-Apr-20	Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	2	2
Cardiff & Vale U	CIC Clinical Box	CARDIFF S	South03	5% Reduction to THT SLA	R	1	1	0	0		Month 1	01-Apr-20	01-Apr-21	Amber	Commissioning	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Commissioned Services	0	0

Cardiff & Vale	IC Clinical	BoS	CARDIFF S	South04	Rationalisation of printing	R	1	1	0		Month 1	01-Apr-20	01-Apr-20	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	0	0
							0	0												
Cardiff & Vale	IC Clinical	BoS	CARDIFF S	South08	Prison officer vacancy	R	5	5	0		Month 1	01-Apr-20	01-Apr-20	Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale	IC Clinical	BoS	CARDIFF S	South09	Prison Structures Review	NR	0	0	0		In year	01-Apr-20	01-Nov-20	Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
							0	0												
Cardiff & Vale	IC Clinical	BoS	CALITIES VA	Vale02	Maximise Rebate opportunities within Wound Care	R	50	50	0		Month 1	01-Apr-20	01-Apr-21	Amber	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Primary Care	4	4
Cardiff & Vale	IC Clinical	BoS	CALITIES VA	Vale09	Review of band 7 weekend working (ART & VCRS)	NR	0	0	0		In year	01-Apr-20	01-Apr-20	Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving	Pay - Variable Pay		
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc01	Solifenacin loss of exclusivity	R	265	265	354	354	Month 1	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	22	22
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc05	Home Oxygen Service Contract Savings	R	82	82	0		Month 1	01-Apr-20	01-Apr-21	Amber	Prescribing	Prescribing	Cash-Releasing Saving	Primary Care	7	7
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc07	Mucodyne to generic mop up	R	5	5	5	5	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc09	iod hyaluronate eye drops - switching to Evolve brand	R	8	8	8	8	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	1	1
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc11	Keppra - switch to generic	NR	0	0	0		In year	01-Apr-20	01-Nov-20	Amber	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)		
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc12	Low Priority Medicines Paper 1 - Liothyronine	NR	0	0	0		In year	01-Apr-20	01-Nov-20	Amber	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)		
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc13	Low Priority Medicines Paper 2 - Targinact	NR	0	0	0		In year	01-Apr-20	01-Nov-20	Amber	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)		
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc14	Low Priority Medicines paper 2 - Tramacet	NR	0	0	0		In year	01-Apr-20	01-Nov-20	Amber	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)		
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc16	Emollients - revisit zero preps and mop up	NR	0	0	0		In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)		
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc17	Housekeeping - stalvevo to sustravi	R	16	16	16	16	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	1	1
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc19	Housekeeping - microfine to mylife perfine classic	R	5	5	5	5	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc20	Housekeeping - tramadol to marol	R	3	3	3	3	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc21	Housekeeping - ursodeoxycholic 500 to 2 * 250	R	3	3	3	3	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc22	Housekeeping - ISMN to monomil	R	3	3	3	3	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc23	Housekeeping - ondsetron disp assisted to orodispersible film	R	3	3	3	3	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc24	Housekeeping - various gaviscon to acidex	R	10	10	10	10	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	1	1
Cardiff & Vale	IC Clinical	BoS	PRESCRIBING	Presc25	Zomorph switch	R	5	5	5	5	In year	01-Apr-20	01-Apr-20	Green	Prescribing	Prescribing	Cash-Releasing Saving	Medicines Management (Primary & Secondary Care)	0	0
Cardiff & Vale	IC Clinical	BoS	CARE MANAG	PC03	Quality Improvement in Primary Care	R	60	60	0		Month 1	01-Apr-20	01-Apr-21	Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	5	5
							0	0												
Cardiff & Vale	IC Clinical	BoS	CARE MANAG	PC04	Primary Care Academy	R	140	140	0		Month 1	01-Apr-20	01-Apr-21	Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	12	12
