

Bundle Finance Committee 26 June 2019

Agenda attachments

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Wednesday, 31 July 2019 at 2.00pm
Coed y Nant Meeting Room, HQ Woodland House

AGENDA
FINANCE COMMITTEE
26th June 2019 at 2pm
Coed Y Nant Meeting Room, HQ, Woodland House

1.	Preliminaries	
1.1	Welcome & Introductions	John Antoniazzi
1.2	Apologies for Absence	John Antoniazzi
1.3	Declarations of Interest	John Antoniazzi
1.4	Minutes of the Committee Meeting held on 29 th May 2019	John Antoniazzi
1.5	Action Log	John Antoniazzi
1.6	Chairs Action taken since last meeting	John Antoniazzi
2.	Items for Review and Assurance	
2.1	Finance Report for Month 2	Chris Lewis
2.2	Clinical Boards in Escalation	Steve Curry
2.3	Cost Reduction Programme	Chris Lewis
2.4	Finance Risk Register	Chris Lewis
3	Items for Noting and Information	
3.1	Month 2 Financial Monitoring Returns	
4.	Items to bring to the attention of the Board/Committee	John Antoniazzi
5.	Date and time of next Meeting	
	Wednesday 31st July 2019 at 2pm, Coed Y Nant Meeting Room, HQ, Woodland House	

**UNCONFIRMED MINUTES OF FINANCE COMMITTEE
HELD ON 29th MAY 2019
LARGE MEETING ROOM, HQ, UHW**

Present:

John Antoniazzi	JA	Chair, Independent Member – Estates
Charles Janczewski	CJ	Vice Chair (Board)
John Union	JU	Independent Member – Finance
Maria Battle	MB	UHB Chair
Abigail Harris	AH	Executive Director of Planning
Andrew Gough	AG	Assistant Director of Finance
Chris Lewis	CL	Deputy Director of Finance
Martin Driscoll	MD	Executive Director of Workforce and Organisational Development
Robert Chadwick	RC	Executive Director of Finance
Ruth Walker	RW	Executive Nurse Director
Sharon Hopkins	SH	Deputy Chief Executive
Steve Curry	SC	Chief Operating Officer

In Attendance:

Secretariat:

Paul Emmerson	PE	Finance Manager
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Apologies:

Len Richards	LR	Chief Executive
Nicola Foreman	NF	Director of Corporate Governance
Ruth Walker	RW	Executive Nurse Director

FC 19/053	WELCOME AND INTRODUCTIONS The Chair welcomed everyone to the meeting.	ACTION
FC 19/054	APOLOGIES FOR ABSENCE Apologies for absence were noted.	
FC 19/055	DECLARATIONS OF INTEREST The Chair invited members to declare any interests in proceedings on the Agenda. The UHB Vice Chair (CJ) stated that he was Chair of a WHSSC sub-committee and declared an interest in discussions in respect of WHSSC.	

FC 19/056	<p>MINUTES OF THE BOARD MEETING HELD ON 24th APRIL</p> <p>The minutes of the meeting held on 24th April 2019 were reviewed for accuracy.</p> <p>Resolved – that:</p> <p>The minutes of the meeting held on 24th April 2019 were approved by the Committee as an accurate record.</p>	
FC 19/057	<p>FINANCE REPORT AS AT MONTH 1</p> <p>The Deputy Director of Finance presented the UHB's financial performance to month 1 and highlighted that the UHB had reported a deficit of £0.658m which was made up of £0.383m operational overspend and £0.275m RTT costs incurred at risk.</p> <p>In response to a query from the UHB's Vice Chair (CJ) it was confirmed that the UHB and Welsh Government were continuing discussions over the level of additional funding that would be made available to the UHB to cover the additional costs of improving UHB performance. The UHB's approach to delivering improvement against performance targets had previously been discussed by the Committee and the identification of costs incurred at risk at month 1 was consistent with the reporting requirement previously agreed. In this context the Independent Member - Finance (JU) asked for clarification over the point in time when the UHB would need to reconsider operational plans in order to recover the excess costs of RTT by year end. The Director of Finance indicated that this was under continual review and added that discussions with Welsh Government indicated that an additional allocation for performance would be provided in 2019/20 and that the risk to be managed by the UHB lay around the actual level of funding that would be provided and whether this would provide adequate coverage for the excess costs incurred. The UHB Chair concurred and indicated that this was a common assumption held by Health Boards. The UHB Vice Chair (CJ) asked whether it was the UHBs intention that the excess costs of RTT would continue to be included in the UHB position and highlighted on a monthly basis. In response the Deputy Director of Finance confirmed that this principle had been adopted by the UHB and that the excess costs were also included and highlighted in the monthly financial monitoring return provided by the UHB to Welsh Government.</p> <p>Moving onto the Finance Dashboard the Committee was informed that 4 measures had been RAG rated Red namely: remaining within revenue resource limits; the reduction in the underlying deficit to £4m; the delivery of the recurrent £16.345m 2% devolved target; the delivery of the £14.9m recurrent/non recurrent corporate target.</p> <p>It was also confirmed that delivery of the 2019/20 plan would not enable the UHB to meet its statutory duty to ensure that its expenditure did not exceed the aggregate of the funding allotted to it</p>	

	<p>over a period of 3 financial year; the rolling deficit reported by the UHB over the 3 year period from 2017/18 to 2019/20 would be £36.7m if the UHB delivered a balanced plan in 2019/20.</p> <p>A surplus of £0.020m was reported against income budgets and it was noted that there were no discernible trends at month 1.</p> <p>The Committee was informed that total pay budgets were broadly balanced at the end of month. The Deputy Director of Finance warned that the £0.320m overspend against nursing budgets at month 1 was a significant concern and added that if the adverse run rate on nursing budgets continued at the same rate an overspend of £3.840m could occur by the end of the year. It was noted that the projection excluded costs in relation to nurse overseas recruitment plans which were estimated at c13k per overseas nurse recruited. The Finance Committee Chair (JA) observed that the month 1 nursing overspend was a continuation of the trend recorded in 2018/19 and asked how the UHB planned to manage this position moving forwards. The Deputy Director of Finance confirmed that the nursing position had been escalated via the performance reviews; the UHB had not yet secured plans to remedy and recover the nursing position by year end, however it was noted that the overspend against nursing pay was broadly balanced at month 1 by pay underspends against other staff groups. The Chief Operating Officer confirmed that the nursing position was prioritised at performance review meetings and indicated that specific plans had been developed by the Medicine and Surgery Clinical Boards to manage the pressures. It was also expected that the closure of winter beds and the reconfiguration of services would reduce the pressure on the UHB's nursing capacity. In response to a query from the UHB Chair (MB) around immediate actions, the Chief Operating Officer confirmed that best practice in respect of specialising and sickness management was shared with Clinical Boards for incorporation within action plans where required.</p> <p>Turning to non pay, an overspend of £0.649m was reported at month 1. A large part of the overspend was due to the £0.275m of RTT costs incurred at risk; in addition the overspend due to pressures in Primary Care and Medicine drugs budgets were highlighted.</p> <p>In respect of Clinical Board performance, the largest in month overspends had been incurred in the Medicine and Surgery where the overspends were primarily driven by nursing pressures.</p> <p>At month 1 the UHB needed to identify a further £3.347m of cost reduction schemes to meet its £31.245m savings target. The Director of Finance stressed that the impact of any remaining CRP shortfall would be reflected in the month 3 position and that unidentified savings had not affected the month 1 position.</p> <p>The committee was noted that the Public Sector Payment Compliance score had exceeded the 95% target in April.</p>	
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	<p>The Finance Committee Chair (JA) observed that the month 1 position was concerning and indicated that the UHB would need to see how the position unfolded over the coming months before an assessment of any additional action required could be considered. The Director of Finance agreed and added that the flexibility available to the UHB to address pressures though investment slippage and the balance sheet was limited. On this theme the UHB vice chair (CJ) asked whether the UHB had undertaken any sensitivity analysis around the financial pressures facing the UHB and the Deputy Director of Finance confirmed that the UHB maintained a list of risk and opportunities that was re-assessed on a continuing basis to inform the year end forecast position.</p> <p>ASSURANCE was provided by:</p> <ul style="list-style-type: none"> • The scrutiny of financial performance undertaken by the Finance Committee and the UHBs intention to recover the year to date deficit and deliver a break even position by the year end as planned. <p>Resolved – that:</p> <p>The Finance Committee noted that the UHB has an approved IMTP which includes a balanced Financial Plan for 2019/20;</p> <p>The Finance Committee noted the £0.658m deficit at month 1 which includes a £0.383m overspend on operational budgets and £0.275m costs for improvements in RTT performance;</p> <p>The Finance Committee noted the key concerns and actions being taken to manage risks</p>	
<p>FC19/058</p>	<p>COST REDUCTION PROGRAMME AND CROSS CUTTING THEME</p> <p>The Assistant of Finance asked the Finance Committee to note the 2019/20 Cost Reduction Report which included the following key points:</p> <ul style="list-style-type: none"> • At 30th April 2019 £15.298m of schemes had been identified as Green or Amber against the devolved 2% savings target of £16.345m, leaving a gap of £1.047m. £13.528m of the identified schemes were recurrent. • Schemes totalling £12.600m had been identified as Green or Amber against the £14.900m corporate and high value opportunities target as at 30th April 2019 leaving a shortfall of £2.300m to be identified. The recurrent effect of the identified schemes was £12.900m. <p>The Committee was informed that the shortfall against the cost reduction target for the Surgery Clinical Board was a concern which had been escalated through the performance review process.</p>	

	<p>The Director of Finance added that the gap against the recurrent savings target would have an impact on the reduction to the Underlying Deficit and would require review as the year progressed.</p> <p>The UHB Chair (MB) asked how the UHB was addressing the shortfall against the Corporate Target and the Director of Finance confirmed that the UHB was considering further efficiency, workforce and service changes and that this tied in with the themes explored with Canterbury Healthcare and Welsh Government Finance Delivery Unit. The Chief Operating Officer added that it was important that the UHB ensured that Clinical Boards remained on side in the delivery of corporate savings themes which cut across the organization and where the target is currently held centrally.</p> <p>Resolved – that:</p> <p>The Finance Committee noted the progress against the £31.245m UHB savings requirement for 2019/20.</p>	
<p>FC19/059</p>	<p>RISK REGISTER</p> <p>The Director of Finance presented the 2019/20 Risk Registers and highlighted to the Committee that 5 of the risks identified on the 2019/20 Risk Register were now categorized as extreme risks (Red) namely:</p> <ul style="list-style-type: none"> • Reduction in the £36.3m underlying deficit b/f to 2019/20 to the IMTP planned £4m c/f underlying deficit in 2020/21; • Development and delivery of the 2% delegated recurrent CIP (£16.4m); • Development and delivery of corporately led financial opportunities of £14.9m to achieve year end break even position; • Management of Budget pressures; • Management of Nursing overspend - £0.320m month 1. <p>Turning to other risks, the Director of Finance indicated that new concerns around the containment of IT developments had emerged since the distribution of the Committee papers. The concerns centred around the availability of additional Welsh Government funding to cover the cost of extending software licences and developing clinical systems. The risk rating would be reviewed in light of the new concerns.</p> <p>It was noted that the UHB expected the risk around increased employer's superannuation payments to be managed by Welsh Government.</p>	

	<p>The UHB Vice Chair (CJ) asked whether the Committee thought that there current scoring of the delivery of RTT within resources available was adequate in light of discussions and the Committee agreed that the scoring at 12 was a fair reflection of the current risk.</p> <p>Resolved – that:</p> <p>The Finance Committee noted the risks highlighted within the 2019/20 risk registers.</p>	
FC 19/060	<p>MONTH 1 FINANCIAL MONITORING RETURNS</p> <p>These were noted for information.</p>	
FC 19/061	<p>ITEMS TO BRING TO THE ATTENTION OF THE BOARD/OTHER COMMITTEES</p> <p>The Director of Finance asked for the month 1 financial position and the additional red rated items on the Risk Register to be brought to the attention of the main Board.</p> <p>Resolved – that:</p> <p>The month 1 financial position and the additional red rated items added to the Risk Register were to be brought to the attention of the main Board.</p>	
FC 19/062	<p>DATE OF THE NEXT MEETING OF THE BOARD</p> <p>Wednesday 26th June; 2.00pm; Coed Y Nant Meeting Room, Ground Floor, HQ, Woodland House</p>	

FINANCE COMMITTEE

ACTION LOG FROM 29th MAY 2019

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

Report Title:	Finance Report for the Period Ended 31st May 2019							
Meeting:	Finance Committee					Meeting Date:	26th June 2019	
Status:	For Discussion	x	For Assurance	x	For Approval		For Information	x
Lead Executive:	Executive Director of Finance							
Report Author (Title):	Deputy Director of Finance							

SITUATION

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

At month 2, the UHB is reporting an overspend of £1.715m against this plan due to a £1.134m operational overspend and £0.581m costs for improvements in RTT performance which is being incurred at risk pending agreement of additional funding, for which discussions with Welsh Government are ongoing.

REPORT

BACKGROUND

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

A summary of this plan is provided in Table 1.

Table 1: 2019/20 IMTP

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

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

Table 2: Performance against 3 year financial break even duty

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

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

ASSESSMENT

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

Table 3: Finance Dashboard @ May 2019

		STATUS REPORT				
Measure	n	May 2019	RAG Rating	Latest Trend	Target	Time Period
Financial balance: remain within revenue resource limits	36	£1.715m deficit at month 2.	R	↓	2019/20 Break-Even	M2 2019-20
Remain within capital resource limits.	37	Expenditure at the end of the May was £3.005m against a plan of £3.376m.	G	⓪	Approved planned expenditure £40.030m	M2 2019-20
Reduction in Underlying deficit	36a	£36.3m assessed underlying deficit position at month 1. FYE of identified savings £2.818m short of recurrent target at month 2.	R	⓪	If 2019/20 plan achieved reduce underlying deficit to £4.0m	M2 2019-20
Delivery of recurrent £16.345m 2% devolved target	36b	£15.844m identified at Month 2	R	⓪	£16.345m	M2 2019-20
Delivery of £14.9m recurrent/non recurrent corporate target	36c	£12.600m identified at month 2.	R	⓪	£14.900m	M2 2019-20
Creditor payments compliance 30 day Non NHS	37a	Cumulative 95.7 % in May	G	⓪	95% of invoices paid within 30 days	M2 2019-20
Remain within Cash Limit	37b	Forecast cash surplus of £0.677 m	G	⓪	To remain within Cash Limit	M2 2019-20
Maintain Positive Cash Balance	37c	Cash balance = £4.168m	G	⓪	To Maintain Positive Cash Balance	End of May 2019

Month 2 Cumulative Financial Position

The UHB reported a deficit of £1.715m. This year to date deficit is made up of the following:

- £1.134m operational overspend;
- £0.581m RTT costs incurred at risk.

The current operational overspend at month 2 is of great cause for concern. The UHB is however committed to recover this year to date deficit and deliver a break even position by the year end as planned. This is the key financial risk facing the UHB.

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

Table 4: Summary Financial Position for the period ended 31st May 2019

Income/Pay/Non Pay	In Month			Cumulative Year to Date			Full Year		
	Budget	Actual	Variance (Fav)/Adv	Budget	Actual	Variance (Fav)/Adv	Budget	Forecast	Variance (Fav)/Adv
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Income	(116.480)	(116.511)	(0.030)	(234.660)	(234.680)	(0.020)	(1,419.654)	(1,419.654)	0.000
Pay	53.093	52.744	(0.350)	107.704	107.353	(0.351)	616.238	616.238	0.000
Non Pay	63.387	64.825	1.438	126.956	129.043	2.086	803.416	803.416	0.000
Variance to Plan £m	0.000	1.058	1.058	0.000	1.715	1.715	0.000	0.000	0.000

Income

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

Table 5: Income Variance @ May 2019

Income	In Month			Cumulative Year to Date		
	Budget	Actual	Variance (Fav)/Adv	Budget	Actual	Variance (Fav)/Adv
	£m	£m	£m	£m	£m	£m
Revenue Resource Limit	(78.728)	(78.728)	0.000	(157.984)	(157.984)	0.000
Non Cash Limited Expenditure	(1.609)	(1.610)	(0.000)	(3.219)	(3.219)	0.000
Accommodation & Catering	(0.364)	(0.343)	0.021	(0.700)	(0.673)	0.027
Education & Training	(3.190)	(3.203)	(0.013)	(6.391)	(6.394)	(0.003)
Injury Cost Recovery Scheme (CRU) Income	(0.114)	(0.102)	0.011	(0.328)	(0.307)	0.021
NHS Patient Related Income	(24.697)	(24.896)	(0.199)	(50.301)	(50.531)	(0.230)
Other Operating Income	(6.999)	(6.842)	0.157	(13.813)	(13.639)	0.174
Overseas Patient Income	(0.007)	(0.030)	(0.023)	(0.015)	(0.036)	(0.022)
Private Patient Income	(0.098)	(0.143)	(0.044)	(0.196)	(0.212)	(0.016)
Research & Development	(0.673)	(0.614)	0.059	(1.714)	(1.686)	0.028
Total £m	(116.480)	(116.511)	(0.030)	(234.660)	(234.680)	(0.020)

A deficit of £0.020m is reported against income budgets. The main variances to note are:

- £0.230m favourable variance on NHS Operating Income. The principal reason for the upturn is a relatively high level of English cross border activity in high cost services.

- £0.174m adverse variance on other operating income primarily due to underperformance in NICU where activity targets have been revised in respect of changes in planned flows arising from the implementation of the South Wales plan and a reduction in pharmacy sales due to production issues in the St Marys Pharmaceutical Unit during April & May.

LTA Provider Performance

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

The position at Month 2 is therefore broadly break-even against plan. This is summarised in Table 6 below.

Table 6: Month 2 LTA Provider Position

Income - C&V Provider				(fav) / adv
	Annual Budget	YTD Profile	YTD Actual	YTD Variance
	£m	£m	£m	£m
WHSSC	(216.439)	(17.787)	(17.847)	(0.060)
Aneurin Bevan	(30.595)	(2.677)	(2.768)	(0.091)
Other LHBs	(38.276)	(8.796)	(8.557)	0.239
Non-Welsh	(2.982)	(0.556)	(0.679)	(0.123)
	(288.292)	(29.816)	(29.851)	(0.035)

Pay

In total pay budgets are showing a cumulative underspend of £0.001m as reported in Table 7.

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

Pay	In Month			Cumulative Year to Date		
	Budget	Actual	Variance (Fav)/Adv	Budget	Actual	Variance (Fav)/Adv
	£m	£m	£m	£m	£m	£m
Additional clinical services	1.986	1.994	0.008	4.070	4.073	0.003
Management, admin & clerical	6.289	6.228	(0.062)	12.804	12.763	(0.041)
Medical and Dental	13.206	13.176	(0.031)	26.342	26.340	(0.001)
Nursing (registered)	16.004	16.033	0.029	32.857	32.942	0.085
Nursing (unregistered)	4.374	4.599	0.225	8.830	9.319	0.489
Other staff groups	8.165	7.789	(0.377)	16.506	15.906	(0.600)
Scientific, prof & technical	3.068	2.925	(0.143)	6.296	6.010	(0.286)
Total £m	53.093	52.744	(0.350)	107.704	107.353	(0.351)

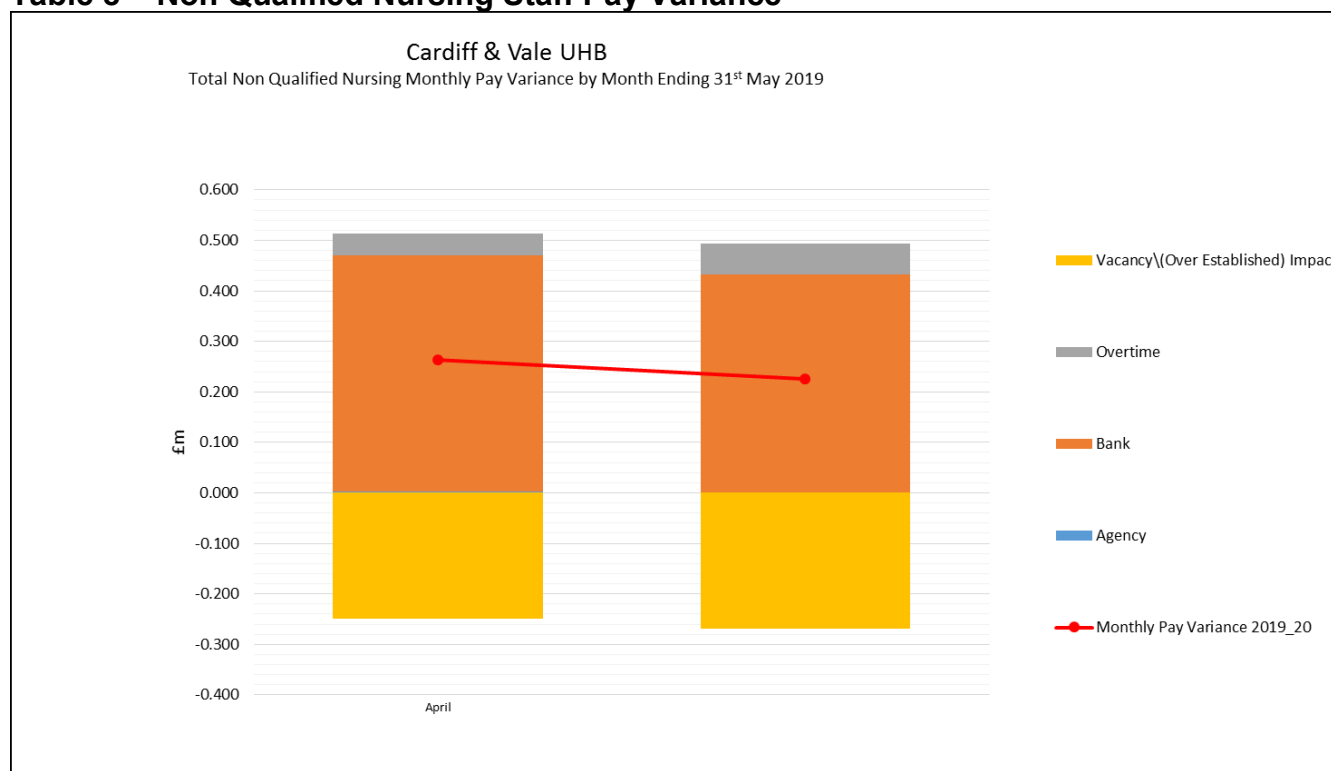
Total pay budgets are underspent by £0.351m at the end of month 2.

