#### **PUBLIC FINANCE COMMITTEE**

Wed 29 September 2021, 14:00 - 16:00

Via Teams

#### **Agenda**

#### 14:00 - 14:00 1. Preliminaries

0 min

1.0 Agenda 29 September 2021 Finance Committee.pdf (1 pages)

#### 1.1. Welcome & Introductions

John Union

#### 1.2. Apologies for Absence

John Union

#### 1.3. Declarations of Interest

John Union

#### 1.4. Minutes of the Committee Meeting held on 25th August 2021

1.4 UNCONFIRMED MINUTES OF THE FINANCE COMMITTEE AUGUST 25 2021.pdf (8 pages)

#### 1.5. Action Log

John Union

1.5. Action Log For 29 September 2021 Finance Committee Meeting.pdf (1 pages)

#### 1.6. Chairs Action taken since last meeting

John Union

### ∩ min

#### 14:00 - 14:00 2. Items for Review and Assurance

2.1. Financial Performance Month 5

Christopher Lewis

2.1 Finance Position Report for Month 5.pdf (24 pages)

#### 2.2. Finance Risk Register 2021/22

Andrew Gough

- 2.2a Finance Risk Register 2021-22 September 2021.pdf (2 pages)
- 2.2b Finance Risk Register 2021-22 September 2021.pdf (5 pages)

14:00 - 14:00 3. Items for Noting and Information

#### 3.1. Month 5 Financial Monitoring Returns

3.1a CV Financial Monitoring Returns 2021-22 - Month 5.pdf (11 pages)

3.1b CV Financial Monitoring Returns 2021-22 - Month 5.pdf (13 pages)

0 min

#### 14:00 - 14:00 4. Items to bring to the attention of the Board

John Union

### 0 min

### 14:00 - 14:00 5. Date and time of next Meeting

Wednesday 27th October 2021 at 2.00pm, Virtual Meeting via Teams

OSTITUTE TO A STATE OF THE PROPERTY OF THE PRO

#### AGENDA FINANCE COMMITTEE 29<sup>th</sup> September 2021 at 2.00pm Virtual Meeting via Teams

1.	Preliminaries	
1.1	Welcome & Introductions	John Union
1.2	Apologies for Absence	John Union
1.3	Declarations of Interest	John Union
1.4	Minutes of the Committee Meeting held on 25th August 2021	John Union
1.5	Action Log	John Union
1.6	Chairs Action taken since last meeting	John Union
2.	Items for Review and Assurance	
2.1	Financial Performance Month 5	Chris Lewis
2.2	Finance Risk Register 2021/22	Andrew Gough
3	Items for Noting and Information	
3.1	Month 5 Financial Monitoring Returns	
4.	Items to bring to the attention of the Board	John Union
5.	Date and time of next Meeting	
	Wednesday 27 <sup>th</sup> October 2021 at 2.00pm, <b>Virtual Meeting via Teams</b>	



# UNCONFIRMED MINUTES OF THE MEETING OF THE FINANCE COMMITTEE HELD ON 25<sup>th</sup> AUGUST 2021 VIRTUAL MEETING via TEAMS

#### Present:

Dr Rhian Thomas	RT	Chair, Independent Member – Capital and Estates
Charles Janczewski	CJ	Board Chair
John Union	JU	Independent Member - Finance
Abigail Harris	AH	Executive Director of Strategic Planning
Catherine Phillips	CP	Executive Director of Finance
Len Richards	LR	Chief Executive
Nicola Foreman	NF	Director of Corporate Governance
Steve Curry	SC	Chief Operating Officer
Stuart Walker	SW	Executive Medical Director
Secretariat:		

Paul Emmerson PE Senior Finance Manager

#### Apologies:

Andrew Gough	AG	Assistant Director of Finance
Chris Lewis	CL	Deputy Director of Finance
Rachel Gidman	RG	Executive Director of People and Culture
Ruth Walker	RW	Executive Nurse Director

FC 21/08/001	WELCOME AND INTRODUCTIONS	ACTION
21/00/001	The Chair welcomed everyone to the meeting.	
FC 21/08/002	APOLOGIES FOR ABSENCE	
	Apologies for absence were noted.	
FC 21/08/003	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in proceedings on the Agenda. None were declared.	
FC 21/08/004	MINUTES OF THE COMMITTEE MEETING HELD ON 28th JULY 2021	
500	The minutes of the meeting held on 28 <sup>th</sup> July 2021 were reviewed and confirmed to be an accurate record.	
	Resolved – that:	