							0	0												
Cardiff & Vale	IC Clinical	BoS	CARE MANAG	PC07	NWSSP Courier Service Review	NR	0	0	0		In year	01-Apr-20	01-Apr-20	Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Primary Care		

Cardiff & Vale	CIC Clinical Box	CARE OUT C	OOH03	Secondment to 111 backfill (band 5)	R	33	33	0		Month 1	01-Apr-20	01-Apr-20	Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	3	3
Cardiff & Vale	CIC Clinical Box	CARE OUT C	OOH04	Review of Emergency dental service management	R	5	5	0		Month 1	01-Apr-20	01-Apr-21	Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 001	Procurement - Stents/Balloons (Abbott)	R	50	50	0		Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	4	4
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 002	Procurement - Devices	R	278	278	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	23	23
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 003	Workforce Efficiencies - Cardiology trainee doctor posts	NR	30		0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving	Agency - Reduced usage of Agency/Locums paid at a premium	3	3
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 004	Workforce Efficiencies - Nursing (Switch Off Agency)	R	25	25	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Saving	Pay - Variable Pay	2	2
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 006	Workforce Efficiencies - Associate Specialists	R	40	40	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving	Agency - Reduced usage of Agency/Locums paid at a premium	3	3
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 012	Surgical Pathway Review	R	132	132	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Theatre utilisation and productivity	Cash-Releasing Saving	Non Pay	11	11
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 016	Cardiology Pathway Efficiencies initiated 2019/20	R	240	240	0		Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	20	20
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 017	Procurement - stents, guidewires & balloons	R	30	30	0		Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	3	3
Cardiff & Vale	Specialist Services	Cardiac Service	CARD 018	Stock management	R	24	24	0		Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	2	2
Cardiff & Vale	Specialist Services	Crit Care & MT	CRIT 001	Workforce Efficiencies - Nursing (NR)	NR	95		0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Saving	Pay - Variable Pay	8	8
Cardiff & Vale	Specialist Services	Crit Care & MT	CRIT 002	Rationalisation of Maintenance Contracts	R	10	10	0		Month 1	01-Apr-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	1	1
Cardiff & Vale	Specialist Services	Crit Care & MT	CRIT 004	Workforce Efficiencies - Medical Vacancy Backfill	R	135	135	0		Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Medical staff management	Cash-Releasing Saving	Agency - Reduced usage of Agency/Locums paid at a premium	11	11
Cardiff & Vale	Specialist Services	Crit Care & MT	CRIT 005	Workforce Efficiencies - Therapies	NR	0		0		In Year	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Variable Pay		
Cardiff & Vale	Specialist Services	Crit Care & MT	CRIT 006	Temporary Pay - Recruitment workstreams for nurse	R	240	240	0		Month 1	01-Oct-20	01-Apr-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Saving	Pay - Variable Pay		
Cardiff & Vale	Specialist Services	Crit Care & MT	CRIT 010	Temporary Pay - Junior Medical	NR	0		0		In Year	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Medical staff management	Cash-Releasing Saving	Agency - Reduced usage of Agency/Locums paid at a premium		
Cardiff & Vale	Specialist Services	Crit Care & MT	CRIT 012	Workforce Efficiencies - Nursing (R)	R	120	120	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Saving	Pay - Variable Pay	10	10
Cardiff & Vale	Specialist Services	Immunology & M	HAEM 001	Rationalisation of Maintenance Contracts	R	10	10	0		Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	1	1
Cardiff & Vale	Specialist Services	Immunology & M	HAEM 003	Meds Management - Homecare	R	200	200	0		Month 1	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	17	17