The main concern continues to be the pressure against nursing budgets for where high levels of vacancies and sickness have led to increased agency expenditure to maintain established levels

of nursing cover. In addition, specializing has been high in some areas. The rate of overspend in nursing budgets reduced by £0.070m in month 2 compared to month 1. Notwithstanding this, if the variance continues at its current rate nursing budgets will be overspend by circa £3m at year end. Nursing recovery plans are being developed to manage this pressure and this will be monitored as the year progresses.

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

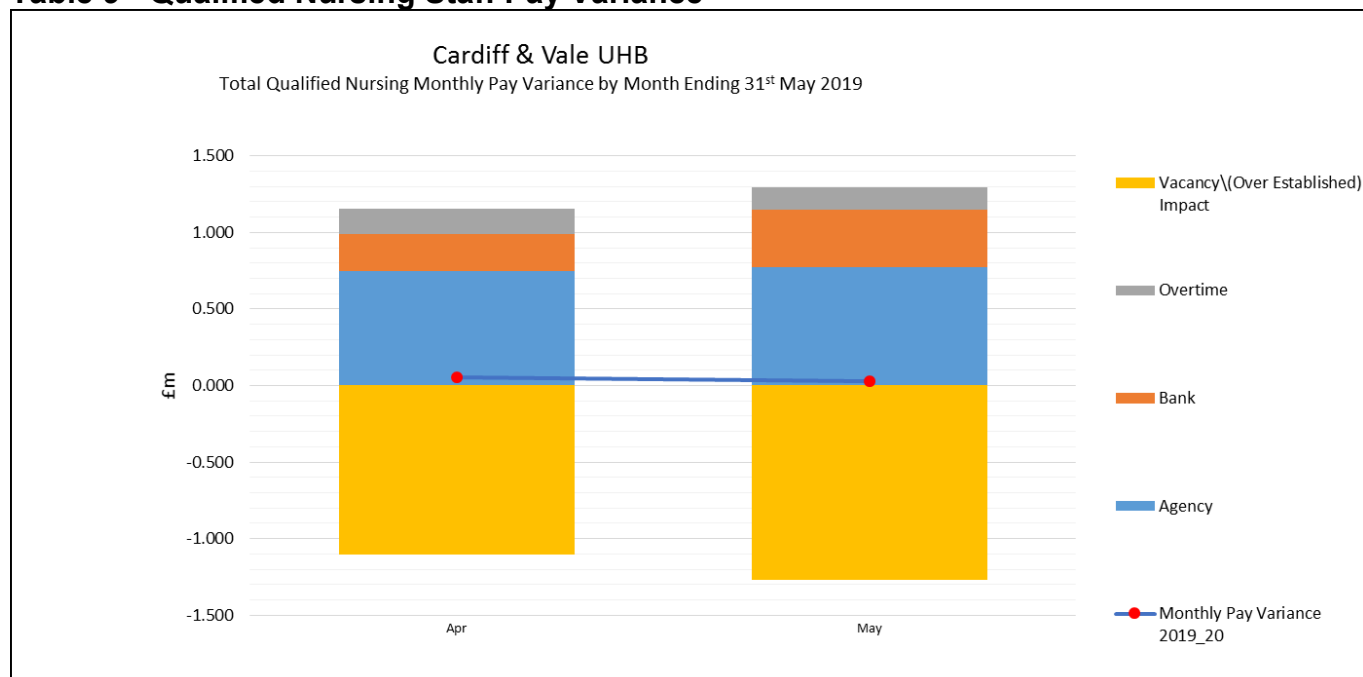
Table 8 – Non Qualified Nursing Staff Pay Variance



Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	0.001	0.004
Bank	0.431	0.898
Overtime	0.063	0.107
Adverse Impact	0.494	1.008
Vacancy\ (Over Established) Impact	(0.269)	(0.519)
Total Pay Variance - Unqualified Nursing (Fav)/Adv £m	0.225	0.489

Table 8 indicates that the £0.489m adverse variance against non-qualified nursing assistants is due to overspends of £0.898m on bank staff and £0.107m on overtime which is partly offset by an underspend against established posts.

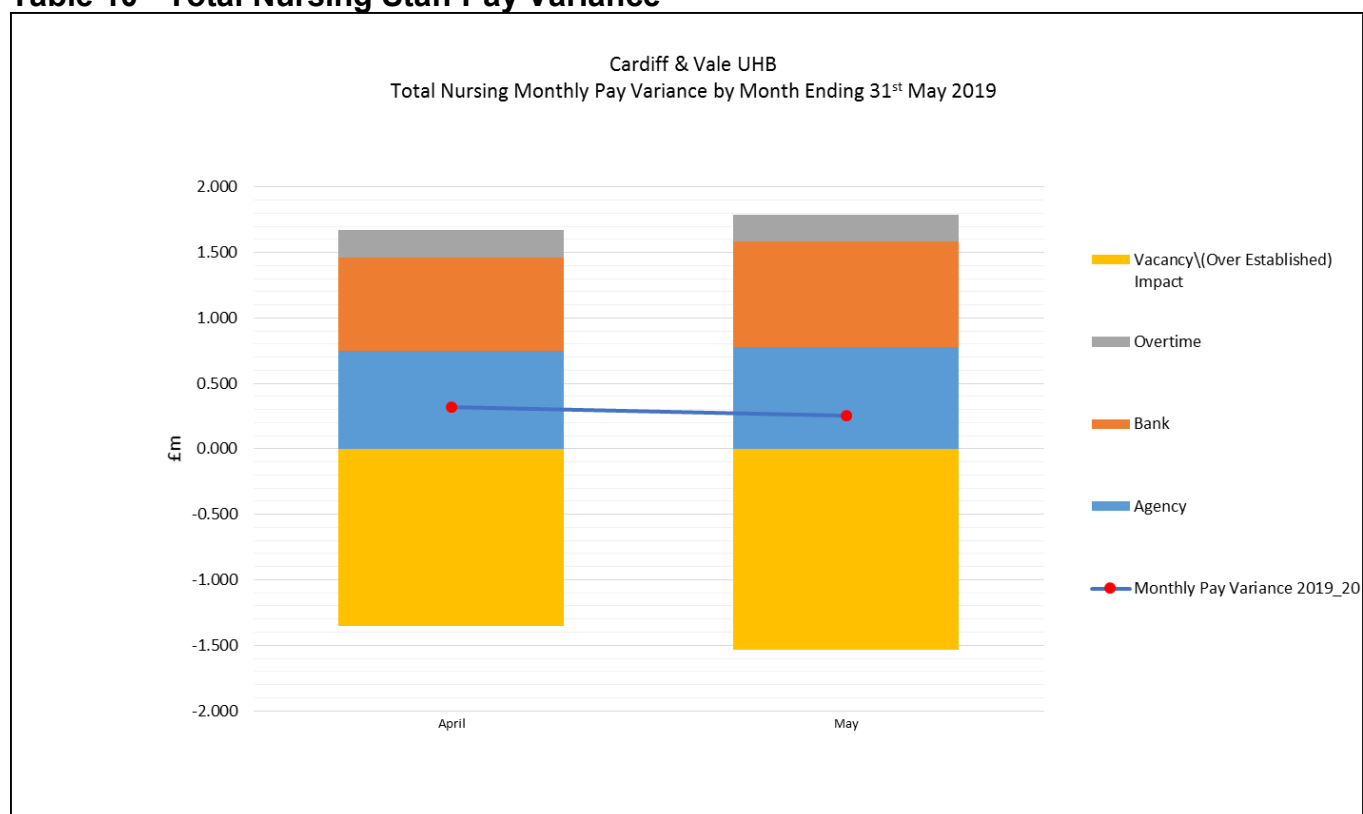
Table 9 - Qualified Nursing Staff Pay Variance



Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	0.775	1.523
Bank	0.377	0.619
Overtime	0.144	0.313
Adverse Impact	1.296	2.454
Vacancy\ (Over Established) Impact	(1.267)	(2.369)
Total Pay Variance - Qualified Nursing (Fav)/Adv £m	0.029	0.085

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

Table 10 - Total Nursing Staff Pay Variance

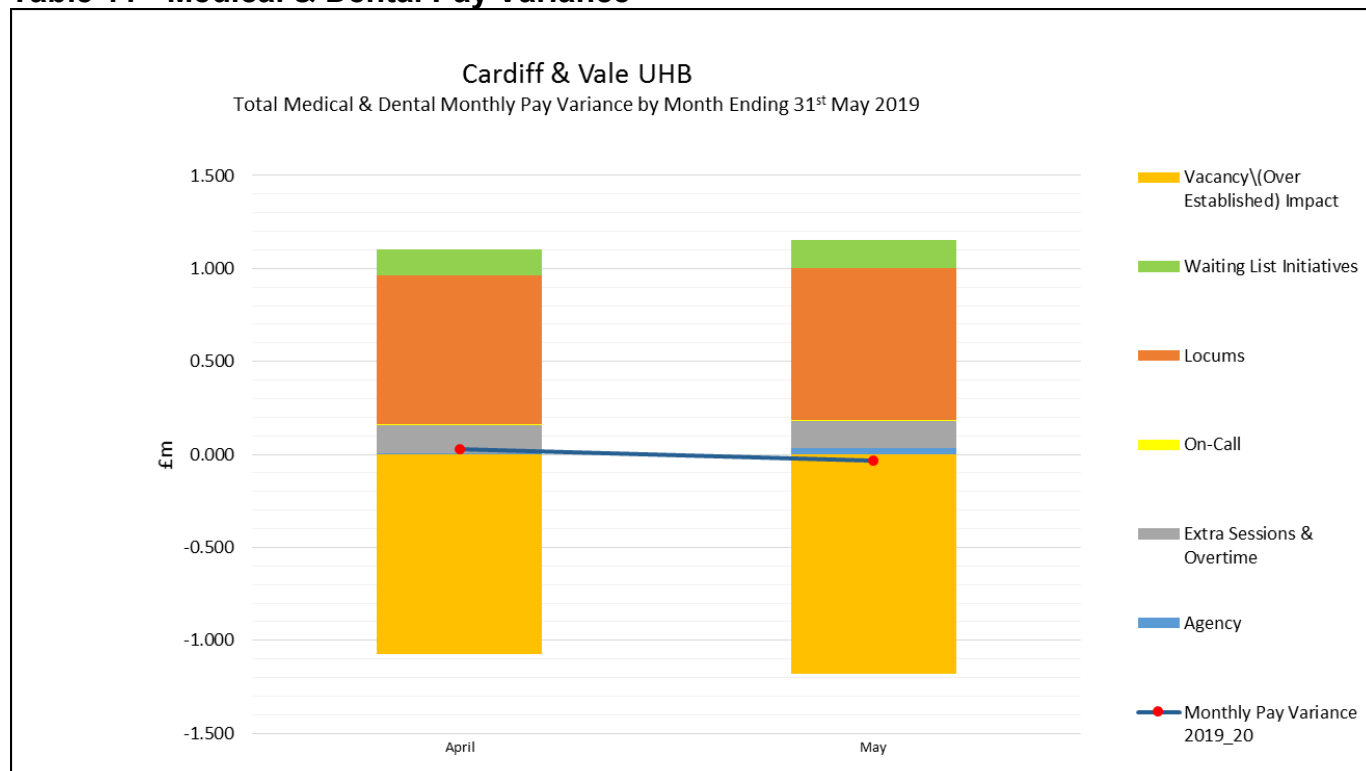


Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	0.776	1.526
Bank	0.807	1.517
Overtime	0.207	0.419
Adverse Impact	1.791	3.463
Vacancy\ (Over Established) Impact	(1.537)	(2.889)
Total Pay Variance - (Fav)/Adv £m	0.254	0.574

Table 10 identifies expenditure against substantive nursing posts for the year to date which is £0.574m more than budget. The £2.889m surplus against established posts is offset by a £3.463m overspend on agency, bank and overtime leading to an overall overspend against nursing budgets. Performance on nursing budgets remains a concern and features on the risk register for 2019/20.

Table 11 shows financial performance against medical and dental pay budgets. This identifies that the favourable variance against established posts is offset by expenditure on locums, waiting list initiatives and extra sessions leaving an underspend of £0.002m at month 2.

Table 11 - Medical & Dental Pay Variance



Reason	In Month £m (Fav)/Adv	Year To Date £m (Fav)/Adv
Agency	0.035	0.041
Extra Sessions & Overtime	0.144	0.293
On-Call	0.007	0.012
Locums	0.817	1.620
Waiting List Initiatives	0.149	0.290
Adverse Impact	1.151	2.256
Vacancy\ (Over Established) Impact	(1.183)	(2.258)
Total Pay Variance - Medical & Dental (Fav)/Adv £m	(0.031)	(0.002)

There are however areas of concern that need to be addressed. These include a £0.111m in month overspend within the CD&T Clinical Board due to demand driven additional sessions in Radiology and Cellular Pathology and a £0.127m overspend in the Medicine Clinical Board in part due to pressures in the Emergency Unit.

Non Pay

Table 12 highlights an in month overspend of £2.086m against non pay budgets.

The key operational pressure areas are:

- High levels of CHC growth in Month 2 particularly in respect of palliative care and children's packages.

- An overspend against drug budgets primarily in medicine, specialist services and primary care.
- Premises and fixed plant where a key cost drivers are increased spend on estates contractors and energy costs.
- An overspend of £0.581m against the RTT budget which is included in other non pay.

Table 12: Non Pay Variance @ May 2019

Non Pay	In Month			Cumulative Year to Date		
	Budget	Actual	Variance (Fav)/Adv	Budget	Actual	Variance (Fav)/Adv
	£m	£m	£m	£m	£m	£m
Clinical services & supplies	9.008	9.064	0.057	16.695	16.789	0.094
Commissioned Services	12.839	12.825	(0.014)	27.376	27.371	(0.005)
Continuing healthcare	5.439	5.595	0.155	10.736	10.959	0.222
Drugs / Prescribing	12.292	12.841	0.550	23.937	24.666	0.729
Establishment expenses	0.979	1.071	0.092	1.896	1.984	0.088
General supplies & services	0.670	0.753	0.083	1.383	1.493	0.110
Other non pay	5.210	5.456	0.246	10.770	11.102	0.333
Premises & fixed plant	2.991	3.211	0.219	6.032	6.476	0.444
Primary Care Contractors	13.960	14.009	0.049	28.131	28.203	0.072
Total £m	63.387	64.825	1.438	126.956	129.043	2.086

LTA Commissioner Performance

The UHB spends circa £165m on commissioning healthcare services for its population mainly through contracts with WHSSC, LHBs and Velindre. A broadly break-even position in month 2 is reported. The year to date commissioner position is shown in Table 13.

Table 13: Month 2 LTA Commissioner Position

Expenditure - C&V Commissioner				(fav) / adv
Annual Budget	YTD Profile	YTD Actual	YTD Variance	
£m	£m	£m	£m	
WHSSC	126.343	10.383	10.396	0.013
Velindre	17.495	1.623	1.656	0.033
LHBs	20.340	3.301	3.293	(0.008)
Other / NCAs	1.290	0.115	0.063	(0.052)
	165.468	15.422	15.408	(0.014)

Financial Performance of Clinical Boards

Budgets were set to ensure that there is sufficient resource available to deliver the UHB's plan. Financial performance for the two months to 31st May 2019 by Clinical Board is shown in Table 14.

Table 14: Financial Performance for the period ended 31st May 2019

Clinical Board	M1 Budget Variance £m	M2 Budget Variance £m	In Month Variance £m	Cumulative % Variance
All Wales Genomics Service	0.010	0.008	(0.001)	0.49%
Capital Estates & Facilities	0.105	0.329	0.224	2.98%
Children & Women	0.073	0.242	0.169	1.36%
Clinical Diagnostics & Therapies	0.070	0.313	0.243	1.76%
Executives	(0.004)	(0.017)	(0.013)	(0.26%)
Medicine	0.336	0.749	0.414	3.77%
Mental Health	(0.012)	(0.040)	(0.027)	(0.30%)
PCIC	0.003	0.320	0.317	0.57%
Specialist	(0.064)	(0.195)	(0.130)	(0.68%)
Surgery	0.206	0.494	0.289	1.96%
SubTotal Delegated Position	0.719	2.205	1.485	1.12%
Central Budgets	(0.062)	(0.490)	(0.428)	(1.32%)
Total	0.658	1.715	1.058	0.73%

In month overspends were again reported by 7 Clinical Boards in May. The largest in month overspend was in Medicine where the majority of overspend was due to continuing pressures against nursing alongside medical staff and drug overspends. Nursing pressures were also a major determinant of the overspend in Surgery alongside an overspend on clinical supplies which was driven by theatre over-performance. The overspend in Capital Estates was due to energy costs inflation and an increase in spend on estates contractor costs. A significant pressure emerged in month within the PCIC Clinical Board around prescribing and continuing healthcare. Nursing overspends & NICU underperformance were the main concerns in the Women and Children Clinical Board and overspends against medical staff and savings scheme slippage were a continuing concern in the CD & T Clinical Board.

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

The financial performance on delegated budgets is extremely disappointing and is now the key financial risk facing the UHB. This will be managed through the normal performance management and escalation processes. Given the concern caused by the year to date position, each clinical board has been asked to produce a break even recovery plan by 27th June 2019.

Savings Programme

At month 2 the UHB has identified £28.443m of schemes to deliver against the £31.245m savings target leaving a further £2.802m schemes to identify as summarised in Table 15. The identified schemes include income generation schemes and accounting gains The latest position is shown in **Appendix 1**.

Table 15: Progress against the 2019/20 Savings Programme at Month 2

	Total Savings Target £m	Total Savings Identified £m	Total Savings (Unidentified) £m
Total £m	31.245	28.443	(2.802)

Further progress was made during May in identifying additional savings schemes. It is anticipated that this will continue during June to allow budget holders time to fully establish their savings plans. Any residual gap in identified schemes will be profiled into months 3-12 and be reported as an adverse variance from month 3.

Underlying Financial Position

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

Table 16: Summary of Underlying Financial Position

	2019/20 Plan £m	Forecast Position @ Month 1	
		Non Recurrent £m	Recurrent Position £m
Opening Underlying Deficit £m	36.261	0.000	36.261
Income	(56.610)		(56.610)
Cost pressures less mitigating actions	51.594		51.594
Less CIPs (includes income generation & NR accountancy gains)	(31.245)	4.000	(27.245)
Deficit £m	0.000	4.000	4.000

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

Balance Sheet

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

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

Overall trade debtors have increased by £6.4m (3.2%) since the start of the year primarily due to an increase in amounts due from the Welsh Risk Pool in respect of clinical negligence cases and the annual prepayment of maintenance contracts running from April to March.

The value of Trade and other payables has fallen by around £24.7m (2.9%) since the start of the year due to a reduction in capital creditors; a reduction in clinical negligence accruals; the settlement of year end liabilities; a reduction in liabilities due to the timing of pooled budget liabilities and community pharmacists payments.

Cash Flow Forecast

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

The UHB's cash balance at the end of May was £4.168m.

Public Sector Payment Compliance

The UHB's cumulative performance to the end of May is 95.7% which is significantly better than the cumulative rate achieved for the two months to the end of May in 2018/19 (94.1%).

Capital Resource Limit (CRL)

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

Table 17: Progress against Capital Resource Limit @ may 2019

	£m
Planned Capital Expenditure at month 2	3.376
Actual net expenditure against CRL at month 2	3.005
Variance against planned Capital Expenditure at month	0.371

Capital progress for the year to date has been slow with net expenditure to the end of May being 8% of the UHB's approved Capital Resource Limit. The UHB had an approved capital resource limit of £40.030m at the end of May 2019 comprising of £12.228m discretionary funding and £27.802m towards specific projects (including Neo Natal Upgrading Phase 2, Rookwood Replacement & MR Scanners)

Key Risks and Recovery Actions

At month 2, the key risks are set out below:

1. Risk – Managing within current budgets.

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

2. Risk - Delivery of the £31.245m efficiency plan target;

Action - The impact of any CRP shortfall will be reflected in the month 3 position. All budget holders are required to prioritise the identification and implementation of schemes as a matter of urgency to ensure a full savings plan is in place. Until this is achieved, measures to curtail expenditure to ensure a balanced budget position each month need to be actioned.