	The minutes of the meeting held on 28th July 2021 were approved by the Committee as an accurate record.	
FC	ACTION LOG FOLLOWING THE LAST MEETING	
21/08/005	There were no outstanding actions.	
FC	CHAIRS ACTION SINCE THE LAST MEETING	
21/08/006	There had been no Chairs action taken since the last meeting.	
FC 24/09/007	FINANCIAL PERFORMANCE MONTH 4	
21/08/007	The Senior Finance Manager summarised the key points within the Month 4 Finance Report.	
	At month 4, the UHB had reported an underspend of £0.260m against its plan. This reflected the operational performance of the UHB and the UHB continued to forecast a breakeven position at year-end. The position was based on the instruction from Welsh Government to assume that the additional gross costs of COVID 19 would be fully funded by Welsh Government. The UHB had incurred gross expenditure of £33.284m relating to the management of COVID 19 to month 4 and these costs were matched by additional COVID 19 allocations.	
	The key issues were outlined as follows:	
	The 2020/21 non delivery of savings is supported by Non Recurrent COVID funding in 2021/22 and is reported to Welsh Government as an opertional overspend which is supported by a COVID funding surplus.	
	<ul> <li>The UHB's financial position had moved from a reported surplus of £0.124m at month 3 to a surplus of £0.260m at month 4. However there was variation in delegated budget holder performance and futher review and asssurance would be required to ensure the month 4 position is maintained.</li> </ul>	
	The full year gross COVID forecast moved in the month from £117.083m at month 3 to £118.732m at month 4 and the increase included an additional £1.5m in respect of the proposed paediatric Respiratory Syncytial Virus (RSV) Surge Plan.	
مين	At month 4, £13.173m Green and Amber savings have been identified against the £16.000m 2% savings target. Further progress was required with a focus on recurrent schemes.	
50 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2	Moving onto the Finance Dashboard, the Senior Finance Manager confirmed that two of the key indicators remained RAG rated as red. Both of the measures were linked to the delivery of the recurrent savings target, being the maintenance of the underlying deficit and delivery of the recurrent savings target. In addition, it was noted that performance against the Creditor	

Payments compliance target remained rated as amber, after a further small deterioration against in performance in month.

Referring to Table 3, which summarised the UHB's financial position, the Committee was reminded that Welsh Government had instructed the UHB to categorise the funding for the non delivery of 2020/21 recurrent savings as COVID funding, which in turn meant that the £21.313m underlying deficit arising from the non delivery of savings in 2020/21 would be reported as a operational overspend.

The forecast Reductions in Planned Expenditure due to COVID 19 had increased from £4.142m at month 3 to £5.105m at month 4 mainly due to a review of spending and forecasts. Some of the COVID funding assumptions were subject to external review and any resultant risk would need to be managed by the UHB, therefore the UHB did not intend to phase the reductions in spend into the position until there was confirmation of all COVID 19 funding assumptions.

Table 4 of the written report highlighted that the additional COVID 19 expenditure to date was £40.384m, when the £7.100m in respect of the non delivery of 2020/21 recurrent savings was included. This was matched by additional Welsh Government funding and this approach was consistent with final plan resource assumptions.

Table 5 analysed the year to date variance between income, non pay and pay. The reported operational surplus of £0.260m at Month 4 was made up of an overspend of £0.104m and £1.857m against income and non pay respectively and that this was offset by a £2.221m underspend against pay. The in month operational underspend was £0.136m. Both the COVID and non COVID expenditure variances at month 4 generally followed the trend set in months 1-3. Part of the pay underspend was supported by vacancies and it was noted that the non pay overspend was driven by continuing healthcare pressures in Mental Health; drugs expenditure across the UHB and pressures against premises and fixed plant which were also observed across the UHB.

Referring to the gross COVID forecast oulined at Table 9, the Committee was reminded that the forecast had increased in month from £117.083m to £118.731m in month and that the increase included an additional £1.5m in respect of the proposed RSV Surge Plan. In addition the Tracing Costs relating to the all Wales Surge Team, had increased by circa £3m & this was offset by a reduction in forecast costs for the mass vaccination programme, PPE and recovery costs.