Cardiff & Vale	Specialist Services	Immunology & M	HAEM 006	Pathway Review - AML, CLL and Lipids	R	50	50	0		Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Non-pay criteria/thresholds reducing inappropriate or productivity	Income Generation	Pay - Variable Pay	4	4
Cardiff & Vale	Specialist Services	Immunology & M	HAEM 007	Workforce Efficiency continuation - Nursing	R	50	50	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Saving	Pay - Variable Pay	4	4
Cardiff & Vale	Specialist Services	Immunology & M	HAEM 010	Temporary Pay - Lipids	R	11	11	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Saving	Pay - Variable Pay	1	1
Cardiff & Vale	Specialist Services	Immunology & M	HAEM 011	Workforce Efficiencies - Medical	NR	50		0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Medical staff management	Cash-Releasing Saving	Pay - Variable Pay	4	4
Cardiff & Vale	Specialist Services	Immunology & M	HAEM 012	Workforce Efficiencies - Nursing	R	60	60	0		Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving	Pay - Variable Pay	5	5

Cardiff & Vale	Specialist Service	Immunology & Microbiology	HAEM 013	Workforce Efficiencies - Other staff groups	R	25	25	0			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Savings	Pay - Variable Pay	2	2
Cardiff & Vale	Specialist Service	Immunology & Microbiology	HAEM 015	Haem pathways - Reduction in testing	R	120	120	0			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	10	10
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 001	Workforce Efficiencies - Rookwood Nursing	NR	200		200			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Savings	Pay - Variable Pay	17	17
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 002	Pathway Review - Headache (Botox) Service	R	5	5	0			Month 1	01-Apr-20	01-Nov-20	Amber	Across Service Areas	Ward nursing criteria/thresholds reducing inappropriate or unnecessary	Cost Avoidance	Non Pay	0	0
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 004	Income generation - Spinal Rehab	NR	20		0			Month 1	01-Apr-20	01-Nov-20	Amber	Commissioning	Improved value in the management of long term conditions	Income Generation		2	2
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 007	Pathway Review - IIH	R	5	5	0			Month 1	01-Apr-20	01-Nov-20	Amber	Across Service Areas	Ward nursing criteria/thresholds reducing inappropriate or unnecessary	Cost Avoidance	Pay - Variable Pay	0	0
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 008	Workforce Efficiencies - Specialising (Switch off Sunday)	NR	10		0			Month 1	01-Apr-20	01-Oct-20	Green	Across Service Areas	Ward nursing	Cash-Releasing Savings	Agency - Reduced usage of Agency/Locums paid at a premium	1	1
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 011	Workforce Efficiencies - Medical Vacancy Backfill	NR	10		0			Month 1	01-Apr-20	01-Oct-20	Green	Across Service Areas	Medical staff management	Cash-Releasing Savings	Agency - Reduced usage of Agency/Locums paid at a premium	1	1
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 012	Workforce Efficiencies - Career Break (11th session)	NR	10		0			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Medical staff management	Cash-Releasing Savings	Pay - Variable Pay	1	1
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 013	Surgical Pathway Review	R	200	200	0			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Theatre utilisation and productivity	Cash-Releasing Savings	Non Pay	17	17
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 017	Pathway Review - Pain Service	NR	60		0			Month 1	01-Oct-20	01-Oct-20	Green	Across Service Areas	Ward nursing criteria/thresholds reducing inappropriate or unnecessary	Cost Avoidance	Pay - Variable Pay		
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 018	Trading Frameworks - Radiology SLA (MRI)	R	20	20	0			Month 1	01-Apr-20	01-Nov-20	Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	2	2
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 021	Meds Management - Homecare MS (Cladribine)	R	105	105	105	105		Month 1	01-Apr-20	01-Apr-20	Green	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	9	9
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 022	Workforce Efficiencies - MTC Neuro	R	18	18	0			Month 1	01-Apr-20	01-Apr-20	Green	Across Service Areas	Medical staff management	Cash-Releasing Savings	Pay - Variable Pay	2	2