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

Action - Discussions with Welsh Government are ongoing in respect of additional funding to support improved performance on RTT to mitigate expenditure incurred at risk.

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

RECOMMENDATION

The Finance Committee is asked to:

- NOTE that the UHB has an approved IMTP which includes a balanced Financial Plan for 2019/20.
- NOTE the £1.715m deficit at month 1 which includes a £1.134m overspend on operational budgets and £0.581m costs for improvements in RTT performance ;
- NOTE the key risks and actions being taken to manage them.

Shaping our Future Wellbeing Strategic Objectives

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

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

Five Ways of Working (Sustainable Development Principles) considered

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

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

2019-20 In-Year Effect

Clinical Board	19-20 Target	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicine	1,877	1,685	284	1,969	24	-92
Specialist Services	2,019	1,807	244	2,051	577	-32
Capital Estates and Facilities	1,290	1,203	87	1,290	267	0
CD&T	1,633	1,034	599	1,633	375	0
Mental Health	1,470	796	674	1,470	100	0
Children & Women	1,775	889	886	1,775	278	0
PCIC	3,300	1,572	1,738	3,310	540	-10
Corporate Execs	681	568	72	640	104	41
Surgery	2,300	1,651	54	1,705	507	595
Total	16,345	11,206	4,638	15,844	2,772	501
Corporate	14,900	600	12,000	12,600	0	2,300
Total	31,245	11,806	16,638	28,444	2,772	2,801

2019-20 Full Year Effect

Clinical Board	Recurrent	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicine	1,877	2,218	347	2,565	29	-688
Specialist Services	2,019	1,607	246	1,853	600	166
Capital Estates and Facilities	1,290	750	92	843	267	447
CD&T	1,633	877	330	1,207	375	426
Mental Health	1,470	470	782	1,252	100	218
Children & Women	1,775	339	1,033	1,372	325	403
PCIC	3,300	1,564	1,374	2,938	540	362
Corporate Execs	681	591	55	646	104	35
Surgery	2,300	944	57	1,001	783	1,299
Total	16,345	9,360	4,317	13,677	3,123	2,668
Corporate	14,900	450	10,300	10,750	0	4,150
Total	31,245	9,810	14,617	24,427	3,123	6,818

BALANCE SHEET AS AT 31st MAY 2019

	Opening Balance 1 st April 2019	Closing Balance 31 st May 2019
	£'000	£'000
Non-Current Assets		
Property, plant and equipment	675,904	696,508
Intangible assets	2,902	2,837
Trade and other receivables	21,432	17,803
Other financial assets		
Non-Current Assets sub total	700,238	717,148
Current Assets		
Inventories	16,926	16,576
Trade and other receivables	176,987	187,040
Other financial assets	0	0
Cash and cash equivalents	1,219	4,167
Non-current assets classified as held for sale	1,906	994
Current Assets sub total	197,038	208,777
TOTAL ASSETS	897,276	925,925
Current Liabilities		
Trade and other payables	174,685	150,039
Other financial liabilities	0	0
Provisions	129,087	136,168
Current Liabilities sub total	303,772	286,207
NET ASSETS LESS CURRENT LIABILITIES	593,504	639,718
Non-Current Liabilities		
Trade and other payables	9,095	8,990
Other financial liabilities	0	0
Provisions	24,862	15,131
Non-Current Liabilities sub total	33,957	24,121
TOTAL ASSETS EMPLOYED	559,547	615,597
FINANCED BY:		
Taxpayers' Equity		
General Fund	443,904	477,652
Revaluation Reserve	115,643	137,945
Total Taxpayers' Equity	559,547	615,597

CASH FLOW FORECAST AS AT 31st MAY 2019

	April £'000	May £'000	June £'000	July £'000	Aug £'000	Sept £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £,000	Total £,000
RECEIPTS													
WG Revenue Funding - Cash Limit (excluding NCL)	91,830	92,150	68,290	68,585	83,376	70,486	72,131	82,176	79,731	75,031	74,231	63,060	921,077
WG Revenue Funding - Non Cash Limited (NCL)	1,590	1,590	1,005	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	3,673	19,378
WG Revenue Funding - Other (e.g. invoices)	1,255	1,255	4,378	1,255	1,255	1,255	1,255	1,255	1,255	1,255	4,144	4,144	23,961
WG Capital Funding - Cash Limit	8,500	1,000	0	3,850	3,900	3,400	6,400	4,400	3,400	1,000	4,000	180	40,030
Sale of Assets	0	1,200	0	0	0	260	0	0	0	2,200	0	0	3,660
Income from other Welsh NHS Organisations	39,794	47,109	43,188	51,132	56,182	36,662	44,136	56,857	47,872	45,136	43,647	37,151	548,866
Other - (Specify in narrative)	14,126	6,259	5,385	14,655	6,025	5,614	14,248	5,749	5,410	14,237	5,545	7,044	104,297
TOTAL RECEIPTS	157,095	150,563	122,246	140,917	152,178	119,117	139,610	151,877	139,108	140,299	133,007	115,252	1,661,269
PAYMENTS													
Primary Care Services : General Medical Services	5,495	4,343	8,901	4,388	4,388	7,208	4,388	4,388	7,208	4,388	4,388	7,208	66,691
Primary Care Services : Pharmacy Services	165	136	176	160	160	160	160	160	320	640	320	320	2,877
Primary Care Services : Prescribed Drugs & Appliances	6,818	15,385	0	7,445	14,890	0	7,445	14,890	7,445	7,445	7,445	0	89,208
Primary Care Services : General Dental Services	1,835	1,877	1,926	1,880	1,880	1,880	1,880	1,880	1,880	1,880	1,880	1,880	22,558
Non Cash Limited Payments	1,957	1,861	2,055	1,990	1,990	1,990	1,990	1,990	1,990	1,990	1,990	1,990	23,783
Salaries and Wages	51,454	51,583	50,786	51,269	51,264	51,142	51,378	51,271	51,268	51,375	51,709	51,907	616,406
Non Pay Expenditure	68,366	54,158	46,636	51,277	42,423	42,824	47,241	41,610	42,939	50,545	43,849	44,657	576,525
Capital Payment	6,335	2,613	1,700	3,573	3,962	3,561	6,249	4,608	3,451	3,107	2,512	266	41,937
Other items (Specify in narrative)	10,691	19,637	10,288	18,895	31,110	10,395	18,900	31,110	22,605	18,900	18,900	10,395	221,826
TOTAL PAYMENTS	153,116	151,593	122,468	140,877	152,067	119,160	139,631	151,907	139,106	140,270	132,993	118,623	1,661,811
Net cash inflow/outflow	3,979	(1,030)	(222)	40	111	(43)	(21)	(30)	2	29	14	(3,371)	
Balance b/f	1,219	5,198	4,168	3,946	3,986	4,097	4,054	4,033	4,003	4,005	4,034	4,048	
Balance c/f	5,198	4,168	3,946	3,986	4,097	4,054	4,033	4,003	4,005	4,034	4,048	677	

PROGRESS AGAINST CRL AS AT 31st MAY 2019

Approved CRL issued June 6 th 2019 £'000s	40,030
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[illegible]

FINANCIAL PERFORMANCE OF EXECUTIVE DIRECTORATES

Corporate Executive Directorate	M2 Budget Variance £m
Chief Executive Officer	0.004
Chief Operating Officer	0.016
Director of Finance	(0.066)
Director of Governance	0.039
Director of Nursing	0.023
Director of Planning	0.023
Director of Public Health	0.004
Director of Therapies	(0.013)
Director of Transformation	(0.029)
Director of Workforce	0.001
Medical Director	(0.019)
Total £m	(0.017)

Report Title:	2019-20 Cost Reduction Programme							
Meeting:	Finance Committee					Meeting Date:	26th June 2019	
Status:	For Discussion	x	For Assurance	x	For Approval		For Information	x
Lead Executive:	Executive Director of Finance							
Report Author	Deputy Director of Finance							

SITUATION

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

ASSESSMENT

PROGRESS AGAINST DEVOLVED CRP REQUIREMENT 2019-20

As at 31st May 2019 £15.844m of schemes had been identified as Green or Amber against the devolved 2% savings target of £16.345m. There is therefore a shortfall of £0.501m to be identified by delegated budget holders. Of the £15.844m identified schemes, £13.677m is recurrent.

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

PROGRESS AGAINST CORPORATE AND HIGH VALUE OPPORTUNITIES TARGET

As at 30th April 2019 £12.600m had been identified as Green or Amber against the £14.900m corporate and high value opportunities target. There is therefore a shortfall of £2.300m to be identified. Of the £12.600m identified schemes, £12.900m is recurrent of which £10.750m is recurrent in 2020/21.

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

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

SUMMARY

To date the value of Green and Amber schemes identified totals £28.444m against the UHB total CRP requirement of £31.245m. This leaves a shortfall £2.801m.

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

Any remaining gap against the cost reduction programme will be profiled into the reported financial position from month 3 onwards,

AREAS OF CONCERN

Surgery Clinical Board which has a gap against green and amber of £0.595m

Corporate savings which has a gap against green and amber of £2.300m and in addition has no red pipeline schemes identified.

ASSURANCE is provided by:

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

RECOMMENDATION

The Finance Committee is asked to:

- **NOTE** the progress against the £31.245m UHB savings requirement for 2019/20.

Shaping our Future Wellbeing Strategic Objectives

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

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

Five Ways of Working (Sustainable Development Principles) considered

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

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

Savings Tracker Summary

2019-20 In-Year Effect

Clinical Board	19-20 Target	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicine	1,877	1,685	284	1,969	24	-92
Specialist Services	2,019	1,807	244	2,051	577	-32
Capital Estates and Facilities	1,290	1,203	87	1,290	267	0
CD&T	1,633	1,034	599	1,633	375	0
Mental Health	1,470	796	674	1,470	100	0
Children & Women	1,775	889	886	1,775	278	0
PCIC	3,300	1,572	1,738	3,310	540	-10
Corporate Execs	681	568	72	640	104	41
Surgery	2,300	1,651	54	1,705	507	595
Total	16,345	11,206	4,638	15,844	2,772	501
Corporate	14,900	600	12,000	12,600	0	2,300
Total	31,245	11,806	16,638	28,444	2,772	2,801

Full Year Effect in 2020/21

Clinical Board	Recurrent	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicine	1,877	2,218	347	2,565	29	-688
Specialist Services	2,019	1,607	246	1,853	600	166
Capital Estates and Facilities	1,290	750	92	843	267	447
CD&T	1,633	877	330	1,207	375	426
Mental Health	1,470	470	782	1,252	100	218
Children & Women	1,775	339	1,033	1,372	325	403
PCIC	3,300	1,564	1,374	2,938	540	362
Corporate Execs	681	591	55	646	104	35
Surgery	2,300	944	57	1,001	783	1,299
Total	16,345	9,360	4,317	13,677	3,123	2,668
Corporate	14,900	450	10,300	10,750	0	4,150
Total	31,245	9,810	14,617	24,427	3,123	6,818

Corporate Schemes

2019-20 In-Year Effect against £14.9m target

Corporate Scheme	19-20 Target	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicines Management (Lucentis / Avastin)	1,000		1,000	1,000	0	0
Estates Management (Global Link rent)	200	200		200	0	0
Sale of Iorwerth Jones profit on disposal	400	400		400	0	0
Net rates reduction	450		450	450	0	0
Management Structures - Organising for Success	1,000		1,000	1,000	0	0
Non Electice LOS - Bed reduction (3 wards)	1,250		1,250	1,250	0	0
Managed Service Contract - Theatres stock	500		500	500	0	0
Building purchase from discretionary capital (WEQAS)	1,800		1,800	1,800	0	0
Review of discretionary expenditure	1,000	1,000		1,000	0	0
Cost Avoidance - Rates	2,000		2,000	2,000	0	0
Cost Avoidance - CHC	2,000		2,000	2,000	0	0
Accounting policy change - goods received	1,000		1,000	1,000	0	0
Unidentified Gap	2,300			-	0	2,300
Total	14,900	1,600	11,000	12,600	0	2,300

Full Year Effect

Corporate Scheme	Recurrent Target	Green	Amber	Total Green & Amber	Pipeline Red	Shortfall on Total Target vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Medicines Management (Lucentis / Avastin)	2,000		2,000	2,000	0	0
Estates Management (Global Link rent)	450	450		450	0	0
Net rates reduction	450		450	450	0	0
Management Structures - Organising for Success	2,000		2,000	2,000	0	0
Non Electice LOS - Bed reduction (3 wards)	5,100		5,100	5,100	0	0
Managed Service Contract - Theatres stock	1,500		1,500	1,500	0	0
Review of discretionary expenditure	1,400		1,400	1,400	0	0
Unidentified Gap	2,000			-	0	2,000
Total	14,900	450	12,450	12,900	0	2,000

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

CRP RAG Rating

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

Report Title:	Finance Risk Register							
Meeting:	Finance Committee					Meeting Date:	26th June 2019	
Status:	For Discussion	x	For Assurance	x	For Approval		For Information	x
Lead Executive:	Executive Director of Finance							
Report Author (Title):	Deputy Director of Finance							

SITUATION

This report highlights the 2019/20 Finance Risk Register risk categorisation by severity of risk as at 26th June 2019. The detailed risk register is shown in Appendix 1.

REPORT

ASSESSMENT

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

2019/20 UHB Financial Risks at 26th June 2019

Risk Category	Risk Score	Number of Risks as at 26 June 2019
Extreme Risk	20 - 25	4
High Risk	12 - 16	4
Moderate Risk	4 - 10	3
Low Risk	1 - 3	0

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

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

Fin02/19 – Management of budget pressures. Month 2 overspends reported in Medicine Clinical Board (£0.749m).

Fin04/19 – Deliver Corporate CIP target of £14.9m. Shortfall against target of £2.3m at month 2. No red pipeline schemes identified.

Fin09/19 – Management of nursing position £0.574m overspend at month 2.

SUMMARY

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

ASSURANCE is provided by:

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

RECOMMENDATION

The Finance Committee is asked to:

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

Shaping our Future Wellbeing Strategic Objectives

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

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

Five Ways of Working (Sustainable Development Principles) considered

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

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

Categories	CB/Dir Ref No	Date Entered onto new CB/Dir/UHB Risk Register	Risk/Issue (Including Impact)	Existing Controls	Current Risk Rating			Adequacy Existing Controls	Summary of Additional Controls Required	Target Risk Rating if Controls in Place			Date of Last Review	Review Completed By	Date of Next Review	Risk Owner	Exec Lead	Assuring committee
					Impact / Consequence	Likelihood	Score			Impact / Consequence	Likelihood	Score						
Finance	Fin01/19	Mar-19	The opening underlying deficit in 19/20 is £36.3m. The IMTP planned c/f underlying deficit in 2020/21 is £4m.	Governance reporting and monitoring arrangements through the Finance Committee and Board	5	4	20	Adequate but more Action Required	Progress against the underlying deficit is to be managed by Management Executive.	4	3	12	Jun-19	Deputy Director of Finance	Jul-19	The Board	Director of Finance	Finance Committee
Finance	Fin02/19	Mar-19	Manage Budget pressures	The requirement to manage budget pressures clearly communicated to primary budget holders. Standing Financial Instructions set spending limits. Break even plans have been requested from all Clinical Boards. Progress to be reviewed through Executive Performance Reviews with Clinical Boards. Medicine Clinical Board £0.749m overspent at month 2.	5	4	20	Adequate but more Action Required	Escalation process led by Chief Executive.	4	2	8	Jun-19	Deputy Director of Finance	Jul-19	The Board	Chief Operating Officer	Finance Committee
Finance	Fin03/19	Mar-19	Deliver 2% Recurrent CIP (£16.4m) - £0.501m shortfall against target at month 2.	2% recurrent CIP target clearly communicated to budget holders. CIP tracker in place to monitor weekly progress across the organisation. Project Management Office in place to support the identification of cross cutting CIPs. Executive lead identified for each cross cutting theme. Monthly Financial Clearance Meeting. Executive / Clinical Board Performance Reviews. Surgery Clinical Board £0.595m shortfall against target at month 2.	4	4	16	Adequate but more Action Required		4	3	12	Jun-19	Deputy Director of Finance	Jul-19	The Board	Director of Finance	Finance Committee
Finance	Fin04/19	Mar-19	Develop and deliver Corporately led financial opportunities of £14.9m to achieve year end break even position - £2.3m shortfall against target at month 2.	CIP target clearly communicated. CIP tracker in place to monitor weekly progress. Executive lead identified for each Corporate Scheme	5	4	20	Adequate but more Action Required	Progress against Corporate schemes is to be managed by Management Executive.	4	3	12	Jun-19	Deputy Director of Finance	Jul-19	The Board	Director of Finance	Finance Committee
Finance	Fin05/19	Mar-19	Manage internal investments within £4m envelope	When Internal investment plan agreed business cases to be approved through the Business Case Approval Group (BCAG)	3	3	9	Optimum Controls/NFA Required	Internal investments will not be agreed until the UHB has a full savings programme in place.	3	2	6	Jun-19	Deputy Director of Finance	Jul-19	The Board	Director of Finance	Finance Committee
Finance	Fin06/19	Mar-19	Deliver RTT within resources available (£10.5m 19/20)	The UHB will continue to work closely with WG to ensure appropriate resources are made available to maintain progress.	4	3	12	Adequate but more Action Required	Monthly meetings with the COO, progress report to be received through performance review meetings and regular dialogue with WG.	3	2	6	Jun-19	Deputy Director of Finance	Jul-19	The Board	Chief Operating Officer	Finance Committee
Finance	Fin07/19	Mar-19	Winter pressures managed within (£1.5m 19/20)	Winter plan for 2019/20 being developed for sign off by Management Executive.	4	3	12	Adequate but more Action Required	Progress report to be received through performance review meetings.	3	2	6	Jun-19	Deputy Director of Finance	Jul-19	The Board	Chief Operating Officer	Finance Committee
Finance	Fin08/19	Mar-19	Commissioning Risks	Regular performance/LTA meetings with other providers/WHSSC and internal commissioning group.	3	3	9	Optimum Controls/NFA Required	None	3	2	6	Jun-19	Deputy Director of Finance	Jul-19	The Board	Director of Finance	Finance Committee
Finance	Fin09/19	Mar-19	Management of Nursing overspend - £0.574m month 2 (£1.8m month 12 2018/19)	Progress to be monitored through Nursing Productivity Group and Executive / Clinical Board Performance Reviews.	4	5	20	Adequate but more Action Required	Escalation process led by Chief Executive	3	4	12	Jun-19	Deputy Director of Finance	Jul-19	The Board	Chief Operating Officer / Director of Nursing	Finance Committee
Finance	Fin10/19	Mar-19	Containment of IT developments	Internal investment plan agreed with business cases to be approved through the Business Case Approval Group (BCAG) / Capital Management Group.	4	4	16	Optimum Controls/NFA Required	Internal investments will not be agreed until the UHB has a full savings programme in place. Possibility of digital funding from WG.	2	3	6	Jun-19	Deputy Director of Finance	Jul-19	The Board	Director of Transformation	Finance Committee
Finance	Fin11/19	Mar-19	Increased employers pension contributions	The UHB will continue to work closely with WG to ensure appropriate resources are made available to maintain progress.	4	2	8	Optimum Controls/NFA Required	None	2	2	4	Jun-19	Deputy Director of Finance	Jul-19	The Board	Director of Finance	Finance Committee

Guidance Notes to assist completing the risk register

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

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

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

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

Date entered onto original Register:- as above

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Likelihood Score (L)

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

Likelihood Score

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

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

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

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

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

THE WELSH GOVERNMENT FINANCIAL COMMENTARY

FINANCIAL POSITION FOR THE PERIOD ENDED 31st MAY 2019

INTRODUCTION

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

At month 2, the UHB is reporting an overspend of £1.715m against this plan due to £1.134m of operational pressures and £0.581m costs for improvements in RTT performance which is being incurred at risk pending agreement of additional funding, for which discussions with Welsh Government are ongoing.

BACKGROUND

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

A summary of this plan is provided in Table 1.

Table 1: 2019/20 IMTP

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

The UHB faces a number of financial risks in the delivery of this Financial Plan and the key risks for 2019/20 are set out below:

- Achievement and delivery of the efficiency plan target – As at the end of May £28.4m savings (91%) against the targeted £31.2m has been identified as Green and Amber.
- Management of Operational Pressures – The UHB expects budget holders to manage and recover any operational pressures within the totality of delegated resources. This includes the management of growth in continuing healthcare and prescribing for which no additional funding has been provided to budget holders.
- RTT and Winter Plan – Delivering planned levels of performance within the resources available. RTT plans will be subject to further discussions with Welsh Government regarding performance levels and funding. Pending agreement with Welsh Government, the UHB is proceeding at risk to secure further improvements. RTT expenditure at month 2 was £0.581m more than the budget available. It has been assumed that this will either be covered by securing additional funding or activity will be curtailed in the later part of the year to manage this risk if no additional funding is available. Curtailment of activity would however adversely impact upon performance.