Turning to COVID 19 Recovery Schemes the Committee was asked to note that the UHB had proceeded at risk with COVID recovery schemes in lieu of confirmation of additional Welsh Government funding and that the associated costs would need to be managed.



Progress againt the first tranche of recovery schemes was detailed at Table 12 which illustrated that the UHB forecast expenditure was £0.481m more than the confirmed funding of £13.660m. This principally related to the 24/7 CAMHs Crisis Service and the Eating Disorders service where any curtailment of schemes was deemed to compromise patient safety.

A further bid in support of recovery, totalling £23.575m was submitted to Welsh Government at the end of June and with a view to minimizing the patient access times to the associated services, the UHB had proceeded at risk with recovery schemes where expenditure in 2021/22 was forecast at:

- £1.5m in 2021/22 and £3.1m in 2022/23 to address Core Priorities
- £1.1m in 2021/22 and £1.9m in 2022/23 to address pressures in Unscheduled Care

The Committee was referred to a letter dated 23rd August 2021 from the UHB's Accountable Officer to the Chief Executive of NHS Wales which indicated that the UHB had progressed with further COVID response schemes, COVID recovery schemes and winter planning schemes which included capital and revenue spending in 2021/22 and into 2022/23 onwards.

The Executive Director of Finance informed the Committee, that the risk associated with the UHB decision to progess the schemes in advance of the final confirmation of funding, needed to be viewed in the light of patient access, discussions with Welsh Government and the announcement made by Welsh Government on the 19th August of an additional £551m funding to support Covid response and recovery in the scond half of the year. The Committee was informed that the additional funding had initially been allotted to provide an additional £411m of response funding, an additional £100m of recovery funding and £40m of capital funding to increase hospital capacity. The Committee was advised that the UHB's Chief Operating Officer was working with Welsh Government to establish UHB pre-commitments against the funding and it was also expected that winter funding and pre announcements such as the funding to support long covid service provision would be a call against the funding announced. It was expected that funding would continue to be allocated to fund pass through costs e.g. vaccination, PPE and TTP. Response costs which were not funded on a pss through basis were expected to be funded in line with final 2021/22 plans rather than on a "fair shares" basis. Recovery funding was expected to be provided on the basis of the UHB recovery bids submitted in June. It was noted that Welsh Government had reserved the right to review plans and forecasts and that the UHB was expecting to be notified of COVID allocations for the remainder of the year in September. Upon notification of the final allocations, the UHB would need to manage the risks of service pressures within the confirmed funding.

The Finance Committee Chair (RT) noted that the UHB would expect the programmes progressed at risk to be covered by the additional funding announced and asked the Chief Operating Officer to confirm whether the schemes progressed at risk were included within bids submitted by the UHB in June and whether recurrent costs arising from the schemes were also included in the bids. The Chief Operating Officer confirmed that the schemes progressed at risk were brought forward from the recovery bids submitted to Welsh Government in June, whilst the UHB waited upon the outcome of the bids. In addition, the Committee was informed that part of the recurrent full year effect of the schemes progressed at risk relating to unscheduled care were mitigated by an expected stream of funding for unscheduled care against 6 priorities which included same day emergency care. In addition, the



**4** | Page

4/8 5/65

Chief Executive indicated that communication with Welsh Government had confirmed that because of the pressures facing unshceduled care, the UHB could expect to be supported in progressing reasonable plans to address the challenges faced. In the context of the UHB investing in line with its plan and Welsh Government priorities, the Chief Executive indicated that the bringing forward of plans represented a relatively low risk.

On a related issue, and with reference to table 12, the UHB Chair (CJ) asked for clarification of the service impact of the slippage against the Recovery schemes. In response, the Chief Operating Officer indicated that the slippage was against initial planning figures and was also in part a result of the lead in time to commission some services and equipment in support of schemes, as well as the timing of the confirmation of funding. The Committee was also informed that some of the bids were now picked up from other funding streams and that the UHB had prioritised its schemes to align with the funding which was available nationally. Adding to this, the Chief Executive indicated that the UHB had progressed around £6m of the schemes associated with the first recovery bid in advance of confirmed funding as this was deemed a reasonable balance of risk in view of the financial costs and the impact on services.