Cardiff & Vale	Specialist Service	Neurosciences	NEUR 024	Neurosurgery Pathway	R	52	52	0			Month 1	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Savings	Pay - Variable Pay	4	4
Cardiff & Vale	Specialist Service	ENT	SURG14	Radiology SLA reduction	R	2	2	2	2	0	Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	0	0
Cardiff & Vale	Specialist Service	ENT	SURG15	Band 7 (BOS v TOS)	NR	5		5			Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale	Specialist Service	ENT	SURG19	West Quay ENT Nurse training recharge	NR	0		0			In year	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay		
Cardiff & Vale	Specialist Service	ENT	SURG20	Audiology Bulk Purchase	NR	20		39			Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	2	2
Cardiff & Vale	Specialist Service	ENT	SURG21	Band 2 Ward Co-ordinator	R	3	3	3	3		Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Other	Cash-Releasing Savings	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale	Specialist Service	General Surgeon	SURG34	1st centre costs which should be funded via charity	R	2	2	2	2	0	Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay	0	0
Cardiff & Vale	Specialist Service	General Surgeon	SURG35	Nurse Prac vacancy (3 months)	NR	9		9			Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Ward nursing	Cash-Releasing Savings	Pay - Other (Please Specify)	3	3
Cardiff & Vale	Specialist Service	General Surgeon	SURG54	Nursing income from HART trial	NR	20		20			In year	01-May-20	01-Apr-20	Green	Planned Care	Other	Income Generation		20	
Cardiff & Vale	Specialist Service	General Surgeon	SURG55	Nursing Band 6-5 savings	R	18	18	18	18	0	In year	01-Apr-20	01-Apr-20	Green	Planned Care	Ward nursing	Cash-Releasing Savings	Pay - Other (Please Specify)	2	2
Cardiff & Vale	Specialist Service	General Surgeon	SURG88	A&C annual leave savings	NR	1		1			In year	01-Apr-20	01-Apr-20	Green	Planned Care	Other	Cash-Releasing Savings	Pay - Other (Please Specify)	0	0
Cardiff & Vale	Specialist Service	General Surgeon	SURG89	Consultant annual leave savings	NR	3		0			In year	01-Apr-20	01-Apr-20	Green	Planned Care	Other	Cash-Releasing Savings	Pay - Other (Please Specify)		
Cardiff & Vale	Specialist Service	General Surgeon	SURG99	Gravity set change of supplier savings	R	30	30	30	30	0	In year	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Savings	Non Pay		5
Cardiff & Vale	Specialist Service	Ophthalmology	SURG86	Phenylephrine use	R	3	3	3	3	0	In year	01-Apr-20	06-Mar-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Savings	Non Pay	0	0

Cardiff & Vale U	Surgery	Ophthalmology	SURG67	Chloramphenicol reduction in use	R	32	32	32	32	0	In year	01-Apr-20	06-Mar-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving	Non Pay	3	3
Cardiff & Vale U	Surgery	Ophthalmology	SURG9	Translation Service	R	10	10	10	10	0	In year	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	1	1
Cardiff & Vale U	Surgery	Ophthalmology	SURG97	Eylea 13% Price Reduction	R	200	227	174	227	0	In year	01-May-20	01-May-20	Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving	Non Pay	18	18
Cardiff & Vale U	Surgery	Preoperative Care	SURG1	Bulk purchase on Bone Chips (c/f from 19/20)	NR	4		22			Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	1	1
Cardiff & Vale U	Surgery	Preoperative Care	SURG100	Intuitive Service Credit	NR	14		14			In year	01-Jul-20	08-Jun-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Surgery	Preoperative Care	SURG101	Sale of Equipment Income	NR	3		3			In year	01-Jul-20	31-Jul-20	Green	Planned Care	Other	Income Generation			
Cardiff & Vale U	Surgery	Preoperative Care	SURG2	Alcon Managed Service Contract	R	121	121	0			Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	10	10
Cardiff & Vale U	Surgery	Preoperative Care	SURG22	Consultant Pension Saving	R	17	17	0			Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Medical staff management	Cash-Releasing Saving	Pay - Other (Please Specify)	1	1
Cardiff & Vale U	Surgery	Preoperative Care	SURG23	Saw Blades (Ortho Solutions)	R	11	11	20	20	0	Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	1	1
Cardiff & Vale U	Surgery	Preoperative Care	SURG24	Sutures (Banding Discounts)	NR	9		9			Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Surgery	Preoperative Care	SURG25	Drapes	R	38	38	20	50	3	Month 1	01-Jul-20	01-Nov-20	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG3	Bulk purchase (Medtronic)	NR	10		35			Month 1	01-Apr-20	14-Feb-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	1	1