These financial monitoring returns have been prepared against the UHB's approved IMTP which includes a balanced position for 2019/20. This report details the financial position of the UHB for the period ended 31st May 2019. A full commentary has been provided to cover the tables requested for the month 2 financial position.

The response to the queries raised in the month 1 financial monitoring returns is set out in an attachment to this commentary.

FINANCIAL PLAN (TABLE A)

Table A sets out the financial plan and latest position at month 2. In interpreting Table A the following should be noted

- Welsh Government funding includes the £10m operational plan allocation that has been made recurrent;
- The UHBs **£31.245m** savings target is being delivered by identified savings, savings yet to be identified, net income generated and planned accountancy gains reported on lines 4, 5, 7 & 8.

UNDERLYING POSITION (TABLE A1)

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

The opening position is an underlying deficit of £36.3m and if the plan is successfully delivered this would reduce to £4.0m by the year end.

The UHB's 2019/20-2021/22 Integrated Medium Term Plan (IMTP) which has gained Welsh Government approval contains a balanced financial plan and includes measures to recurrently address the UHBs underlying deficit.

RING FENCED ALLOCATIONS (TABLES B, N & O)

The UHB is not expecting to underspend on any of its ring fenced funding for Learning Disabilities, Depreciation, Mental Health Services, Renal Services, Palliative Care, Integrated Care Fund (ICF), Delivery Plan, Paramedic banding, Clinical Desk enhancements, Genomics for Precision Medicine Strategy, GMS and Dental Services.

ACTUAL YEAR TO DATE AND FORECAST POSITION (TABLE B AND B1)

Table B confirms the year to date deficit of £1.715m. This year to date deficit is made up of the following:

- £1.134m operational overspend;
- £0.581m RTT costs incurred at risk.

The UHB plans to recover this year to date deficit and deliver a break even position by the year end as planned.

Income and Expenditure Analysis

Table 2 analyses the year to date and forecast variance between Income, Pay and Non Pay.

Table 2: Summary Financial Position for the period ended 31st May 2019

Income/Pay/Non Pay	In Month			Cumulative Year to Date			Full Year		
	Budget	Actual	Variance (Fav)/Adv	Budget	Actual	Variance (Fav)/Adv	Budget	Forecast	Variance (Fav)/Adv
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Income	(116.480)	(116.511)	(0.030)	(234.660)	(234.680)	(0.020)	(1,419.654)	(1,419.654)	0.000
Pay	53.093	52.744	(0.350)	107.704	107.353	(0.351)	616.238	616.238	0.000
Non Pay	63.387	64.825	1.438	126.956	129.043	2.086	803.416	803.416	0.000
Variance to Plan £m	0.000	1.058	1.058	0.000	1.715	1.715	0.000	0.000	0.000

The month 2 income variance is detailed in Table 3.

Table 3: Analysis of Income Budgets

Income	In Month			Cumulative Year to Date		
	Budget £m	Actual £m	Variance (Fav)/Adv £m	Budget £m	Actual £m	Variance (Fav)/Adv £m
Revenue Resource Limit	(78.728)	(78.728)	0.000	(157.984)	(157.984)	0.000
Non Cash Limited Expenditure	(1.609)	(1.610)	(0.000)	(3.219)	(3.219)	0.000
Accommodation & Catering	(0.364)	(0.343)	0.021	(0.700)	(0.673)	0.027
Education & Training	(3.190)	(3.203)	(0.013)	(6.391)	(6.394)	(0.003)
Injury Cost Recovery Scheme (CRU) Income	(0.114)	(0.102)	0.011	(0.328)	(0.307)	0.021
NHS Patient Related Income	(24.697)	(24.896)	(0.199)	(50.301)	(50.531)	(0.230)
Other Operating Income	(6.999)	(6.842)	0.157	(13.813)	(13.639)	0.174
Overseas Patient Income	(0.007)	(0.030)	(0.023)	(0.015)	(0.036)	(0.022)
Private Patient Income	(0.098)	(0.143)	(0.044)	(0.196)	(0.212)	(0.016)
Research & Development	(0.673)	(0.614)	0.059	(1.714)	(1.686)	0.028
Total £m	(116.480)	(116.511)	(0.030)	(234.660)	(234.680)	(0.020)

A surplus of £0.020m is reported against income budgets. The main variances to note are:

- £0.230m favourable variance on NHS Operating Income. The principal reason for the upturn is a relatively high level of English cross border activity in high cost services.
- £0.174m adverse variance on other operating income primarily due to underperformance in NICU where activity targets have been revised in respect of changes in planned flows arising from the implementation of the South Wales plan and a reduction in pharmacy sales due to production issues in the St Marys Pharmaceutical Unit during April & May.

Financial performance against pay budgets is set out in Table 4 and this includes UHB pay within primary care.

Table 4: Analysis of Pay Budgets

Pay	In Month			Cumulative Year to Date		
	Budget £m	Actual £m	Variance (Fav)/Adv £m	Budget £m	Actual £m	Variance (Fav)/Adv £m
Additional clinical services	1.986	1.994	0.008	4.070	4.073	0.003
Management, admin & clerical	6.289	6.228	(0.062)	12.804	12.763	(0.041)
Medical and Dental	13.206	13.176	(0.031)	26.342	26.340	(0.001)
Nursing (registered)	16.004	16.033	0.029	32.857	32.942	0.085
Nursing (unregistered)	4.374	4.599	0.225	8.830	9.319	0.489
Other staff groups	8.165	7.789	(0.377)	16.506	15.906	(0.600)
Scientific, prof & technical	3.068	2.925	(0.143)	6.296	6.010	(0.286)
Total £m	53.093	52.744	(0.350)	107.704	107.353	(0.351)

Total pay budgets are underspent by £0.351m at the end of month 2.

The main concern continues to be the pressure against nursing budgets for where high levels of vacancies and sickness have led to increased agency

expenditure to maintain established levels of nursing cover. In addition, specialising has been high in some areas. A Nursing Recovery Plan is being developed to manage this pressure and will be monitored as the year progresses. The rate of overspend in nursing budgets reduced by £0.070m in month 2 compared to month 1.

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

Financial performance against non pay budgets is set out in Table 5.

Table 5: Analysis of Non Pay Budgets

Non Pay	In Month			Cumulative Year to Date		
	Budget	Actual	Variance (Fav)/Adv	Budget	Actual	Variance (Fav)/Adv
	£m	£m	£m	£m	£m	£m
Clinical services & supplies	9.008	9.064	0.057	16.695	16.789	0.094
Commissioned Services	12.839	12.825	(0.014)	27.376	27.371	(0.005)
Continuing healthcare	5.439	5.595	0.155	10.736	10.959	0.222
Drugs / Prescribing	12.292	12.841	0.550	23.937	24.666	0.729
Establishment expenses	0.979	1.071	0.092	1.896	1.984	0.088
General supplies & services	0.670	0.753	0.083	1.383	1.493	0.110
Other non pay	5.210	5.456	0.246	10.770	11.102	0.333
Premises & fixed plant	2.991	3.211	0.219	6.032	6.476	0.444
Primary Care Contractors	13.960	14.009	0.049	28.131	28.203	0.072
Total £m	63.387	64.825	1.438	126.956	129.043	2.086

Table 5 highlights an overspend of £2.086m against non pay budgets.

The key operational pressure areas are:

- High levels of CHC growth in Month 2 particularly in respect of palliative care and children's packages.
- An overspend against drug budgets primarily in medicine, specialist services and primary care.
- Other non pay due to slippage against savings plans.
- Premises and fixed plant where a key cost drivers are increased spend on estates contractors and energy costs.
- An overspend of £0.581m against the RTT budget which are shown in other non pay

SAVING PLANS (TABLE C, C1 AND C2)

At month 2 the UHB has identified £28.443m of schemes to deliver against the £31.245m savings target leaving a further £2.802m schemes to identify as summarised in Table 6. The identified schemes include income generation schemes and accounting gains which are excluded from Table C.

Table 6: Progress against the 2019/20 Savings Programme at Month 2

	Total Savings Target £m	Total Savings Identified £m	Total Savings (Unidentified) £m
Total £m	31.245	28.443	(2.802)

Further progress was made during May in identifying additional savings schemes. It is anticipated that this will continue during June to allow budget holders time to fully establish their savings plans. Any residual gap in identified schemes will be profiled into months 3-12 and be reported as an adverse variance from month 3.

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. The UHB is also progressing signature of SLAs with NHS in England organisations, following agreement around Tariff adjustments for 2019/20. The associated changes in income and expenditure are reflected in the Month 2 reported position.

RESOURCE LIMITS 2018/19 (TABLE E)

Table E outlines the UHB's 2019/20 resource limit.

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.

RISK MANAGEMENT (TABLE F)

The key risks in delivery of the plan are:

- delivery of the £31.245m efficiency plan target;
- management of operational pressures;
- RTT and winter plan – delivering planned levels of performance within the current resources available.

STATEMENT OF FINANCIAL POSITION (TABLE G)

The opening balances at the beginning of April 2019 reflect the closing balances in the 2018/19 Annual Accounts approved by the UHB's Board on 30th May 2018.

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.

The carrying value of Inventory held has fallen marginally since the start of the financial year. None of the individual areas of stock moved significantly, with the largest decrease being in ALAC stock.

Overall trade debtors have increased by £6.4m since the start of the year. Circa £4.4m of the increase relates to Non NHS prepayments which are historically higher at the start of the year due to the annual payment of a significant number of maintenance agreements which run from April to March. Amounts due from the Welsh Risk Pool in respect of clinical negligence have also increased £5m since the start of the year and this is offset by invoices outstanding on the UHB's debtors control account have reduced by £3.5m

One UHB invoice with other Welsh NHS bodies was outstanding for more than 17 weeks as at the 31st May 2019. This invoice has subsequently been cancelled.

The closing cash balance for the month was higher than planned but not unreasonable given the size and complexity of the UHB.

Assets held for sale have fallen due to the sale of Iorweth Jones in May.

The value of Trade and other payables has fallen by around £24.7m since the start of the year. The decrease primarily reflects a £5.8m reduction in capital creditors, where the majority of the significant year-end balance has now been settled; a £3.7m reduction in clinical negligence accruals following payment of a number of settlements in April and March; a reduction of £2.3m in amounts due to Cardiff Council in respect of the continuing care pooling arrangements due to the timing of quarterly payments; a £6.5m reduction in liabilities owed to community pharmacists due the timing of contractual payments and the payment of £3.2m in respect of year end settlements agreed with WHSCC and other LHBs at the end of 2018/19.

Based on the information circulated by Welsh Government following the submission of the month 1 monitoring returns the UHB did not have any Welsh NHS creditors which were more than 11 weeks old at 11th June 2019.

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

CASHFLOW FORECAST (TABLE H)

The closing cash balance for the month is higher than planned, however the balance is reasonable for a body of the UHB's size and complexity.

Amounts shown on the sale of assets line in Table I reflect the full value of sale proceeds expected to be received in year. The UHB intends to utilise the net book value element of this figure (£1.907m) to support its capital commitments for the year.

The UHB understands the requirement to ensure that capital funding drawn down is broadly in line with the capital payments to the same date. To meet this requirement the UHB did not draw down any capital cash in June so that after adjusting for the capital element of sale proceeds received, the position will be broadly balanced at the end of June.

The UHB does not expect to require additional cash support in 2019/20 and will continue to monitor this position with a view to revising the requirement if necessary.

PUBLIC SECTOR PAYMENT COMPLIANCE (TABLE J)

The UHB's cumulative performance to the end of May is 95.7% following a 1.8% improvement in month and is also significantly better than the cumulative rate achieved for the two months to the end of May in 2018/19 (94.1%).

During the same period, the UHB paid 75.3% of its NHS invoices by number within 30 days. Whilst this is considerably better than the 68.8% achieved for the same period in 2018/19, the performance in this area worsened in month due to the settlement of all old year Welsh NHS Invoices as required by the NHS Wales Manual for Accounts. Performance is expected to improve again in June.

Sustained improvement in the NHS position is predicted upon the implementation of a No PO /No Pay policy by the UHB in this area. The final practicalities of this are currently being worked through with a view to the UHB going live in quarter two.

CAPITAL SCHEMES (TABLES J, K, L)

Capital progress for the year to date has been slow with net expenditure to the end of May being 8% of our approved Capital Resource Limit. This is partly due to the CRL including £3.3m in respect of MRI Scanners approved in

June and holding back on the commitment of expenditure linked to the sale of the former Lansdowne Hospital until the sale is finalised.

Planned spends for the year reflect the latest CRL received from Welsh Government dated 6th June 2019.

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

1. The repayment of the £2.2m brokerage received for the purchase of Woodland House that is shown on the CRL is currently deducted from the UHB's available discretionary capital. The UHB has indicated to the Deputy Director, Capital Estates & Facilities and the Deputy Head of Capital, Estates & Facilities at Welsh Government that £1.411m will be repaid as a reduction to the UHBs revenue resource limit and £0.789m as a reduction to the UHBs capital resource limit.
2. As outlined in the 2018/19 month 12 return, the 2018/19 slippage on the Rookwood Replacement, Rookwood Essential Maintenance and The Black and Grey Theatres Schemes used to fund the enabling work at Woodland House has been repatriated to the schemes by the UHB from discretionary capital funds in 2019/20.
3. The reported in year under spend on the Neo Natal Scheme repays money that the UHB has spent on the project from its discretionary funds in previous financial years.
4. The UHB is currently incurring expenditure in respect of the business cases for the Well Being Hubs at Maelfa and Penarth and the Cystic Fibrosis business case at its own risk. It is assumed that these costs will be recoverable if the cases are approved.

The spend profile shown in Table K reflects the actual spend to Month 2 and the forecasts also reflect spend profile information that the UHB has received from its cost advisors with regards to its major projects. All Schemes are currently allocated low risk ratings.

The figures shown in Table L reflect the three anticipated properties where disposals have or are expected to complete this year. The sale of land at Whitchurch Hospital is also include in the table L, however due to the link to the Velindre Business Case for a new Cancer Hospital the timing of this sale remains uncertain.

OTHER ISSUES

The financial information reported in these monitoring returns aligns to the financial details included within Finance Committee and Board papers. These

monitoring returns will be taken to the 26th June 2019 meeting of the Finance Committee for information.

In the absence of the Director of Finance and/or Chief Executive the monitoring return submission will be agreed and the narrative signed by respective Deputies being Chris Lewis and Sharon Hopkins.

CONCLUSION

The UHB has an approved IMTP with a financial plan that delivers a balanced position in 2019/20. To achieve this the UHB will need to manage operational pressures and identify and deliver £31.2m savings.

At month 2, against these requirements the UHB has reported an overspend of £1.715m. This is due to a £1.134m operational overspend and £0.581m costs for improvements in RTT performance which is being incurred at risk pending the outcome of ongoing discussions with Welsh Government around additional performance funding. The level of unidentified savings at month 2 is £2.802m. Identification of further savings and the management of operational pressures will remain an area of focus for the UHB until these risks are managed.

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LEN RICHARDS
CHIEF EXECUTIVE

13th June 2019

.....
ROBERT CHADWICK
DIRECTOR OF FINANCE

13th June 2019

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

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

Lines 1 - 11 should not be adjusted after Month 1

		In Year Effect	Non Recurring	Recurring	FYE of Recurring
		£'000	£'000	£'000	£'000
1	Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit - Negative Value)	-36,261	0	-36,261	-36,261
2	New Cost Pressures - as per 3 year plan (Negative Value)	-51,594		-51,594	-51,594
3	Opening Cost Pressures	-87,855	0	-87,855	-87,855
4	Identified Savings Plan (Positive Value)	25,032	8,601	16,431	23,046
5	Savings / Mitigating Actions Yet To Be Identified (Positive Value)	2,829	1,829	1,000	2,962
6	Welsh Government Funding (Positive Value)	56,610		56,610	56,610
7	Net Income Generated (Positive Value)	1,289	55	1,234	1,282
8	Planned Accountancy Gains (Positive Value)	1,000	1,000	0	0
9	Release of Uncommitted Contingencies & Reserves (Positive Value)				
10	LTA Inflation and wage award	0		0	0
11	Opening Financial Plan	-1,095	11,485	-12,580	-3,955
12	Cost Pressures b/fwd from Previous Year - unidentified within 3 year plan (Negative Value)				
13	Opening Plan Savings - Forecast (Underachievement) / Overachievement	-3	-1	-2	-671
14	Additional In Year Identified Savings - Forecast (Positive Value)	548	490	58	100
15	Additional In Year Identified Accountancy Gains (Positive Value)	0	0	0	0
16	Additional Net Income Generated (Positive Value)	0	0	0	2
17	Non Identification of Savings / Mitigating Actions Yet To Be Identified in Opening Plan	-2,829	-1,829	-1,000	-2,962
18	Release of Previously Committed Contingencies & Reserves (Positive Value)	0			
19	Additional In Year Welsh Government Funding (Positive Value)	0			
20	Full identification of savings plan	3,380	2,380	1,000	3,487
21		0			
22		0			
23		0			
24		0			
25		0			
26		0			
27		0			
28		0			
29		0			
30		0			
31		0			
32		0			
33		0			
34		0			
35		0			
36		0			
37		0			
38	Forecast Outturn (- Deficit / + Surplus)	0	12,525	-12,525	-4,000

[illegible]

Period : May 19

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

This Table is currently showing 1 errors

Some errors will be resolved when complete rows have data or associated tables are completed

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast	
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000			YTD variance as %age of YTD	Green £'000	Amber £'000	non recurring £'000	recurring £'000
1	CHC and Funded Nursing Care	Budget/Plan	46	46	46	46	46	46	70	94	117	141	165	189	92	1,050		0	1,050		
2		Actual/F'cast	46	46	46	46	46	46	70	94	117	141	165	189	92	1,050	8.73%	0	1,050	0	1,050
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0
4	Commissioned Services	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
7	Medicines Management (Primary & Secondary Care)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
10	Non Pay	Budget/Plan	381	976	900	1,333	795	879	863	906	906	907	907	3,658	1,357	13,411		4,405	9,281		
11		Actual/F'cast	305	963	1,008	1,149	807	890	875	918	918	918	919	4,013	1,267	13,683	9.26%	4,403	9,281	7,592	6,091
12		Variance	(76)	(13)	108	(184)	12	12	12	12	12	12	12	355	(89)	272	(6.57%)	(2)	(0)		
13	Pay	Budget/Plan	402	327	366	871	663	667	689	699	701	701	701	768	729	7,552		4,878	2,947		
14		Actual/F'cast	380	316	425	896	688	695	717	727	729	729	729	796	695	7,824	8.89%	4,878	2,947	1,498	6,326
15		Variance	(23)	(11)	59	25	25	28	28	28	28	28	28	28	(34)	272	(4.62%)	(1)	(0)		
16	Primary Care	Budget/Plan	34	34	34	34	34	34	34	34	34	34	34	34	68	408		208	200		
17		Actual/F'cast	34	34	34	34	34	34	34	34	34	34	34	34	68	408	16.67%	208	200	0	408
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
19	Total	Budget/Plan	863	1,383	1,346	2,284	1,538	1,625	1,656	1,732	1,758	1,782	1,806	4,649	2,246	22,421		9,491	13,478		
20		Actual/F'cast	784	1,358	1,513	2,125	1,574	1,665	1,696	1,772	1,797	1,822	1,846	5,032	2,123	22,966	9.24%	9,488	13,477	9,090	13,875
21		Variance	(99)	(24)	167	(158)	37	40	40	40	40	40	40	383	(123)	545	(5.47%)	(3)	(1)		
22	Variance in month		(11.42%)	(1.76%)	12.41%	(6.93%)	2.40%	2.45%	2.40%	2.30%	2.26%	2.23%	2.20%	8.24%	(5.47%)						
23	In month achievement against FY forecast		3.33%	5.91%	6.59%	9.25%	6.86%	7.25%	7.38%	7.72%	7.83%	7.93%	8.04%	21.91%							