The Senior Finance Manager highlighted that progress against the recurrent savings target where a further £5.7m needed to be identified presented a risk to the underlying deficit that the UHB would carry forward to 2022/23. An additional £0.2m of recurrent savings had been identified in month leaving a further £5.7m of recurrent savings to be identified to meet the recurrent target. Detail of Clinical Board progress against savings Targets was provided at Appendix 1. There was a smaller gap of £2.8m to the overall in year savings target, due to overperformance against the non recurrent target partially offseting the deficit against the recurrent target.

Referring to the Savings Table, the Director of Corporate Governance asked for clarification of the difference between red, amber and green schemes. In response, the Chief Operating Officer indicated that the red pipeline was used by the UHB to build confidence in the development of ideas where budget holders would not be held to account if the Schemes do not migrate to amber and green. Once schemes migrate to Amber and Green, budget holders are held to account for delivery, although there may still be further work to finalise and fully convert amber schemes to final savings.

The Finance Committee Chair (RT) indicated concern that whilst there was increasing confidence in the UHB delivering the 2021/22 savings target, that there was less certainty that the UHB would meet its recurrent target in year. The Chief Operating Officer shared this concern and confirmed that the savings target was set at a level comensurate with the challenge facing the UHB and in this context the recurrent target would continue to be pursued. It was noted that the UHB still had over half a year to firm up the recurrent element of the 2021/22 schemes as the impact would fall into next year.

OSTA NO.

Continuing with the scrutiny of savings performance the Finance Committee Chair (RT) noted, that the same percentage target had been applied to all Clinical Boards in 2021/22 and asked whether there was any merit in pursing differential targets. In answering the question, the Chief Executive indicated

that past discussion had questioned whether the application of differential targets to Clinical Boards, would divert focus away from the identification of schemes, towards a dialogue on the relative fairness of the differential targets applied. The Chief Executive added that Clinical Boards had an incentive to identify additional recurrent schemes above target, as these could in part help to meet the following year's savings target. In this context, the Independent Member (Finance) (JU) asked whether Clinical Boards carried foward any shortfalls against recurrent savings targets to the following year. In response the Chief Executive confirmed that a shortfall would be carried forward to the following year and the Senior Finance Manager added that unless action was taken to adress the gap, that the impact of any shortfall against recurrent savings targets would fall into the monthly reported financial position of Clinical Boards in the following year.

The UHB Chair (CJ) indicated that the Committee took assurance from the Executive Team's review and scrutiny of Clinical Board performance with the intention of ensuring that the UHB met its agreed financial plan.

Reporting on Clinical Board performance, the Committee was informed that delegated budgets were £1.303m overspent for the 4 months to the end of July 2021. The largest overspends were in the Medicine Clinical Board where the operational position was a £1.596m overspend primarily due to nursing pressures and in the Mental Health Clinical Board where there was a cumulative deficit of £0.418m for the year to date, primarily due to continuing healthcare costs.

The overspend in delegated budgets was offset by a £1.563m underspend against central budgets due to non recurrent opportunities and the Committee was informed that the UHB would need to take remedial action if the overall position deteriorated.

Moving on, it was noted that the UHB was expecting a positive cash balance at the end of 2021/22 in line with the revised financial forecast breakeven and that the public sector payment compliance had deteriorated marginally to 93.6% in month. It was noted that the UHB expected the compliance rate to improve as the year progressed.

Progress against the capital plan was satisfactory as detailed in Appendix 5

Finally, the key risks were identified as: the shortfall in savings schemes and the requirement to progress recurrent schemes in order to maintain the underlying position and the assumptions around Covid Funding

One further query was raised by the UHB Chair (CJ) in respect of the use of the 50 open beds at the Lakeside Surge capacity. In response, the Chief Operating Officer confirmed that the beds were used for both Covid and non Covid pressures. The main issue driving the continuing use was in relation to non covid unscheduled care pressures which were primarily driven by the challenges being faced in discharging patients from hospital. The UHB Chair (CJ) indicated that the UHB would need to retain a focus on the ongoing costs arising from the continuing use of the additional capacity at Lakeside.