Cardiff & Vale U	Surgery	Preoperative Care	SURG38	W - Standard & Custom Procedure Packs (Unisurg)	R	1	1	0	0		Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG39	AW - Consumables	R	3	3	0	0	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG4	Medprin Dura Repair Patch - Neuro - Severn Health	R	27	27	20	27	0	Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	2	2
Cardiff & Vale U	Surgery	Preoperative Care	SURG40	Universal Sharps Protector Pads	R	3	3	1	3	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG41	Imaging Drapes (C ARM Cover)	R	2	2	1	2	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG42	Delta Sponge	R	2	2	0	0	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG43	Steri-drape (J Drape)	R	3	3	0	0	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG44	AW - Drapes Switch	R	4	4	1	4	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG45	AW - Flurocover	R	1	1	0	0	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG46	Arcad Gases	R	2	2	1	2	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Preoperative Care	SURG47	Bioglu Bulk Order	NR	3		3			Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0

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Cardiff & Vale U	Surgery	Operative Care	SURG48	T&O Meniscal Root (Move from S&N)	R	2	2	1	2	0	Month 1	01-Apr-20	28-Jan-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Operative Care	SURG49	Neptune Rover - Waste Management	R	30	30	0			Month 1	01-Apr-20	01-Feb-21	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	3	3
Cardiff & Vale U	Surgery	Operative Care	SURG5	Adherus Sealant - Stryker	R	19	19	1	19	0	Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	2	2
Cardiff & Vale U	Surgery	Operative Care	SURG50	Urology Switches	R	7	7	0	0		Month 1	01-Jun-20	01-Nov-20	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Operative Care	SURG51	T&O Trial Meniscal Root Repair	R	2	2	1	2	0	Month 1	01-Apr-20	14-Feb-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Operative Care	SURG52	Clip Appliers	R	2	8	9	12		In year	01-Jul-20	01-Nov-20	Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Surgery	Operative Care	SURG53	Maintenance repairs contract - G-WAY project savings	R	14	22	7	22	0	In year	01-Jul-20	21-Feb-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Surgery	Operative Care	SURG6	ResorbCell - Advanced Medical - Switch	R	18	18	14	18	0	Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	2	2
Cardiff & Vale U	Surgery	Operative Care	SURG8	Trocars - change of supplier	R	66	66	26	66	0	Month 1	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	6	6
Cardiff & Vale U	Surgery	Operative Care	SURG84	Catheter Lock	R	0	1	0	0	0	In year	01-Apr-20	06-Mar-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Operative Care	SURG90	Wassenburg & Envirogen Unit Filter change	R	1	6	7	7	0	In year	01-May-20	12-Mar-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		0
Cardiff & Vale U	Surgery	Operative Care	SURG91	Non recurrent opportunities	NR	70		71			In year	01-Apr-20	12-Mar-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	70	
Cardiff & Vale U	Surgery	Operative Care	SURG92	Skin Adhesive Dermaflex (AW switch)	R	3	11	3	11	0	In year	01-Apr-20	12-Mar-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	Operative Care	SURG93	Lumbar Drainage	R	3	9	1	9	0	In year	01-Apr-20	12-Mar-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay	0	0
Cardiff & Vale U	Surgery	ma & Orthopaedics	SURG102	Nursing Band 6-5 savings	R	14	14	14	14	0	In year	01-Jul-20	01-Jul-20	Green	Planned Care	Ward nursing	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Surgery	ma & Orthopaedics	SURG103	Nursing Band 3-2 savings	R	10	10	10	10	0	In year	01-Jul-20	01-Jul-20	Green	Planned Care	Ward nursing	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Surgery	ma & Orthopaedics	SURG56	Annual Leave Purchase Scheme	NR	6		6			In year	01-Apr-20	13-Jan-20	Green	Planned Care	Ward nursing	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	1	1
Cardiff & Vale U	Surgery	ma & Orthopaedics	SURG58	Admin Review UHW	R	24	24	24	24	0	In year	01-Apr-20	13-Jan-20	Green	Planned Care	Medical staff management	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	2	2