Table C1- Savings Schemes Pay Analysis

			Month												Total YTD	Full-year forecast	YTD as %age of FY YTD variance as %age of YTD Budget/Plan	Assessment		Full In-Year forecast	
			1	2	3	4	5	6	7	8	9	10	11	12				Green	Amber	non recurring	recurring
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000				£'000	£'000	£'000	£'000
1	Changes in Staffing Establishment	Budget/Plan	202	138	141	395	395	395	484	494	496	496	496	496	340	4,626		2,330	2,547		
2		Actual/F'cast	183	121	197	418	418	421	510	520	522	522	522	522	304	4,876	6.24%	2,329	2,547	369	4,507
3		Variance	(19)	(16)	56	23	23	26	26	26	26	26	26	26	(36)	250	(10.46%)	(1)	(0)		
4	Variable Pay	Budget/Plan	61	60	62	313	113	118	126	126	126	126	126	127	121	1,485		1,145	340		
5		Actual/F'cast	61	63	61	313	113	118	126	126	126	126	126	127	124	1,486	8.32%	1,146	340	474	1,012
6		Variance	(0)	3	(1)	0	0	0	0	0	0	0	0	0	2	1	1.85%	1	0		
7	Locum	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
10	Agency / Locum paid at a premium	Budget/Plan	10	10	10	10	10	10	10	10	10	10	10	10	20	118		100	18		
11		Actual/F'cast	10	10	10	10	10	10	10	10	10	10	10	10	20	118	16.67%	100	18	18	100
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
13	Changes in Bank Staff	Budget/Plan	4	4	4	4	4	4	4	4	4	4	4	4	7	42		42	0		
14		Actual/F'cast	4	4	4	4	4	4	4	4	4	4	4	4	7	42	16.67%	42	0	30	12
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
16	Other (Please Specify)	Budget/Plan	126	115	150	150	141	141	65	65	65	65	65	132	241	1,282		1,262	42		
17		Actual/F'cast	123	118	154	152	143	143	67	67	67	67	67	134	241	1,302	18.51%	1,260	42	607	695
18		Variance	(3)	3	4	2	2	2	2	2	2	2	2	2	(0)	20	(0.18%)	(1)	(0)		
19	Total	Budget/Plan	402	327	366	871	663	667	689	699	701	701	701	768	729	7,552		4,878	2,947		
20		Actual/F'cast	380	316	425	896	688	695	717	727	729	729	729	796	695	7,824	8.89%	4,878	2,947	1,498	6,326
21		Variance	(23)	(11)	59	25	25	28	28	28	28	28	28	28	(34)	272	(4.62%)	(1)	(0)		

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

			Month												Total YTD	Full-year forecast	YTD as %age of FY YTD variance as %age of YTD Budget/Plan	Assessment		Full In-Year forecast	
			1	2	3	4	5	6	7	8	9	10	11	12				Green	Amber	non recurring	recurring
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000				£'000	£'000	£'000	£'000
1	Reduced usage of Agency/Locums paid at a premium	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
2		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
4	Non Medical 'off contract' to 'on contract'	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
7	Medical - Impact of Agency pay rate caps	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0		
10	Other (Please Specify)	Budget/Plan	10	10	10	10	10	10	10	10	10	10	10	10	20	118		100	18		
11		Actual/F'cast	10	10	10	10	10	10	10	10	10	10	10	10	20	118	16.67%	100	18	18	100
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		
13	Total	Budget/Plan	10	10	10	10	10	10	10	10	10	10	10	10	20	118		100	18		
14		Actual/F'cast	10	10	10	10	10	10	10	10	10	10	10	10	20	118	16.67%	100	18	18	100
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0		

Full-Year Effect of Recurring Savings
£'000
1,050
0
0
8,061
9,247
408
18,766

Full-Year Effect of Recurring Savings
£'000
7,302
1,130
0
100
12
703
9,247

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

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Table C3 - Savings Tracker

Summary of Forecast Savings (£000's)	Cash-Releasing Saving (Pay)	Cash-Releasing Saving (Non Pay)	Cost Avoidance	Savings Total	Income Generation	Accountancy Gains
Planned Care	1,850	1,324	80	3,254	127	0
Unscheduled Care	2,500	380	50	2,930	96	0
Primary and Community Care (Excl Prescribing)	119	2,786	2,336	5,241	119	0
Mental Health	849	650	0	1,499	0	0
Clinical Support	839	411	311	1,561	15	0
Non Clinical Support (Facilities/Estates/Corporate)	295	1,760	3,963	6,017	274	0
Commissioning	0	0	0	0	648	0
Across Service Areas	1,310	2,234	288	3,832	10	1,000
CHC	0	0	0	0	0	0
Prescribing	0	91	0	91	0	0
Medicines Management (Secondary Care)	0	1,128	24	1,152	0	0
Total	7,761	10,763	7,052	25,577	1,289	1,000

Organisation	Division	Business Unit	Savings Scheme Number (i.e. DA1 onwards)	Scheme / Opportunity Title	Recurrent/ Non Recurrent	Current Year Annual Plan £'000	Plan FYE (Recurring Schemes only) £'000	Current Year Forecast £'000	Forecast FYE (Recurring Schemes only) £'000	Scheme Identified: By Month 1 or In Year	Scheme Start Date	Date Scheme Expected to go Green
Cardiff & Vale U	STATES_AND	al Planning & A	CEF33	Centralise & rationalise cleaning products	R	2	3	2	2	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	STATES_AND	Commercial	CEF22	Pharmacy Contract - UHW & UHL	R	130	178	130	178	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	STATES_AND	Commercial	CEF22A	Pharmacy Contract - UHW & UHL	R	0	0	0	0	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	STATES_AND	Commercial	CEF39	Reduce Food Waste	R	115	115	115	115	Month 1	01-May-19	01-Jun-19
Cardiff & Vale U	STATES_AND	Commercial	CEF39A	Reduce Food Waste	R	0	0	0	0	Month 1	01-May-19	01-May-19
Cardiff & Vale U	STATES_AND	Commercial	CEF34	Change supplier of bread	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Commercial	CEF34A	Change supplier of bread	R	0	0	0	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Commercial	CEF16	retrospective vat reclaim on tills in commercial outlets	NR	130	0	130	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Commercial	CEF16A	retrospective vat reclaim on tills in commercial outlets	NR	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Commercial	CEF23	Books Plus Re-location 20% add rent	NR	4	0	4	0	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF12	Lease of Wedal Road Land - Nov 18-Nov 19	NR	33	0	33	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF32	Waterless Urinals	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF32A	Waterless Urinals	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF4	Operational cost savings - Park View Closure	R	40	40	40	41	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF6	Operational cost savings - Amy Evans Closure	R	15	15	15	16	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF11	Service Charge - Boots Riverside	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF11A	Service Charge - Boots Riverside	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF17	vat recovery cardiff university non sla energy	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF18	vat recovery cardiff university non sla energy	NR	213	0	213		Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF18A	vat recovery cardiff university non sla energy	NR	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF19	Business Rates	R	130	130	130	130	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Facilities	CEF41	Benchmarking opportunities - Rookwood Porter	R	20	20	20	20	Month 1	01-Apr-19	01-Sep-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF30	UHW CHP1 Engine Service Efficiency improvements	R	15	15	15	15	Month 1	01-Apr-19	01-May-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF31	UHW CHP1 Engine Service Carbon savings	R	2	2	2	2	Month 1	01-Apr-19	01-May-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF31A	UHW CHP1 Engine Service Carbon savings	R	0	0	0	0	Month 1	01-Apr-19	01-May-19
Cardiff & Vale U	STATES_AND	North - Facilities	CEF55	CRI Security / Porter	R	23	23	23	23	Month 1	01-Apr-19	01-Mar-20
Cardiff & Vale U	STATES_AND	North - Facilities	CEF55A	CRI Security / Porter	R	0	0	0	0	Month 1	01-Apr-19	01-Mar-20
Cardiff & Vale U	STATES_AND	North - Estates	CEF43	Ward bag to bin waste solution	R	14	19	14	19	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	STATES_AND	Energy Rates	CEF5	Operational cost savings - Colcot Closure	R	9	9	9	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF42	Waste segregation ITU	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Facilities	CEF24	coffee grinds	R	2	2	2	2	Month 1	01-Apr-19	14-Jun-19
Cardiff & Vale U	STATES_AND	Commercial	CEF52	food waste production WBC	R	2	2	2	2	Month 1	01-Apr-19	01-May-19
Cardiff & Vale U	STATES_AND	Commercial	CEF52A	food waste production WBC	R	0	0	0	0	Month 1	01-Apr-19	01-May-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF35	Review of overtime	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF35A	Review of overtime	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF45	Recycling Bins	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF46	Recycling for community sites	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19

Cardiff & Vale U	STATES_AND	North - Estates	CEF36	Replace plastic water cups with glass in WBC	R	3	3	3	3	Month 1	01-May-19	01-May-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF36A	Replace plastic water cups with glass in WBC	R	0	0	0	0	Month 1	01-May-19	01-May-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF47	Change household waste supplier	R	30	40	30	40	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF59	Replace hand towels in Barry	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF59A	Replace hand towels in Barry	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF48	Cardboard waste solution	R	8	9	8	9	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF49	Move to dementia friendly hand towel dispensers	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF50	Move to dementia friendly hand towel dispensers clinica	R	21	23	19	23	Month 1	01-May-19	01-May-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF37	Replace hand towels Rookwood	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF40	Reduce Food Waste (Barry/Rookwood budget))	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	North - Estates	CEF40A	Reduce Food Waste (Barry/Rookwood budget))	R	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Vice Board Gen	CEF56	Portertrac system	R	15	25	15	15	Month 1	01-Sep-19	01-Sep-19
Cardiff & Vale U	STATES_AND	Vice Board Gen	CEF2	Centralise stores - Admin & Stationery	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Vice Board Gen	CEF3	Paperless meetings	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	Vice Board Gen	CEF15A	sale of assets	NR	0	0	0	0	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	STATES_AND	South - Estates	CEF44	Redsign UHL Waste Yard	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	South - Estates	CEF38	Hand towels - UHL	R	13	16	14	16	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	STATES_AND	South - Facilities	CEF57	Benchmarking opportunities - Barry - Security/Porter	R	20	20	20	21	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	STATES_AND	South - Facilities	CEF58	Request a Porter - UHL	R	25	25	25	25	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH01	Medicines Management - growth hormone	R	100	200	100	200	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH02	ommissioning of unfunded respiratory / LTV / sleep stud	R	250	250	250	250	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH03	Operational efficiencies - paediatrics	R	150	150	150	150	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH05	review (look at electronic booking of outpatients, staff ch	R	10	20	10	20	Month 1	01-Apr-19	01-Sep-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH06	Managememt of stock	NR	15	0	15	0	Month 1	01-Apr-19	01-Sep-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH07	Procurement - hand towels	R	3	5	3	5	Month 1	01-Apr-19	01-Sep-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH08	Review of theatre consumables	R	5	5	5	5	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH09	Recover costs of increased out reach clinics	R	5	5	5	5	Month 1	01-Apr-19	01-Sep-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH10	Annual Leave Purchase Scheme	NR	10	0	10	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH11	Clinical Lead sessions - target 1 lead session per Direx	R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH12	umab admin by company / self admin (assume 10% red	R	7	7	7	7	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	CHILDREN_WOM	Scute Child Heal	ACH15	Aztreonam homecare	R	8	8	8	8	Month 1	01-Apr-19	01-May-19
Cardiff & Vale U	CHILDREN_WOM	Community Child H	CCH03	Review of respite care	R	50	100	50	100	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Community Child H	CCH04	ction of MDT for early years (reduction in translation se	R	5	5	5	5	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Community Child H	CCH05	Review of equipment and JES contract	R	14	14	14	14	Month 1	01-Apr-19	01-Sep-19
Cardiff & Vale U	CHILDREN_WOM	Community Child H	CCH09	Clinical Lead sessions - target 1 lead session per Direx	R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Community Child H	CCH10	Atomoxetine (generic)	R	2	2	2	2	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	CHILDREN_WOM	Medical Board Mar	MGT03	Workforce efficiencies	R	50	50	50	50	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Metrics & Gynaec	O&G01	Review bed capacity and nurse rosters	R	200	200	200	200	Month 1	01-Apr-19	01-Aug-19
Cardiff & Vale U	CHILDREN_WOM	Metrics & Gynaec	O&G04	Improved Commissioning Vaginal Mesh	R	10	10	10	10	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	CHILDREN_WOM	Metrics & Gynaec	O&G05	view of existing activity recording systems (Transitional	R	150	150	150	150	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	CHILDREN_WOM	Medical Board Mar	MGT01	Review specialist commissioning	NR	200	0	200	0	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale U	CHILDREN_WOM	Medical Board Mar	MGT02	Annual Leave Purchase Scheme	NR	1	0	1	0	Month 1	01-Apr-19	01-Apr-19

					R	25	33	25	33	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G19	Reduction in consultation costs using telephone/ video - assume 50% reduction								
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G22	Nexplanon implant funding	R	3	3	3	3	Month 1	01-Apr-19	01-May-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G23	Specialist commissioning	NR	20	0	20	0	In Year	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G20b	Obs & Gynae	NR	50		50	0	In Year	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G08b	Reduction in IV AB's for new borns	R	0	10	0	10	In Year	01-Apr-19	01-Apr-19
					R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Community Child Health	CCH01	Weight Management - Product switch (Xenidate / Concerta to LAC income for out of county	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Community Child Health	CCH02		R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Community Child Health	CCH06	Health Visiting skill mix	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
					R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Community Child Health	CCH07	Review of printing / scanning/storage								
Cardiff & Vale UH	CHILDREN_WOMEN	Community Child Health	CCH08	Annual Leave Purchase Scheme	NR	10	0	10	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Community Child Health	CCH12	Medical workforce efficiencies	NR	38	0	38	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G06	Clinical Lead sessions - target 1 lead session per Director	R	12	12	12	12	Month 1	01-Apr-19	01-Jul-19
					R	12	12	12	12	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G07	Step up to enable women to birth within the AMU (cost saving)								
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G08	Reduction in IV AB's for new borns	R	7	10	7	10	Month 1	01-Apr-19	01-Apr-19
					R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G09	Procurement of Consumables - amnihooks and lancets								
					R	20	20	20	20	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G12	Enoxaparin switch to Inhixa								
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G15	Annual Leave Purchase Scheme	NR	10	0	10	0	Month 1	01-Apr-19	01-Apr-19
					R	24	24	24	24	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G17	Antenatal testing (reduction in anti D costs for all 28/40 Rh- women)								
					R	6	6	6	6	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G18	Early Pregnancy Weight Management Clinic (AMU vs OLC)								
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G20	Obs & Gynae	NR	200	0	200	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	CHILDREN_WOMEN	Obstetrics & Gynaecology	O&G21	Review backfill of secondment	NR	30	0	30	0	Month 1	01-Apr-19	22-Jan-19
					R	35	35	35	35	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Diagnosis & Treatment Management	CDT05	Pay Efficiencies								
Cardiff & Vale UH	AGNOSTICS_THORACIC	Diagnosis & Treatment Management	CDT06	Non recurring non pay opportunity - IR 35	NR	111		111		Month 1	01-Jul-19	01-Dec-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Diagnosis & Treatment Management	CDT07	Non recurring non pay opportunity - Genmed	NR	100		100		Month 1	01-Jul-19	01-Dec-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Laboratory Medicine	LAB01	Workforce review - skill mix band 7 to band 5	R	17	22	17	22	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Laboratory Medicine	LAB02	Medical Productivity	NR	50	0	50	0	Month 1	01-Jul-19	01-Aug-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Laboratory Medicine	LAB03	MSC Consumables	R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Laboratory Medicine	LAB04	Workforce review - skill mix band 6 to band 3	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Laboratory Medicine	LAB06	Cease processing second samples - blood grouping (EI)	R	30	30	30	30	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Laboratory Medicine	LAB11	Disposal of unused equipment	NR	5		5		Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Laboratory Medicine	LAB13	Non recurring non pay opportunity - Abbott spend	NR	100		100		Month 1	01-Jul-19	01-May-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Patients & Patient	OPA01	Further expansion of CIT (Clinical Information Triage)	R	56	56	56	56	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Patients & Patient	OPA03	Apprenticeships	R	10	10	10	10	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Radiology & Medical Physics	RMPCE02	Annual Leave Purchase	NR	25		25		Month 1	01-Apr-19	01-Jul-19
					R	70	70	70	70	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Radiology & Medical Physics	RMPCE03	Procurement pricing and volume efficiencies								
Cardiff & Vale UH	AGNOSTICS_THORACIC	Radiology & Medical Physics	RMPCE05	Patient Reception Self Service check in systems	R	21	43	21	43	Month 1	01-Sep-19	01-Sep-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Radiology & Medical Physics	RMPCE08	Generate higher levels of equipment disposal revenues	R	10	10	10	11	Month 1	01-Sep-19	01-Sep-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Radiology & Medical Physics	RMPCE08 NR	Generate higher levels of equipment disposal revenues	NR	5	0	5	0	Month 1	01-Sep-19	01-Sep-19
					R	13	13	13	14	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UH	AGNOSTICS_THORACIC	Radiology & Medical Physics	RMPCE09	MRI Contrast product negotiated change to price								
Cardiff & Vale UH	AGNOSTICS_THORACIC	Therapies	THER06	Transformation of ENT and O/P pathways for non-urgent	R	21	21	21	21	Month 1	01-Apr-19	01-Dec-19

Cardiff & Vale UAGNOSTICS_TH		Therapies	THER07	Dietetics - Community Prescribing	R	25	25	25	25	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER08	Dietetics - Model Ward	R	19	19	19	19	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER09	Dietetics - skill mix	R	30	30	30	30	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER27	Physio - Anxiety Service skill mix	R	29	29	29	29	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER28	Physio - Admin Review	R	9	9	9	9	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER29	Physio - Leadership Team skill mix	R	73	73	73	73	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH					R	0	0	0	0	Month 1	01-Apr-19	01-Dec-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER16	Physio - non pay rationalisation								
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER34	Podiatry - Reduction in drugs spend	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER35	Podiatry - Reduction in dressings spend	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER36	Podiatry - Reduction in therapy equipment spend	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER37	Podiatry - Reduction in travel spend	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER02	Podiatry - Band 4	R	20	20	20	20	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER14	OT - reduction in 0.50wte Band 3 Technician	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER15	OT - reduction in Band 5 hours	R	5	5	4	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER25	OT - Annual Leave Purchase	R	30	30	30	30	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER26	Physio - Band 5 delayed recruitment	R	20	20	20	20	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER30	Physio - Frailty Skill Mix (Band 2)	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER33	Physio - A&C Changes - disestablishment of Band 3 hours	R	7	7	7	8	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER38	Therapies - Admin	NR	(8)	(8)	(8)	(8)	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Laboratory Medicine	LAB08	Workforce review - skill mix band 7 to band 4	R	25	25	25	25	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Laboratory Medicine	LAB09	Workforce review - skill mix 2x band 6 to band 5	R	15	15	15	15	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Laboratory Medicine	LAB10	Disestablish 2x band 2 MLA posts	R	36	36	36	36	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Laboratory Medicine	LAB12	Telepath maintenance cost reduction	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Laboratory Medicine	LAB14	VERS - Laboratory Medicine	R	137	137	137	137	Month 1	09-Apr-19	09-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Media Resource	MED01	Increase in Central Print Room recharges	R	6	6	6	6	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Media Resource	MED02	Increase in Media Resources Centre recharges	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Patients & Patient	OPA02	Business Manager VERS	R	28	28	28	28	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Pharmacy & Medicines Management	PMM01	Outpatient Partnership	R	199	199	199	199	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Radiology & MPC	RMPCE01	Medical consumables	R	30	30	30	30	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER01	Podiatry - Reduction in sterile products expenditure	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER17	OT - Art Therapist	R	47	49	47	49	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH					R	4	4	4	4	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER18	OT - Patient Appliances								
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER20	OT - Mobile Phones	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER21	OT - Travel	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER22	OT - Stationery	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER23	OT - Miscellaneous expenditure	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER24	OT - Miscellaneous recharges	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Therapies	THER31	Physio - Orthopaedics	R	17	17	17	17	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UAGNOSTICS_TH		Laboratory Medicine	LAB15	Purchase of Annual Leave	NR	2	0	2	0	Month 1	01-Apr-19	01-Apr-19