Cardiff & Vale U	Surgery	ma & Orthopaedics	SURG80	West 5 closure for 1 week	NR	0		0			In year	01-Apr-20	29-Jan-20	Green	Planned Care	Ward nursing	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Board Wide Savings	Finance	C4b	Various Corporately Managed Schemes	R	379	379	0	0		In year	01-Sep-20	01-Nov-20	Amber	Across Service Areas	Other	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF12	Fleet usage audit CEF	R	0	0	0			Month 1	01-Apr-19	01-Apr-19	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF14.19	Rates Llantwit Major Rebate	NR	2	0	2			In Year	01-Aug-20	01-Aug-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF36	CHFW Prior Years Gas rebate	NR	198		198			In Year	01-Aug-20	01-Aug-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Accountancy Gains	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF37	Charge and Insurance Rebate for Butetown Health	NR	41		41			In Year	01-Aug-20	01-Aug-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Accountancy Gains	Non Pay		
Cardiff & Vale U	CD&T	Therapies	THER04B	Disestablish 0.4 WTE Band 6	NR	8		0			In Year	01-Apr-20	31-Mar-21	Amber	Across Service Areas	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	CD&T	Therapies	THER05B	Disestablish 0.2 WTE Band 7 on retirement	NR	3		2			In Year	01-Apr-20	31-Mar-21	Amber	Across Service Areas	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	CD&T	Therapies	THER06B	Increase income through public health activity	NR	3		0			In Year	01-Apr-20	31-Mar-21	Amber	Across Service Areas	Other	Income Generation			

Cardiff & Vale U	CD&T	Therapies	THER27	Physio - Leadership Skill Mix	R	31	31	31	31		In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale U	CD&T	Therapies	THER28	Physio - Frailty Rehab Skill Mix	R	27	27	27	27		In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale U	CD&T	Therapies	THER29	Physio - Rookwood Rehab Skill Mix	R	21	21	21	21		In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Changes in Staffing Establishment	0	0
Cardiff & Vale U	CD&T	Therapies	THER30	Physio - non recurrent savings opportunities	NR	33		33			In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Other	Cash-Releasing Saving	Pay - Other (Please Specify)	0	0
Cardiff & Vale U	CD&T	Therapies	THER31	Dietetics - recurrent savings opportunities	R	15	15	15	15		In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Other (Please Specify)	0	0
Cardiff & Vale U	Corporate Executive Director of Public Health		EXEDOPH8	PH Consultant Pay not backfilled	NR	21		21			In year	01-Aug-20	01-Aug-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Other	Cash-Releasing Saving	Pay - Changes in Staffing Establishment		
Cardiff & Vale U	Surgery	ENT	SURG20B	Audiology Bulk Purchase	NR	19		0			In year	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Surgery	Orthopaedic	SURG1B	Bulk purchase on Bone Chips (c/ff from 19/20)	NR	18		0			In year	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Surgery	Orthopaedic	SURG23B	Saw Blades (Ortho Solutions)	NR	9		0			In year	01-Apr-20	01-Apr-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Surgery	Orthopaedic	SURG3B	Bulk purchase (Medtronic)	NR	25		0			In year	01-Apr-20	14-Feb-20	Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF12.1A	Electric Van Security	NR	3		3			In Year	01-Apr-20	01-Aug-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Estates	CEF12.2A	Electric Van Estates UHW	NR	3		3			In Year	01-Apr-20	01-Sep-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Estates	CEF12.3A	Electric Van Estates UHL	NR	6		6			In Year	01-Apr-20	01-Aug-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	Estates and Facilities	Facilities	CEF14.20	Rates Llanishen Clinic	NR	2		2			In Year	01-Sep-20	01-Sep-20	Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving	Non Pay		
Cardiff & Vale U	CD&T	Therapies	THER32	Podiatry - non recurrent savings opportunities	NR	10		10			In Year	01-Apr-20	01-Apr-20	Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving	Pay - Other (Please Specify)		
Cardiff & Vale U	Board Wide Savings	Finance	C&C	Non recurrent Balance sheet write offs	NR	3,614		3,614			In year	01-Sep-20	01-Oct-20	Green	Across Service Areas	Other	Accountancy Gains	Non Pay		

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