Cardiff & Vale U	AGNOSTICS_TH	laboratory Medici	LAB16	Purchase of Annual Leave	NR	3	0	3	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	AGNOSTICS_TH	laboratory Medici	LAB17	Purchase of Annual Leave	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	AGNOSTICS_TH	& Medicines Ma	PMM03	Purchase of Annual Leave	NR	10	0	11	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	AGNOSTICS_TH	Therapies	THER39	Physio - Purchase of Annual Leave	NR	14	0	13	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	AGNOSTICS_TH	Therapies	THER40	Dietetics - Purchase of Annual Leave	NR	8	0	8	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	AGNOSTICS_TH	Therapies	THER41	Podiatry - Purchase of Annual Leave	NR	9	0	8	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	AGNOSTICS_TH	lients & Patient	OPA05	Purchase of Annual Leave	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	AGNOSTICS_TH	Media Resource	MED03	Purchase of Annual Leave	NR	2	0	2	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Corporate	Finance	C1	Estates Management (Global Link rent)	R	200	450	200	450	Month 1	01-Oct-19	01-Oct-19
Cardiff & Vale U	CORPORATE	Finance	C3	Building purchase from discretionary capital (WEQAS)	NR	1,800		1,800		Month 1	01-Jun-19	01-Mar-20
Cardiff & Vale U	CORPORATE	Finance	C4	CHC review	NR	2,000		2,000		Month 1	01-May-19	01-Jul-19
Cardiff & Vale U	CORPORATE	Finance	C5	GRNIs	NR	1,000		1,000		Month 1	01-Oct-19	01-Oct-19
Cardiff & Vale U	Corporate	Finance	C6	ed Service Contract - Theatres stock control/product va	R	500	1,500	500	1,500	Month 1	01-Dec-19	01-Mar-20
Cardiff & Vale U	Corporate	Finance	C7	Management Structures - Organising for Success	R	1,000	2,000	1,000	2,000	Month 1	01-May-19	01-Jul-19
Cardiff & Vale U	Corporate	Finance	C8	Medicines Management (Luncentis,Avastin)	R	1,000	2,000	1,000	2,000	Month 1	01-Oct-19	01-Oct-19
Cardiff & Vale U	Corporate	Finance	C9	Net rates reduction	R	450	450	450	450	Month 1	01-May-19	01-Jul-19
Cardiff & Vale U	Corporate	Finance	C10	Non Electice LOS - Bed reduction (3 wards)	R	1,250	2,950	1,250	2,950	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	CORPORATE	Finance	C11	Rates review	NR	2,000		2,000		Month 1	01-May-19	01-Jul-19
Cardiff & Vale U	CORPORATE	Finance	C12	Review of discretionary expenditure	R	1,000	1,400	1,000	1,400	Month 1	01-May-19	01-Jul-19
Cardiff & Vale U	ORATE_EXECU	EXECUTIVE OF	CE1	Workforce Control	R	7	7	7	7	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ORATE_EXECU	OPERATING O	CE2	Workforce Control	R	27	27	27	27	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	OPERATING O	CE3	Training Expenses Reduction	R	3	3	3	3	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	OPERATING O	CE4	General Non-Pay Savings	R	25	25	25	25	Month 1	01/04/2019	01-Apr-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF FINA	CE5	Workforce Control	R	23	28	23	28	Month 1	01-Jun-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF FINA	CE6	Workforce Control	R	13	13	13	13	Month 1	01-Jun-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF FINA	CE7	Workforce Control	R	18	37	18	37	Month 1	01-Oct-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF FINA	CE8	NWSSP Procurement Savings Distribution	R	60	60	60	60	Month 1	01-Apr-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF FINA	CE9	Audit Fee Savings	R	5	5	5	5	Month 1	01-Apr-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF GOVER	CE10	Consultancy Fees	R	38	38	38	38	Month 1	01-Apr-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF NUR	CE11	Reduction in Staff Enhancements	R	3	3	3	3	Month 1	01-Apr-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF NUR	CE12	Eradication of SMS Text Messaging Service to Data	R	6	6	6	6	Month 1	01-Apr-19	07-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF NUR	CE13	Ceasation of Bereavement SLA	R	11	11	11	11	Month 1	01-Apr-19	13-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF NUR	CE14	Workforce Control	R	55	55	55	55	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF NUR	CE15	Reductions in LIPS Courses	R	30	30	30	30	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	DICAL DIRECT	CE16	Medical Education Income Llandough	R	32	32	32	32	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ORATE_EXECU	R OF TRANSFC	CE17	Postal Code Software Contract Savings	R	12	12	12	12	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	R OF TRANSFC	CE18	PSTN Contract Savings	R	40	40	40	40	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	R OF TRANSFC	CE19	Web Marshall Contract Savings	R	10	10	10	10	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	R OF TRANSFC	CE20	Pager Contract Savings	R	15	15	15	15	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	R OF WORK	CE21	Workforce Control	R	41	41	41	41	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	R OF WORK	CE22	Workforce Control	R	15	15	15	15	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	DICAL DIRECT	CE23	Workforce Control	R	9	9	9	9	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ORATE_EXECU	R OF WORK	CE24	Workforce Control	R	6	6	6	6	Month 1	01-Apr-19	14-Feb-19
Cardiff & Vale U	ORATE_EXECU	OPERATING O	CE27	Workforce Control	R	23	23	23	23	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF THER	CE29	Workforce Control	R	6	6	6	6	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ORATE_EXECU	CTOR OF PLAN	CE30	Income Generation	NR	17	0	17		Month 1	01-Oct-19	01-Oct-19

Cardiff & Vale UH	ORATE_EXECUT OF TRANSFC		CE31	Workforce Control	R	42	42	42	42	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	ORATE_EXECUT OF TRANSFC		CE32	Workforce Control	R	19	19	19	19	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	ORATE_EXECUT OF PUBLIC		CE33	Workforce Control	R	11	11	11	11	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	ORATE_EXECUTICAL DIRECT		CE34	Relocation of Premises	R	18	18	18	18	Month 1	01-Apr-19	07-Feb-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM01	HCA re-alignment MEAU/East 1	R	85	85	85	85	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM02	Non-pay re-alignment East 1	R	9	9	9	9	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM03	Vacant Post - Band 7	R	26	26	26	26	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM04	Review t-ANP uplift	R	36	36	36	36	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM05	Review t-ANP uplift	NR	30	0	30	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM06	Nurse Consultant Recruitment Plan	NR	16	0	16	0	Month 1	01-Jul-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM07	Drug Expenditure	R	14	14	14	14	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM08	Drug Expenditure	R	13	13	13	13	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM09	Increased scrutiny of Repose Mattresses	R	8	8	8	8	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM10	Change of process - ID Bracelets	R	4	4	4	4	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM11	Change of process - ID Bracelets	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM12	ion of Chart within Surgical Assessment Proforma (Ligh	R	4	4	4	4	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM13	Review of Miscellaneous Expenditure	R	7	7	6	7	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM14	Annual Leave Purchase	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM15	Review of Toshiba Income	NR	2	0	2	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM16	Review t-ANP course fees	R	21	21	21	21	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM17	Non-pay - Trolley Reduction AU	R	31	37	31	37	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM20	Non-pay - Trolley Reduction AU	R	25	31	25	31	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM22	Increased scrutiny of Repose Mattresses	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	ncy & Acute M	EM23	Increased scrutiny of uniform orders	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UH	MEDICINE	egrated Medici	IM05	Antibiotic usage	R	6	6	6	6	Month 1	TBC	01-Apr-19

Cardiff & Vale U	MEDICINE	egrated Medici	IM07	Inhaler switch	R	4	4	4	4	Month 1	TBC	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM08	Adult Bulk Purchase Insulin Pumps	R	16	16	16	16	Month 1	TBC	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM09	Procurement	R	75	75	75	75	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM01	Drug Expenditure Review-Hypertonic Saline	R	15	15	15	15	Month 1	TBC	01-Jun-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM03	Directorate Purchases Expenditure Review	R	12	14	12	12	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM04	Directorate Purchases Expenditure Review	R	16	19	16	16	Month 1	01-Apr-19	01-Jun-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM05	Endoscopy Project - Cleaning Detergent	R	7	7	7	7	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM06	Endoscopy Project - Polytraps	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM07	Procurement	NR	35	0	35		Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM08	Dermatology Private Patient Income Development	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM10	Lead Nurse Vacancy (April)	NR	6	0	6	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM11	Directorate Manager (April)	NR	5	0	5	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM12	Ward Closure - Pay savings	R	508	1,016	508	508	Month 1	01-Oct-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM13	Ward Closure - Non Pay Savings	R	36	71	36	36	Month 1	01-Oct-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM14	Reprovision - Poisons ward	R	158	237	158	158	Month 1	01-Aug-19	01-Aug-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM15	HW ward efficiencies (reduced capacity/LOS) - Pay sav	R	19	25	19	19	Month 1	01-Jul-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM16	Lansdowne closure (April 19)	NR	65	0	65	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM17	New Consultant Rota	R	164	164	164	164	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM18	Asthma Respiratory Post	R	20	20	20	20	Month 1	TBC	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM19	Homecare - Denosumab	R	42	42	42	42	Month 1	TBC	01-Apr-19
Cardiff & Vale U	MEDICINE	egrated Medici	IM20	Low Priority Funding - Thyroid Treatments	R	56	113	56	57	Month 1	TBC	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM09	Admin and Clerical Review	R	17	17	17	17	Month 1	01-Jul-19	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM10	Aztreonam Lysine transfer to Homecare (VAT Saving)	R	30	30	31	32	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM11	Adalimumab Biosimilar switches	R	151	165	150	165	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medici	SM12	Adalimumab Biosimilar switches	R	104	115	104	115	Month 1	01-Apr-19	01-Apr-19

					R	27	40	27	40	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medic	SM13	Adalimumab Biosimilar switches	R	27	40	27	40	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medic	SM14	Saline - transfer from 5% product	R	5	5	5	6	Month 1	TBC	01-Apr-19
Cardiff & Vale U	MEDICINE	pecialised Medic	SM15	No recurrent saving	NR	16	0	16	0	Month 1	01-Sep-19	01-Sep-19
Cardiff & Vale U	MEDICINE	pecialised Medic	SM16	2018/19 FYE Endoscopy Booking System Redesign	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	ental Health S	MH-01	Band 6 - re-design Community Rehabilitation	R	39	39	39	39	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	CHC	MH-02	CHC step down, price	R	500	500	500	500	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	UNTAL_HEALTH	h Services for C	MH-04	MHSOP - length of stay project	R	270	360	270	360	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	ental Health S	MH-05	Review CMHT medicines usage	R	50	50	50	50	Month 1	01-Oct-19	01-Oct-19
Cardiff & Vale U	UNTAL_HEALTH	ental Health S	MH-06	Community Transformation	R	24	32	24	32	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale U	UNTAL_HEALTH	ental Health S	MH-07	Out of area placements review	R	100	200	100	200	Month 1	01-Oct-19	01-Oct-19
Cardiff & Vale U	UNTAL_HEALTH	ental Health S	MH-08	Review of all non-bed based services	R	32	32	32	32	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 a	Backfill delay - new posts	NR	3	0	3	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 b	Backfill delay - new posts	NR	7	0	7	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 c	Backfill delay - new posts	NR	9	0	9	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 d	Backfill delay - new posts	NR	15	0	15	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 e	Backfill delay - new posts	NR	142	0	142	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	ology & Couns	MH-10	Band 6 - PMHSS backfill	R	39	39	39	39	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-11	Manage vacancies	NR	191	0	191	0	In Year	01-Jun-19	01-Jun-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-12	Manage vacancies	NR	50	0	50	0	In Year	01-Jun-19	01-Jun-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 f	Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 g	Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 h	Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 i	Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	UNTAL_HEALTH	Health All Direc	MH-09 j	Backfill delay - new posts	NR	0	0	0	0	Month 1	01-Jun-19	01-Jun-19
Cardiff & Vale U	UNITY_AND_INT	Board Manag	CB4	Review of off payroll posts and associated VAT charges	R	21	21	21	21	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Dental Service	GDS 1	Dental orthodontic contracts	R	208	208	208	208	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Dental Service	GDS 2	tal additional PCR income from North Cardiff new contr	R	103	103	103	103	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	GMS	GMS 2	Locum reduction	R	120	120	120	120	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Nort	N LOC 1	Social worker (CELT)	R	47	47	47	47	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Nort	N LOC 2	Paperless meetings	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Nort	N LOC 3	Nurse assessor band 6 hours	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Nort	N LOC 4	Band 5 Admin and operations post due to secondment	NR	0	0	0	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Sout	S LOC 6	Annual Leave Purchase Scheme	NR	5	0	5	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Sout	S LOC 7	HMP Taxi costs	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Sout	S LOC 8	CHAP quantiferon kits	R	6	6	6	6	Month 1	01-Apr-19	01-May-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Sout	S LOC 9	Cease lease car agreement	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	es Cardiff Sout	S LOC 10	Reduction in office equipment purchase	R	3	3	3	3	Month 1	01-Apr-19	01-Jun-19

Cardiff & Vale UNITY_AND_INT	Cardiff South	S LOC 11	Cease photocopier agreement	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Cardiff South	S LOC 12	HIV Drug savings	R	200	200	200	200	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Cardiff North	N LOC 6	Annual Leave Purchase Scheme	NR	5	0	5	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	CHC / FNC	CHC 1	CHC assessments / review of high cost packages	R	350	350	350	350	Month 1	01-Jun-19	30-Jun-19
Cardiff & Vale UNITY_AND_INT	CHC / FNC	CHC 2	Review of LD packages	R	200	200	200	200	Month 1	01-Jun-19	30-Jun-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 1	Implementation of cluster / practice prescribing budgets	R	200	200	200	200	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 16	Dietetics work plan	R	50	50	50	50	Month 1	01-Apr-19	30-Jun-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 19	silver dressings in top 10 prescribers	R	5	5	5	5	Month 1	01-Apr-19	30-Jun-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 2	Ezetemibe LOE	R	150	150	150	150	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 3	Tadalafil LOE	R	68	68	68	68	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 4	Ivabradine / Procoralan LOE	R	55	55	55	55	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Cardiff South	S LOC 1	Prison Bank nursing pool / reduce bank costs	R	8	30	8	30	Month 1	01-Apr-19	01-Dec-19
Cardiff & Vale UNITY_AND_INT	Cardiff South	S LOC 4	HMP ABMU consultant sessions	R	10	10	10	10	Month 1	01-Jul-19	01-Jul-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 5	glucophage quetiapine	R	24	24	24	24	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 6	aximise Glucophage rebate switch new generics to brand	R	14	14	14	14	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 7	new quetiapine xl to zaluron - rebate potential	R	13	13	13	13	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 8	Etoricoxib LOE	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 9	Travoprost LOE	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 10	Rosuvastatin LOE	R	1	1	1	1	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 11	Co-codamol switch	R	75	75	75	75	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Internal Board Management	CB 1	Diagnostics demand	R	50	50	50	50	Month 1	01-Apr-19	30-Jun-19
Cardiff & Vale UNITY_AND_INT	Internal Board Management	CB 2	Laboratories demand	R	50	50	50	50	Month 1	01-Apr-19	30-Jun-19
Cardiff & Vale UNITY_AND_INT	Internal Board Management	CB 3	Non recurrent opportunities - general	NR	336	0	336	0	Month 1	01-Apr-19	01-Jul-19
Cardiff & Vale UNITY_AND_INT	GMS	GMS 1	Review of enhanced services	R	200	200	200	200	Month 1	01-Apr-19	31-Jul-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 12	Abilify, Avodart, Movicol paed, Procyclidine, sterineb saline, singulair	R	70	70	70	70	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Localities Vale	VALE 1	Wound healing dressings - ONPOS	R	30	30	30	30	Month 1	01-Apr-19	31-Jul-19
Cardiff & Vale UNITY_AND_INT	Localities Vale	VALE 8	Nurse assessor review	R	10	10	10	10	Month 1	01-Oct-19	30-Jun-19
Cardiff & Vale UNITY_AND_INT	Localities Vale	VALE 9	Sickness management	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Localities Vale	VALE 10	Annual leave purchase	NR	3	0	3	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 13	Asacol to Octasa	R	65	65	65	65	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Internal Board Management	CB5	Community Mobile Working income generation	R	16	16	16	16	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale UNITY_AND_INT	Prescribing	PRES 23	Reduction in Non-Opioid Analgesia and NSAID's FCP rollout	R	189	189	189	189	Month 1	01-Apr-19	30-Jun-19

Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 24	Medicines Management Incentive Scheme funding reduction	R	50	50	50	50	Month 1	01-Apr-19	30-Jun-19
Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 14	Xaggitin switch	R	52	52	52	52	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 15	Zomorph switch	R	30	35	30	35	Month 1	01-Jun-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 17	Insulin quantities	R	5	5	5	5	Month 1	01-Jun-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 18	Lidocaine	R	7	7	7	7	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 20	Liothyronine	R	10	10	10	10	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 23a	Identify high cost prescribing & switch - individual patients so different work each year	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Prescribing	PRES 25	Review National Performance Indicators for Opportunities (e.g. Antimicrobial reduction etc)	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Primary Care Manag	PCM 2	Out of Hours - Reduce use of Callogenix	R	37	37	37	37	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	UNITY_AND_INT	Primary Care Manag	PCM 3	Out of Hours - Reduce use of Callogenix - share additional costs CD & T	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Cardiac	CARD002	Agency Nursing	R	50	50	50	50	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Cardiac	CARD003	Meds Management - Midodrine (Arrhythmia)	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Cardiac	CARD004	Cardiac Implants	R	100	100	100	100	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Cardiac	CARD008	Additional Income - Devices (Loop Recording)	R	150	150	150	150	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Cardiac	CARD012	Thoracic Surgery operational efficiency	R	100	100	100	100	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Cardiac	CARD013	Cardiac Ablation	R	46	46	46	46	Month 1	01-Oct-19	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Critical Care	CRIT002	Income generation - LTV bed UHL	R	96	96	96	96	Month 1	01-Apr-19	21-Jan-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM003	Reduce general clinical supplies	R	26	26	26	26	Month 1	01-Apr-19	01-Mar-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM007	Change in Rituximab (HCD) prescribing/dosing	R	66	66	66	66	Month 1	01-Apr-19	21-Jan-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM009	Meds Mgt - Cyclosporin	R	20	20	20	20	Month 1	01-Apr-19	21-Jan-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM010	Meds Mgt - Voriconazole (anti-fungal)	R	10	10	10	10	Month 1	01-Apr-19	21-Jan-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM011	Meds Mgt -Idelalisib (HCD) homecare	R	30	30	30	30	Month 1	01-Apr-19	21-Jan-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM012	Homecare - Pomalidomide (HCD)	R	25	25	25	25	Month 1	01-Apr-19	21-Jan-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM013	Review nursing deployment	R	50	50	50	50	Month 1	tbc	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Haematology	HAEM015	Digital dictation	R	20	20	20	20	Month 1	tbc	01-Apr-19
Cardiff & Vale U	ICIALIST_SERVI	Neurosciences	NEUR003	Review of Activity coding Paeds Neurosurgery	R	40	40	40	40	Month 1	01-Apr-19	01-Apr-19

Cardiff & Vale U	Neurosciences	NEUR004	Increased Neurosurgery bed capacity (FYE long stay patients)	R	60	60	60	60	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Neurosciences	NEUR006	Medical related savings - neurosurgery less WLIs	R	15	15	15	15	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Neurosciences	NEUR011	WHP10s - Neurology	R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Neurosciences	NEUR012	Review nursing deployment - rehabilitation	NR	200	0	200	0	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Neurosciences	NEUR015	Repatriation of Neurosurgery patients - ANPs & Co-ordinators	R	20	20	20	20	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Cardiac	CARD001	Theatres Cancellation & Re-utilisation	R	40	40	40	40	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Cardiac	CARD005	Reduction in back fill premiums - Cardiac Surgery medical	R	50	50	50	50	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Cardiac	CARD006	Drug Eluting Stents	R	48	48	48	48	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Critical Care	CRIT001	Haemofiltration consumables	R	12	12	12	12	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Critical Care	CRIT004	Nursing Review - rostering efficiency	R	240	240	240	240	Month 1	01-Apr-19	01-Mar-19
Cardiff & Vale U	Critical Care	CRIT005	Reduction in use of consultant additional payments	R	30	50	30	50	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Haematology	HAEM005	Review Posaconazole (anti-fungal drug)	R	50	50	50	50	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Haematology	HAEM008	Meds Mgt - Lenalidomide savings	R	120	120	120	120	Month 1	01-Apr-19	01-Mar-19
Cardiff & Vale U	Neurosciences	NEUR001	Theatres Cancellation & Re-utilisation	R	0	0	0	0	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Neurosciences	NEUR013	Review specialising for neurosurgery	R	60	60	60	60	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Neurosciences	NEUR016	Pathway review - Spinal /Neuro Rehab patients retained on B4	R	12	12	12	12	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Neurosciences	NEUR018	MS Drugs - Trials	R	24	24	24	24	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Neurosciences	NEUR019	Cardiff Uni Junior Doctors	NR	18	0	18	0	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Haematology	HAEM016	Meds Mgt - Daratumumab	R	90	90	90	120	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	Haematology	HAEM017	Review of CLL drugs suitability for homecare	R	50	50	50	50	Month 1	01-Apr-19	01-Oct-19
Cardiff & Vale U	Specialist Management	SPS005	Procurement Opportunities	R	60	60	60	60	Month 1	tbc	01-Apr-19
Cardiff & Vale U	ENT	SURG5	Nursing post funded through McMillan	R	45	45	45	45	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ENT	SURG6	UV Decontamination	R	45	45	45	45	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ENT	SURG35	APD Out of Area Outpatient attendances (IPFR)	R	5	5	5	6	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ENT	SURG52	Medical staff non pensionable savings	R	16	16	16	16	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ENT	SURG53	Non Medical staff pensionable savings	R	11	11	11	11	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale U	ENT	SURG54	Non medical Band 6-5 savings	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19

					NR	39	0	39		Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	ENT	SURG60	FOC Stock									
Cardiff & Vale URGICAL_SERVICE	ENT	SURG61	APD Service (IPFR)	R	17	17	17	17	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	General Surgen	SURG47	Alignment of Nursing Establishments to Nurse Standards Act	R	30	30	30	30	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	General Surgen	SURG48	A4C reduction in banding savings (Unregistered Band 3/2)	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19	01-Jun-19
Cardiff & Vale URGICAL_SERVICE	General Surgen	SURG67	Consultant Pension Saving	R	18	18	18	18	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Ophthalmology	SURG56	Medical staff non pensionable savings	R	15	15	15	15	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idma & Orthopaed	SURG10	Fellow Productivity (Joints)	R	2	27	4	11	Month 1	01-May-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idma & Orthopaed	SURG11	Admin Review	R	17	17	17	17	Month 1	01-Jun-19	01-Jun-19	17-Jun-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG21	Arthroscopic Stacks - Contract Renewal	R	37	40	37	37	Month 1	01-Jul-19	01-Jul-19	01-Jul-19
Cardiff & Vale URGICAL_SERVICE	Idma & Orthopaed	SURG65	Non recurrent opportunity	NR	69	0	69		Month 1	01-Jun-19	01-Jun-19	01-Jun-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG1	Renegotiation of Trauma contract	R	118	118	118	118	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG26	Laser Fibres	R	9	9	9	9	Month 1	01-Jul-19	01-Jul-19	01-Jul-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG18	Theatres Sutures Rebate J&J	R	50	50	50	50	Month 1	01-Sep-19	01-Sep-19	01-Sep-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG19	Theatres Mesh Rebate Medtronic	R	10	10	10	10	Month 1	01-Sep-19	01-Sep-19	01-Sep-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG20	Oscillating Blades	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG22	Low Pressure Biological Indicators	R	12	12	12	12	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG23	Theatre Establishment Alignment	R	150	150	150	150	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG57	Nursing establishment review Theatres (6/5 & 3/2 savings)	R	31	31	31	31	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG58	Nursing establishment review SSSU (6/5 & 3/2 savings)	R	36	36	36	36	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG59	Arthrex Maintenance Saving	NR	11	0	11	0	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG62	Medtronic bulk purchase	NR	45	0	45		Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG63	Non recurrent opportunity	NR	19	0	19		Month 1	01-Jul-19	01-Jul-19	01-Jul-19
Cardiff & Vale URGICAL_SERVICE	Idres & Anaesth	SURG64	Non recurrent opportunity	NR	86	0	86		Month 1	01-Jun-19	01-Jun-19	01-Jun-19
Cardiff & Vale URGICAL_SERVICE	Idma & Orthopaed	SURG8	Annual Leave Purchase Scheme	NR	4	0	3		Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idma & Orthopaed	SURG46	Alignment of Nursing Establishments to Nurse Standards Act	R	82	82	82	82	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idma & Orthopaed	SURG50	A4C reduction in banding savings (Registered Band 6 to 5)	R	31	31	31	31	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	Idma & Orthopaed	SURG51	A4C reduction in banding savings (Unregistered Band 3/2)	R	19	19	19	19	Month 1	01-Apr-19	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICE	General Surgen	SURG66a	Temporary closure of 19 beds on Ward B2 to reflect seasonal demand	NR	158	0	158		Month 1	01-Jun-19	01-Jun-19	01-Jun-19
Cardiff & Vale URGICAL_SERVICE	General Surgen	SURG66b	Temporary closure of 19 beds on Ward B2 to reflect seasonal demand	NR	70	0	70		Month 1	01-Jun-19	01-Jun-19	01-Jun-19
Cardiff & Vale URGICAL_SERVICE	General Surgen	SURG66c	Temporary closure of 19 beds on Ward B2 to reflect seasonal demand	NR	50	0	50		Month 1	01-Jun-19	01-Jun-19	01-Jun-19

Cardiff & Vale URGICAL_SERVICma & Orthopae			SURG68	Nursing pension savings	R	3	3	3	3	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICma & Orthopae			SURG69	HCSW pension savings	R	8	8	8	8	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICma & Orthopae			SURG70	A&C pension savings	R	2	2	2	2	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVIC		Urology	SURG39	Junior Staff saving - Basic Salary is being funded by Cardiff University for 3 years (Full Year Effect)	R	17	17	17	17	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICma & Orthopae			SURG71	Additional A4C reduction in banding savings (Registered Band 6 to 5)	R	5	6	5	6	Month 1	01-May-19	01-Apr-19
Cardiff & Vale URGICAL_SERVICma & Orthopae			SURG72	NR R&R consultant saving	NR	7	0	7		Month 1	01-Apr-19	01-Apr-19
					NR	22	0	22		In Year	01-Jul-19	01-Jul-19
Cardiff & Vale URGICAL_SERVICtres & Anaesth			SURG73	Arthrex stack credit for overinflated contract price								
					NR	116	0	116		In Year	01-Jun-19	16-May-19
Cardiff & Vale URGICAL_SERVIC		ENT	SURG74	Cochlear Price Savings								
Cardiff & Vale URGICAL_SERVIC		Urology	SURG75	Consultant Pension Saving	R	17	23	17	23	In Year	01-Jul-19	16-May-19
					R	17	36	17	36	In Year	01-Aug-19	01-Aug-19
Cardiff & Vale URGICAL_SERVICtres & Anaesth			SURG76	Procedure packs - spec and price revision								
Cardiff & Vale URGICAL_SERVICtres & Anaesth			SURG77	Disestablishment of UHL porter post	R	10	10	10	10	In Year	01-Apr-19	01-Apr-19
					R	14	21	14	21	In Year	01-Aug-19	01-Aug-19
Cardiff & Vale URGICAL_SERVICtres & Anaesth			SURG78	Alcon Phaco packs contract reduction								
					NR	20	0	20		In Year	01-Jun-19	01-Jun-19
Cardiff & Vale URGICAL_SERVICtres & Anaesth			SURG79	Alcon non recurrent contract saving								
					NR	16	0	16		In Year	01-May-19	01-May-19
Cardiff & Vale URGICAL_SERVICtres & Anaesth			SURG80	Non Recurrent maintenance saving								
Cardiff & Vale URGICAL_SERVICma & Orthopae			SURG84	CRTA benefit	NR	5		5		In Year	01-May-19	01-May-19
Cardiff & Vale URGICAL_SERVIC		Urology	SURG40	Junior Staff saving - Basic Salary is being funded by Cardiff University for 1 year (Full Year Effect)	NR	17	0	17		Month 1	01-Apr-19	01-Apr-19
					R	5	5	5	5	Month 1	01-Apr-19	01-Apr-19
Cardiff & Vale URGICAL_SERVIC		Urology	SURG55	Non medical Band 6-5 savings								

Scheme RAG rating (incl Income Generation & Accountancy Gains)	Service Area	Scheme Type	Definition	MMR Category - Savings only - Do not complete for IG & AG	Apr Plan £'000	May Plan £'000	Jun Plan £'000	Jul Plan £'000	Aug Plan £'000	Sep Plan £'000	Oct Plan £'000	Nov Plan £'000	Dec Plan £'000	Jan Plan £'000	Feb Plan £'000	Mar Plan £'000	Annual Plan £'000	Apr Act/For £'000	May Act/For £'000	Jun Act/For £'000	Jul Act/For £'000	Aug . £
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	13	13	13	13	13	13	13	13	13	13	130				26	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	-13	1	1	1	1	1	1	1	1	1	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	12	12	12	12	12	12	12	12	12	12	115		1	11	11	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	1	0	0	0	0	0	0	0	0	0	0	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	11	11	11	11	11	11	11	11	11	11	11	11	130		0	0	130	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	-22	-11	119	-11	-11	-11	-11	-11	-11	-11	-11	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay				0	0	0	0	0	0	0	0	0	4		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Income Generation		1	1	13	1	1	13	1	1	1	1	1	1	33		1	13	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	12	1	1	1	1	1	1	1	1	-10	10		2	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	-11	0	0	0	0	0	0	0	0	11	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	40	3	0	7	3	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	15	1	0	3	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	0	0	0	0	0	0	0	0	0	0	2		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	5	5	5	5	5	5	5	5	5	5	5	5	60					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	18	18	18	18	18	18	18	18	18	18	18	18	213					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	-36	-18	196	-18	-18	-18	-18	-18	-18	-18	-18	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	11	11	11	11	11	11	11	11	11	11	11	11	130	11	11	11	11	
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	20		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	15		3	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	0					
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	23			6	2	
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	0					
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	2	2	2	2	2	2	2	2	2	14				2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	9	1		2	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0	0	5		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	-1	1	0	0	0	0	0	0	0	0	0	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	

Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	3		1	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	-1	1	0	0	0	0	0	0	0	0	0	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay				3	3	3	3	3	3	3	3	3	30				3	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay			1	1	1	1	1	1	1	1	1	1	8			1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	5		1	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay		2	2	2	2	2	2	2	2	2	2	2	21			2	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	5		1	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	0					
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay						2	2	2	2	2	2	2	15		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Income Generation		0	0	0	0					-93	93		0	0		0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	1	1	1	1	1	1	1	1	1	1	13	0	0	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	20		0	5	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Facilities	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	25		0	6	2	
Amber	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care												100	100	0	0	0	0	
Amber		Commissioning	External - from other LHBs & Trusts	Income Generation							42	42	42	42	42	42	250	0	0	0	0	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)			15	15	15	15	15	15	15	15	15	15	150	0	0	15	15	
Amber	Planned Care	Patient care administration	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment							2	2	2	2	2	2	10	0	0	0	0	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cost Avoidance	Non Pay			15				0	0	0	0	0	0	15	0	0	0	15	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay		0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay		0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Amber	Commissioning	External - from other LHBs & Trusts	Income Generation		0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Amber	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Amber	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	7	1	1	1	1	
Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	8	1	1	1	1	
Amber	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Non Pay		0	0	0	0	0	0	8	8	8	8	8	50	0	0	0	0	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay		0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay		1	1	1	1	1	1	1	1	1	1	1	14	1	1	1	1	
Green	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Amber	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Amber	Across Service Areas	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay		0	0	0	0	0	0	8	8	8	8	8	50	0	0	0	0	
Amber	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Variable Pay				22	22	22	22	22	22	22	22	22	200	0	0	0	22	
Amber	Commissioning	External - from other LHBs & Trusts	Income Generation			0	0	0	0	0	0	0	0	0	0	10	10	0	0	0	0	
Amber	Commissioning	External - from other LHBs & Trusts	Income Generation			0	38		38				38		38	150	0	0	38	0		
Green	Across Service Areas	Other	Cost Avoidance	Non Pay			200		0	0	0	0	0	0	0	200	0	0	0	200		
Green	Across Service Areas	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	

Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				3	3	3	3	3	3	3	3	25	0	0	0	3	
Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Across Service Areas	Other	Cost Avoidance	Non Pay											20	20	0	0	0	0	
Green	Across Service Areas	Other	Cost Avoidance	Non Pay											50	50	0	0	0	0	
Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay												0	0		0	0	
Green	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Across Service Areas	Other	Income Generation		0	0	0	0	5		0	0	0	0	5	10	0	0	0	0	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	6	6	6	6	6							38	6	6	6	6	
Green	Across Service Areas	Medical staff management	Cash-Releasing Saving (Pay)	Pay - Changes in Bank Staff	1	1	1	1	1	1	1	1	1	1	1	12	1	1	1	1	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	12	1	1	1	1	
Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	7	1	1	1	1	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	2	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Planned Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Non Pay)	Non Pay				3	3	3	3	3	3	3	3	24	0	0	0	3	
Green	Planned Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	6	1	1	1	1	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay			0	200		0	0	0	0	0	0	200	0	0	0	200	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Bank Staff	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3	35	0	6	3	3	
Amber	Clinical Support	Other	Cost Avoidance	Non Pay								22	22	22	22	111	0	0	0	0	
Amber	Clinical Support	Other	Cost Avoidance	Non Pay								20	20	20	20	100	0	0	0	0	
Amber	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment				2	2	2	2	2	2	2	2	17	0	0	0	2	
Amber	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment							10	10	10	10	10	50	0	0	0	0	
Amber	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	10	0	0	3	1	
Green	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	
Amber	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay					5							5	0	0	0	0	
Green	Clinical Support	Other	Cost Avoidance	Non Pay	70	30										100	70	30	0	0	
Amber	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	5	5	5	5	5	5	5	5	5	5	5	56	0	0	14	5	
Amber	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	1	1	1	1	1	1	1	1	10	0	0	0	1	
Amber	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2	25	1	2	3	2	
Amber	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	6	6	6	6	6	6	6	6	6	6	6	70	0	4	14	6	
Amber	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	21	0	0	5	2	
Amber	Clinical Support	Other	Income Generation		0	0	0	0	0	1	1	1	1	1	1	10	3	0			
Amber	Clinical Support	Other	Income Generation		0	0	0	0	0	1	1	1	1	1	1	5	0	0	0	0	
Amber	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	13	1	1	1	1	
Amber	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	21	0	0	5	2	

Amber	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	25	0	0	6	2	
Amber	Prescribing	Prescribing	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	19	0	0	5	2	
Amber	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3	3	30	0	0	8	3	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	29	2	2	2	2	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	9	1	1	1	1	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	6	6	6	6	6	6	6	6	6	6	6	6	73	6	6	6	6	
Amber	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Green	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	3	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2	2	20	3	3	-2	2	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	18	2	2	2	2	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	7	1	1	1	1	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-8	-1	-1	-1	-1	
Green	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	25	2	2	2	2	
Green	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	15	1	1	1	1	
Green	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3	3	36	3	3	3	3	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Clinical Support	Pathology -- pathways, workforce models, productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	11	11	11	11	11	11	11	11	11	11	11	11	137	11	11	11	11	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	28	2	2	2	2	
Green	Clinical Support	Allocative	Cash-Releasing Saving (Non Pay)	Non Pay	17	17	17	17	17	17	17	17	17	17	17	17	199	0	0	50	17	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	
Green	Clinical Support	Therapies- pathways, workforce models, productivity	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	10	2	2	-1	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	4	4	4	4	4	4	4	4	4	4	4	4	47	2	2	8	4	
Green	Clinical Support	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	17	1	1	1	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	

Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	6	1	1	1	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	10	0	0	3	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	14	0	0	3	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	8	0	0	2	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	9	0	0	2	1	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	6	0	1	0	0	
Green	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay							33	33	33	33	33	33	200					
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cost Avoidance	Non Pay												1,800	1,800					
Amber	Primary and Community Care (Excl Prescribing)	Other	Cost Avoidance	Non Pay		333	167	167	167	167	167	167	167	167	167	167	2,000		333	167	167	
Amber	Across Service Areas	Other	Accountancy Gains								1,000						1,000					
Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay												500	500					
Amber	Across Service Areas	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment			111	111	111	111	111	111	111	111	111	111	1,000				111	
Amber	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care						167	167	167	167	167	167	167	1,000					
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cash-Releasing Saving (Non Pay)	Non Pay												450	450					
Amber	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment			139	139	139	139	139	139	139	139	139	139	1,250				139	
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Estates	Cost Avoidance	Non Pay		333	167	167	167	167	167	167	167	167	167	167	2,000		333	167	167	
Amber	Across Service Areas	Other	Cash-Releasing Saving (Non Pay)	Non Pay		91	91	91	91	91	91	91	91	91	91	91	1,000		91	91	91	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	7	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	27	2	2	2	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	25	2	2	2	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment			2	2	2	2	2	2	2	2	2	2	23	0	0	2	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	13	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment						3	3	3	3	3	3	3	18	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Income Generation		5	5	5	5	5	5	5	5	5	5	5	5	60	5	5	5	5	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	38	3	3	3	3	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	6	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	11	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	5	5	5	5	5	5	5	5	5	5	5	5	55	5	5	5	5	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	30	2	2	2	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Income Generation		3	3	3	3	3	3	3	3	3	3	3	3	32	3	3	3	3	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	12	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	40	3	3	3	3	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	15	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3	3	41	3	3	3	3	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	15	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	9	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	6	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	23	2	2	2	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	0	0	0	1	6	0	0	0	0	
Amber	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Income Generation		0	0	0	0	0	0	3	3	3	3	3	3	17	0	0	0	0	

Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Pay - Changes in Staffing Establishment	4	4	4	4	4	4	4	4	4	4	4	4	42	4	4	4	4	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cost Avoidance	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	19	2	2	2	2	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	11	1	1	1	1	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Corporate Directives	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	18	2	2	2	2	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	7	7	7	7	7	7	7	7	7	7	7	7	85	7	7	7	7	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	9	1	1	1	1	
Green	Unscheduled Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	26	2	2	2	2	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	3	3	3	3	3	3	3	3	3	3	3	3	36	3	3	3	3	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	3	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	5	5	5	0	0	0	0	0	0	0	0	0	16	5	5	5	0	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	14	1	1	1	1	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	13	1	1	1	1	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	8	1	1	1	1	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	7	1	0	1	1	
Green	Unscheduled Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	
Green	Unscheduled Care	Other	Cash-Releasing Saving (Non Pay)	Non Pay	2												2	2		0	0	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	21	2	2	2	2	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	3	3	3	3	3	3	3	3	3	3	31	0	0	3	3	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	3	3	3	3	3	3	3	3	3	3	25	0		3	3	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay					1	1	1	1	1	1	1	1	6					

Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	16	1	1	1	1
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				8	8	8	8	8	8	8	8	8	75				8
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			2	2	2	2	2	2	2	2	2	2	15	0	0	2	2
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	1	1	1	1	1	1	1	1	1	1	12	0	0	1	1
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	2	2	2	2	2	2	2	2	2	2	16	0	0	2	2
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	0	7	1	1	1	1
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				4	4	4	4	4	4	4	4	4	35	0	0		4
Green	Planned Care	Other	Income Generation		1	1	1	1	1	1	1	1	1	1	1	1	10	1	0	1	1
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Non Pay	6												6	6		0	0
Green	Planned Care	Other	Cash-Releasing Saving (Non Pay)	Non Pay	5												5	5		0	0
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment							85	85	85	85	85	85	508				
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay							6	6	6	6	6	6	36				
Amber	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Non Pay)	Non Pay					20	20	20	20	20	20	20	20	158				
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment			2	2	2	2	2	2	2	2	2	2	19				2
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	65												65	65		0	0
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	14	14	14	14	14	14	14	14	14	14	14	14	164	14	9	18	14
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	2	2	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Pay)	Non Pay	4	4	4	4	4	4	4	4	4	4	4	4	42	4	4	4	4
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay							9	9	9	9	9	9	56				
Green	Planned Care	Patient care administration	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	17	1	1	1	1
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	30	4	1	4	3
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	5	9	14	14	14	14	14	14	14	14	14	14	151	1	3	23	14
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	3	5	10	10	10	10	10	10	10	10	10	10	104	0	1	16	10

Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	1	1	1	2	2	2	3	3	3	4	5	27	1	0	1	1	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	1	0	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay						16							16			0	0	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1										2	1	1			
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3	3	39	3	3	3	3	
Amber	Mental Health	Other	Cash-Releasing Saving (Non Pay)	CHC and Funded Nursing Care							24	48	71	95	119	143	500	0	0	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay				30	30	30	30	30	30	30	30	30	270	0	0	0	30	
Amber	Mental Health	Other	Cash-Releasing Saving (Non Pay)	Non Pay							8	8	8	8	8	8	50	0	0	0	0	
Amber	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment				3	3	3	3	3	3	3	3	3	24	0	0	0	3	
Amber	Mental Health	Other	Cash-Releasing Saving (Non Pay)	Non Pay	8	8	8	8	8	8	8	8	8	8	8	8	100	8	8	8	8	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3	3	32	3	3	3	3	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	3												3	3	0	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	7												7	7	0	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	9												9	9	0	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	15												15	15	0	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	23											119	142	23	0	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	3	3	3	3	3	3	3	3	3	3	3	3	39	3	3	3	3	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment				19	19	19	19	19	19	19	19	19	191	0	0	19	19	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment				5	5	5	5	5	5	5	5	5	50	0	0	5	5	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		3										-3	0	0	3	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		11										-11	0	0	11	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		11										-11	0	0	11	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		12										-12	0	0	12	0	0	
Green	Mental Health	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		17										-17	0	0	17	0	0	
Green	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2	2	21	2	2	2	2	
Green	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Primary Care	17	17	17	17	17	17	17	17	17	17	17	17	208	17	17	17	17	
Green	Primary and Community Care (Excl Prescribing)	Other	Income Generation		9	9	9	9	9	9	9	9	9	9	9	9	103	9	9	9	9	
Green	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Non Pay	10	10	10	10	10	10	10	10	10	10	10	10	120	10	10	10	10	
Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	4	4	4	4	4	4	4	4	4	4	4	4	47	4	4	4	4	
Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	18	2	2	2	2	
Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	1	1	1	1	1	1	1	1	1	1	1	6	0	1	1	1	
Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	

Green	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Medicines Management (Secondary Care)	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	17	17	17	17	17	17	17	17	17	17	17	17	200	17	17	17	17	
Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Amber	Primary and Community Care (Excl Prescribing)	CHC	Cash-Releasing Saving (Non Pay)	CHC and Funded Nursing Care	29	29	29	29	29	29	29	29	29	29	29	29	350	29	29	29	29	
Amber	Primary and Community Care (Excl Prescribing)	CHC	Cash-Releasing Saving (Non Pay)	CHC and Funded Nursing Care	17	17	17	17	17	17	17	17	17	17	17	17	200	17	17	17	17	
Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	0	0	0	22	22	22	22	22	22	22	22	22	200	0	0	0	22	
Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	0	0	5	5	5	5	5	5	5	5	5	5	50	0	0	5	5	
Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	0	0	1	1	1	1	1	1	1	1	1	1	5	0	0	1	1	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	13	13	13	13	13	13	13	13	13	13	13	13	150	13	13	13	13	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	6	6	6	6	6	6	6	6	6	6	6	6	68	6	6	6	6	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	5	5	5	5	5	5	5	5	5	5	5	5	55	5	5	5	5	
Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	0	0	0	0	0	0	2	2	2	2	8	0	0	0	0	
Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment				1	1	1	1	1	1	1	1	1	10	0	0	0	1	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	2	2	2	2	2	2	2	2	2	2	2	2	24	2	2	2	2	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	1	1	1	1	1	1	1	1	1	1	1	1	14	1	1	1	1	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	1	1	1	1	1	1	1	1	1	1	1	1	13	1	1	1	1	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	6	6	6	6	6	6	6	6	6	6	6	6	75	6	6	6	6	
Amber	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	5	5	5	5	5	5	5	5	5	5	50	0	0	5	5	
Amber	Primary and Community Care (Excl Prescribing)	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	5	5	5	5	5	5	5	5	5	5	50	0	0	5	5	
Amber	Primary and Community Care (Excl Prescribing)	Other	Cost Avoidance	Non Pay	0	0	34	34	34	34	34	34	34	34	34	34	336	0	0	34	34	
Amber	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Primary Care	17	17	17	17	17	17	17	17	17	17	17	17	200	17	17	17	17	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	6	6	6	6	6	6	6	6	6	6	6	6	70	6	6	6	6	
Amber	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	
Amber	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	0	0	1	1	1	1	1	1	1	1	1	1	10	0	0	1	1	
Green	Primary and Community Care (Excl Prescribing)	Community staff productivity	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Other	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	5	5	5	5	5	5	5	5	5	5	5	5	65	5	5	5	5	
Green	Primary and Community Care (Excl Prescribing)	Other	Income Generation		1	1	1	1	1	1	1	1	1	1	1	1	16	1	1	1	1	
Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	16	16	16	16	16	16	16	16	16	16	16	13	189	16	16	16	16	

Amber	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	4	4	4	4	4	4	4	4	4	4	4	6	50	4	4	4	4	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	4	4	4	4	4	4	4	4	4	4	4	4	52	4	4	4	4	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	3	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	1	1	1	1	1	1	1	1	1	1	1	1	7	1	1	1	1	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	5	5	5	5	5	5	5	5	5	5	5	5	60	5	5	5	5	
Green	Primary and Community Care (Excl Prescribing)	Prescribing	Cash-Releasing Saving (Non Pay)	Medicine Management Primary and Secondary Care	5	5	5	5	5	5	5	5	5	5	5	5	60	5	5	5	5	
Green	Primary and Community Care (Excl Prescribing)	Better management of primary care costs outside contractor services (e.g. GPOOH, Managed practice surplus/deficits, PCSU's)	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	37	3	3	3	3	
Green	Primary and Community Care (Excl Prescribing)	Better management of primary care costs outside contractor services (e.g. GPOOH, Managed practice surplus/deficits, PCSU's)	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cost Avoidance	Agency - Other (Please specify)	4	4	4	4	4	4	4	4	4	4	4	4	50	4	4	4	4	
Green	Medicines Management (Secondary Care)	Medicines Management (Secondary Care)	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	18	2	2	2	2	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	10	10	10	10	10	10	10	10	10	10	100	0	0	10	10	
Green	Commissioning	External - from other LHBs & Trusts	Income Generation		13	13	13	13	13	13	13	13	13	13	13	13	150	13	13	13	13	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	8	8	8	8	8	8	8	8	8	8	8	8	100	8	8	8	8	
Green	Commissioning	External - from other LHBs & Trusts	Income Generation		0	0	0	0	0	0	8	8	8	8	8	8	46	0	0	0	0	
Green	Unscheduled Care	Improved value in the management of long term conditions	Income Generation		8	8	8	8	8	8	8	8	8	8	8	8	96	8	8	8	8	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	26	2	2	2	2	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	6	6	6	6	6	6	6	6	6	6	6	6	66	6	6	6	6	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	30	0	0	8	3	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	25	2	2	2	2	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	4	4	4	4	4	4	4	4	4	4	4	4	50	4	4	4	4	
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	2	2	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	
Green	Planned Care	Patient care administration	Income Generation		3	3	3	3	3	3	3	3	3	3	3	3	40	3	3	3	3	

Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Income Generation		5	5	5	5	5	5	5	5	5	5	5	5	60	5	5	5	5	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cost Avoidance	Pay - Variable Pay	1	1	1	1	1	1	1	1	1	1	1	1	15	1	1	1	1	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Variable Pay	17	17	17	17	17	17	17	17	17	17	17	17	200	17	17	17	17	
Green	Commissioning	External - from other LHBs & Trusts	Income Generation		2	2	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	
Green	Planned Care	Theatre utilisation and productivity	Cash-Releasing Saving (Non Pay)	Non Pay	3	3	3	3	3	3	3	3	3	3	3	3	40	3	3	3	3	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cost Avoidance	Agency - Other (Please specify)	4	4	4	4	4	4	4	4	4	4	4	4	50	4	4	4	4	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	4	4	4	4	4	4	4	4	4	4	4	4	48	4	4	4	4	
Green	Unscheduled Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	1	1	1	1	1	1	1	1	1	1	1	1	12	1	1	1	1	
Green	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	20	20	20	20	20	20	20	20	20	20	20	20	240	20	20	20	20	
Amber	Unscheduled Care	Improved management of elective and non-elective patient flow and clinical productivity enabling reduced beds while maintaining performance	Cash-Releasing Saving (Pay)	Pay - Variable Pay	0	0	0	0	0	4	4	4	4	4	4	5	30	0	0	0	0	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	5	5	5	5	5	5	5	5	5	5	50	0	0	5	5	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	10	10	10	10	10	10	10	10	10	10	10	10	120	10	10	10	10	
Amber	Unscheduled Care	Patient care administration	Cash-Releasing Saving (Non Pay)	Non Pay												0		0	0	0		
Amber	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Variable Pay	5	5	5	5	5	5	5	5	5	5	5	5	60	5	5	5	5	
Amber	Commissioning	External - from other LHBs & Trusts	Income Generation		1	1	1	1	1	1	1	1	1	1	1	1	12	1	1	1	1	
Amber	Medicines Management (Secondary Care)	Improved management of non-pay, including both traditional procurement and value based procurement	Cost Avoidance	Medicine Management Primary and Secondary Care	2	2	2	2	2	2	2	2	2	2	2	2	24	2	2	2	2	
Amber	Across Service Areas	Medical staff management	Cost Avoidance	Agency - Other (Please specify)	2	2	2	2	2	2	2	2	2	2	2	2	18	2	2	2	2	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	10	10	10	10	10	10	10	10	10	90	3	3	-5	10	
Amber	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	0	0	0	6	6	6	6	6	6	6	6	6	50	0	0	0	6	
Green	Non Clinical Support (Facilities/Estates/Corporate)	Other	Cash-Releasing Saving (Non Pay)	Non Pay	5	5	5	5	5	5	5	5	5	5	5	5	60	5	5	5	5	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	4	4	4	4	4	4	4	4	4	4	4	4	45	4	4	4	4	
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay	4	4	4	4	4	4	4	4	4	4	4	4	45	0	0	11	4	
Green	Commissioning	External - from other LHBs & Trusts	Income Generation		0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	1	0	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	16	1	1	1	1	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	11	1	1	1	1	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	

Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay																	
					20	20	0	0	0	0	0	0	0	0	0	0	39	20	20	0	0
Green	Planned Care	Other	Income Generation		1	1	1	1	1	1	1	1	1	1	1	1	17	0	0	4	1
Green	Across Service Areas	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	3	3	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay																	
					2	2	2	2	2	2	2	2	2	2	2	2	18	2	2	2	2
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2	2	18	2	2	2	2
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)																	
					1	1	1	1	1	1	1	1	1	1	1	1	15	1	1	1	1
Green	Planned Care	Theatre utilisation and productivity	Cash-Releasing Saving (Pay)	Pay - Variable Pay		0	0	0	0	0	0	0	0	0	0	0	2	0	2	0	0
Amber	Clinical Support	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)			2	2	2	2	2	2	2	2	2	2	17	0	0	2	2
Amber	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				4	4	4	4	4	4	4	4	4	37	0	0		4
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			69										69	0	0	69	0
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay																	
					39	-20	10	10	10	10	10	10	10	10	10	10	118	39	-14	4	10
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				1	1	1	1	1	1	1	1	1	9		0		1
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay						50							50		0		
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay						10							10		0		
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay																	
					2												2	2	0	0	0
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay																	
					1	1	1	1	1	1	1	1	1	1	1	1	12	1	1	1	1
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	13	13	13	13	13	13	13	13	13	13	13	13	150	13	12	13	13
Green	Across Service Areas	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	3	3	3	3	3	3	3	3	3	3	3	3	31	3	3	3	3
Green	Across Service Areas	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	3	3	3	3	3	3	3	3	3	3	3	3	36	3	3	3	3
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay																	
					1	1	1	1	1	1	1	1	1	1	1	1	11	1	1	1	1
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay																	
					15	15	15	0	0	0	0	0	0	0	0	0	45	15	15	15	0
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				2	2	2	2	2	2	2	2	2	19	0	0	0	2
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			86	0	0	0	0	0	0	0	0	0	86	0	0	86	0
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0
Green	Across Service Areas	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	7	7	7	7	7	7	7	7	7	7	7	7	82	7	7	7	7
Green	Planned Care	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	3	3	3	3	3	3	3	3	3	3	3	3	31	3	3	3	3
Green	Planned Care	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	2	2	2	2	2	2	2	2	2	2	2	2	19	2	2	2	2
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)			40	40	40	40							158		0	40	40
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)			18	18	18	18							70		0	18	18
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)			13	13	13	13							50		0	13	13

Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	1	1	1	1	1	1	1	1	1	1	1	1	8	1	1	1	1	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	4	4	4	4									17	4	4	4	4	
Green	Planned Care	Ward nursing	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)			1	1	1	1	1	1	1	1	1	1	5	0	0	1	1	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	7												7	7	0	0	0	
Green	Planned Care	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay				22									22		0	0	22	
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			12	12	12	12	12	12	12	12	12	12	116		0	12	12	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)				2	2	2	2	2	2	2	2	2	17	0	0	0	2	
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay					2	2	2	2	2	2	2	2	17		0			
Green	Across Service Areas	Other	Cash-Releasing Saving (Pay)	Pay - Changes in Staffing Establishment	1	1	1	1	1	1	1	1	1	1	1	1	10	0	2	1	1	
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay					2	2	2	2	2	2	2	2	14		0			
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			20										20		0	20	0	
Green	Across Service Areas	Improved management of non-pay, including both traditional procurement and value based procurement	Cash-Releasing Saving (Non Pay)	Non Pay			3	1	1	1	1	1	1	1	1	1	16		3	1	1	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)		5											5		5	0	0	
Green	Planned Care	Other	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	4	4	4	4									17	4	4	4	4	
Green	Planned Care	Planned care pathway optimisation specifically in specialties coming within the National Planned Care Programme	Cash-Releasing Saving (Pay)	Pay - Other (Please Specify)	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	

																					VALIDATIONS					
Oct Act/For £'000	Nov Act/For £'000	Dec Act/For £'000	Jan Act/For £'000	Feb Act/For £'000	Mar Act/For £'000	YTD Actual Savings £'000	Annual Forecast Savings £'000	Apr Variance £'000	May Variance £'000	Jun Variance £'000	Jul Variance £'000	Aug Variance £'000	Sep Variance £'000	Oct Variance £'000	Nov Variance £'000	Dec Variance £'000	Jan Variance £'000	Feb Variance £'000	Mar Variance £'000	Total over/under achievemen t £'000	All fields to be completed if scheme has value	Is Scheme Number Unique?	Monitoring Return Category selected for Savings	Monitoring Return Category not selected for AG/IG	Has date to go Green passed and still Amber	Is FYE of R Schemes >= In Year Plan
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	13	13	13	13	13	0	130	0	0	-13	13	0	0	0	0	0	0	0	0	0						
						0	0	0	0	13	-1	-1	-1	-1	-1	-1	-1	-1	-1	0						
11	11	11	11	11	11	1	115	0	1	0	0	0	0	0	0	0	0	0	0	0						
						0	0	0	-1	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0						
					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	130	-11	-11	-11	119	-11	-11	-11	-11	-11	-11	-11	-11	0						
						0	0	0	22	11	-119	11	11	11	11	11	11	11	11	0						
0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	1	33	-1	1	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	-1	1	-11	0	0	0	0	0	0	0	0	11	0						
						0	0	0	0	11	0	0	0	0	0	0	0	0	-11	0						
3	3	3	3	3	3	3	40	0	-3	4	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	1	15	0	-1	2	0	0	0	0	0	0	0	0	0	1						
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
					60	0	60	-5	-5	-5	-5	-5	-5	-5	-5	-5	-5	-5	55	0						
					213	0	213	-18	-18	-18	-18	-18	-18	-18	-18	-18	-18	-18	196	0						
						0	0	0	36	18	-196	18	18	18	18	18	18	18	18	0						
11	11	11	11	11	11	22	130	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	0	20	-2	-2	-2	-2	-2	1	1	1	1	1	1	1	0						
1	1	1	1	1	1	3	15	-1	1	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0						
						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	23	-2	-2	4	0	0	0	0	0	0	0	0	0	0						
						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	1	9	0	-1	1	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0					ERROR	
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0						
						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	-1						
						0	0	0	1	-1	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0						

0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0						
						0	0	0	1	-1	0	0	0	0	0	0	0	0	0	0					
3	3	3	3	3	3	0	30	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0					
						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0					
2	2	2	2	2	2	0	19	0	-2	0	0	0	0	0	0	0	0	0	0	-2					
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0					
						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
2	2	2	2	2	2	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	93	-93	0	0	0				
0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	1	14	0	0	0	0	0	0	0	0	0	0	0	0	0	1				
2	2	2	2	2	2	0	20	-2	-2	3	0	0	0	0	0	0	0	0	0	0					
2	2	2	2	2	2	0	25	-2	-2	4	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0					
42	42	42	42	42	42	0	250	0	0	0	0	0	0	0	0	0	0	0	0	0					
15	15	15	15	15	15	0	150	0	0	0	0	0	0	0	0	0	0	0	0	0					
2	2	2	2	2	2	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	1	7	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	1	8	0	0	0	0	0	0	0	0	0	0	0	0	0					
8	8	8	8	8	8	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	2	14	0	0	0	0	0	0	0	0	0	0	0	0	0					
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0					
8	8	8	8	8	8	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0					
22	22	22	22	22	22	0	200	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	10	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	38	0	0	38	0	150	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	200	0	0	0	0	0	0	0	0	0	0	0	0	0					
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0					

3	3	3	3	3	3	0	25	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	20	0	20	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	50	0	50	0	0	0	0	0	0	0	0	0	0	0	0						
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0	0	0	0	0	5	0	10	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	13	38	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	12	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	12	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	1	7	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	20	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	0	24	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	1	6	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	200	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	5	30	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	6	35	-3	3	0	0	0	0	0	0	0	0	0	0						
0	22	22	22	22	22	0	111	0	0	0	0	0	0	0	0	0	0	0	0						
0	20	20	20	20	20	0	100	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	17	0	0	0	0	0	0	0	0	0	0	0	0						
0	10	10	10	10	10	0	50	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	0	10	-1	-1	2	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	5	30	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	100	100	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	0	56	-5	-5	9	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	0	10	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	25	-1	-1	1	0	0	0	0	0	0	0	0	0						
6	6	6	6	6	6	4	70	-6	-2	8	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	21	-2	-2	4	0	0	0	0	0	0	0	0	0						
	1	1	1	1	1	3	10	3	0	0	0	0	-1	-1	0	0	0	0	0						
1	1	1	1	1	1	0	5	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	13	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	21	-2	-2	4	0	0	0	0	0	0	0	0	0						

2	2	2	2	2	2	0	25	-2	-2	4	0	0	0	0	0	0	0	0	0						
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-1	-1	-1	-1	-1	-1	(1)	-8	0	0	0	0	0	0	0	0	0	0	0	0						
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33	33	33	33	33	33	0	200	0	0	0	0	0	0	0	0	0	0	0	0						
					1,800	0	1,800	0	0	0	0	0	0	0	0	0	0	0	0						
167	167	167	167	167	167	333	2,000	0	0	0	0	0	0	0	0	0	0	0	0						
1,000						0	1,000	0	0	0	0	0	0	0	0	0	0	0	0						
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111	111	111	111	111	111	0	1,000	0	0	0	0	0	0	0	0	0	0	0	0						
167	167	167	167	167	167	0	1,000	0	0	0	0	0	0	0	0	0	0	0	0						
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139	139	139	139	139	139	0	1,250	0	0	0	0	0	0	0	0	0	0	0	0						
167	167	167	167	167	167	333	2,000	0	0	0	0	0	0	0	0	0	0	0	0						
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6	6	6	6	6	6	13	75	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0						
34	34	34	34	34	34	0	336	0	0	0	0	0	0	0	0	0	0	0	0	0						
17	17	17	17	17	17	33	200	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	6	6	6	6	6	12	70	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	5	30	0	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	11	65	0	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	3	16	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	16	16	16	16	13	32	189	0	0	0	0	0	0	0	0	0	0	0	0	0						

4	4	4	4	4	6	8	50	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	4	9	52	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	5	30	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	1	7	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	10	60	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	10	60	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	6	37	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	4	8	50	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	18	0	0	0	0	0	0	0	0	0	0	0	0						
10	10	10	10	10	10	0	100	0	0	0	0	0	0	0	0	0	0	0	0						
13	13	13	13	13	13	25	150	0	0	0	0	0	0	0	0	0	0	0	0						
8	8	8	8	8	8	17	100	0	0	0	0	0	0	0	0	0	0	0	0						
8	8	8	8	8	8	0	46	0	0	0	0	0	0	0	0	0	0	0	0						
8	8	8	8	8	8	16	96	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	4	26	0	0	0	0	0	0	0	0	0	0	0	0						
6	6	6	6	6	6	11	66	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	20	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	0	30	-3	-3	5	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	4	25	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	4	8	50	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	20	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	7	40	0	0	0	0	0	0	0	0	0	0	0	0						

5	5	5	5	5	5	10	60	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	3	15	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0						
17	17	17	17	17	17	33	200	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	20	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	7	40	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	4	8	50	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	4	8	48	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	12	0	0	0	0	0	0	0	0	0	0	0	0						
20	20	20	20	20	20	40	240	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	5	0	30	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	0	50	0	0	0	0	0	0	0	0	0	0	0	0						
10	10	10	10	10	10	20	120	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	10	60	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	12	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	4	24	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	18	0	0	0	0	0	0	0	0	0	0	0	0						
10	10	10	10	10	10	5	90	3	3	-5	0	0	0	0	0	0	0	0	0						
6	6	6	6	6	6	0	50	0	0	0	0	0	0	0	0	0	0	0	0						
5	5	5	5	5	5	10	60	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	4	8	45	0	0	0	0	0	0	0	0	0	0	0	0						
4	4	4	4	4	4	0	45	-4	-4	7	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	5	0	0	1	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	3	16	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	11	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0						

0	0	0	0	0	0	39	39	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	0	17	-1	-1	3	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	5	30	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	18	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	18	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	3	15	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	2	4	0	2	0	0	0	0	0	0	0	0	0	0	2					
2	2	2	2	2	2	0	17	0	0	0	0	0	0	0	0	0	0	0	0					ERROR	
4	4	4	4	4	4	0	37	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	69	0	0	0	0	0	0	0	0	0	0	0	0						
10	10	10	10	10	10	25	118	0	6	-6	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	0	9	0	0	0	0	0	0	0	0	0	0	0	0						
						0	50	0	0	0	0	0	0	0	0	0	0	0	0						
						0	10	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	12	0	0	0	0	0	0	0	0	0	0	0	0						
13	13	13	13	13	13	25	150	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	5	31	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	6	36	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	11	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	30	45	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	19	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	86	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	-1					
7	7	7	7	7	7	14	82	0	0	0	0	0	0	0	0	0	0	0	0						
3	3	3	3	3	3	5	31	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	3	19	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	158	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	70	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0						

0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	1	8	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	9	17	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	0	5	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	7	7	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	22	0	0	0	0	0	0	0	0	0	0	0	0						
12	12	12	12	12	12	0	116	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	17	0	0	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	17	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	2	10	-1	1	0	0	0	0	0	0	0	0	0	0						
2	2	2	2	2	2	0	14	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	20	0	0	0	0	0	0	0	0	0	0	0	0						
1	1	1	1	1	1	3	16	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	5	5	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	9	17	0	0	0	0	0	0	0	0	0	0	0	0						
0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0						

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This Table is currently showing 0 errors

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

		FORECAST YEAR END			
		Worst Case £'000	Likelihood	Best Case £'000	Likelihood
Current Reported Forecast Outturn		0		0	
Risks (negative values)					
1	Non delivery of Saving Plans/CIPs	(3,000)	Medium		
2	Continuing Healthcare				
3	Prescribing				
4	Pharmacy Contract				
5	WHSSC Performance				
6	Other Contract Performance				
7	GMS Ring Fenced Allocation Underspend Potential Claw back				
8	Dental Ring Fenced Allocation Underspend Potential Claw back				
9	Operational pressures	(3,000)	Medium		
10	RTT costs	(6,900)	Medium		
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
Opportunities (positive values)					
23					
24					
25					
26					
27					
28					
29					
30	Total Risks /Opportunities	(12,900)		0	
31	Total Amended Forecast	(12,900)		0	