#### Resolved – that:

The Finance Committee **noted** the gross month 4 financial impact of COVID 19 which is assessed at £33.284m;

The Finance Committee **noted** the additional Welsh Government COVID 19 funding of £33.284m assumed within the month 4 position;

The Finance Committee **noted** the £21.313m of non recurrent Welsh Government COVID 19 Funding which is assumed as coverage in respect of the 2020/21 recurrent savings shortfall;

The Finance Committee **noted** the reported underspend of £0.260m at month 4 due to operational underspend;

The Finance Committee **noted** the forecast breakeven which is consistent with the revised financial plan expected to be submitted to Welsh Government at the end of June and assumes additional funding of £140.045m to manage the impact of COVID 19 in 2021/22;

The Finance Committee **noted** that it is assumed that COVID 19 reductions in planned care expenditure can now be used to mitigate risks against full delivery of the 2021/22 savings programme and any other operational pressures and that these assumptions are being reaffirmed with Welsh Government;

The Finance Committee **noted** that whilst the UHB has assumed that all COVID response costs will be funded, these will be subject to external review. This is therefore a risk until this funding is confirmed.

The Finance Committee **noted** that the UHB has proceeded at risk with COVID recovery schemes in lieu of confirmation of additional Welsh Government funding and that the associated costs will need to be managed

The Finance Committee **noted** the 2021/22 brought forward Underlying Deficit was £25.3m and that the forecast carry forward of £25.3m into 2022/23 is dependent upon delivery of the £12m recurrent savings target as set out in the financial plan.

#### FC 21/08/008

#### **FINANCE RISK REGISTER**

The Senior Finance Manager presented the 2021/22 Finance Risk Register to the Committee.

The following risks identified on the 2021/22 Risk Register remained categorized as extreme risks (Red):

- Maintaining the underlying deficit of £25.3m on line with the draft annual plan:
- Delivery of the 2% CIP (£16.0m).

hese were noted for information.  TEMS TO BRING TO THE ATTENTION OF THE BOARD  here were no items to being to the attention of the Board.  ATE OF THE NEXT MEETING OF THE COMMITTEE	
hese were noted for information.  EMS TO BRING TO THE ATTENTION OF THE BOARD	
hese were noted for information.	
ONTH 4 FINANCIAL MONITORING RETURNS	
he Finance Committee <b>noted</b> the risks highlighted within the 2021/22 risk egister.	
esolved – that:	
was noted that the COVID response and recovery funding risks remain ated as <b>High</b> pending Welsh Government funding confirmation.	
reakeven position and the management of budget pressures was owngraded from <b>Extreme</b> to <b>High</b> following last month meeting and this ressessment has been reinforced by the movement in the operational surplus om £0.124m to £0.260m as reported at month 4.	
יי פרי	owngraded from <b>Extreme</b> to <b>High</b> following last month meeting and this resessment has been reinforced by the movement in the operational surplus om £0.124m to £0.260m as reported at month 4.  was noted that the COVID response and recovery funding risks remain ted as <b>High</b> pending Welsh Government funding confirmation.



# FINANCE COMMITTEE – PUBLIC MEETING ACTION LOG

MINUTE	DATE	SUBJECT	AGREED ACTION	ACTIONED TO	STATUS
			No Outstanding Actions		

0077788 3077 P. 1961

CARING FOR PEOPLE KEEPING PEOPLE WELL



Report Title:	Finance Report for the Period Ended 31st August 2021				
Meeting: Finance Committee		Meeting Date:	29 <sup>th</sup> September 2021		
Status:  For Discussion X For Assurance X Approval		For Information x			
Lead Executive:	Executive Director of Finance				
Report Author (Title):	Deputy Director of Finance				

#### Background and current situation:

The Health Board agreed and submitted a draft financial plan to Welsh Government at the end of March 2021 which focused on delivering in-year financial stability and maintaining the current level of underlying deficit. The draft plan included a planned deficit of £21.3m in 2021/22 and if delivered ensured that the underlying position is stabilised and does not deteriorate. Following submission of the draft plan, Welsh Government issued updated planning guidance and asked the UHB to assume non recurrent COVID funding to cover the initial planning deficit of £21.3m caused by COVID impacting on the delivery of 2020/21 savings plans. The UHB is now forecasting a break-even year end position on this basis and the finalised financial plan was submitted to Welsh Government on the 30th June 2021.

A summary of the core financial plan submitted is provided in Table 1.

Table 1: 2021/22 Core Draft plan

	2021/22 Plan	2022/23 Plan
Prior Year Plan	£m (4.0)	£m (21.3)
Adjustment for non recurrent items in previous year (note 1)	(21.3)	` ′
b/f underlying deficit	(25.3)	` '
Net Allocation Uplift (including LTA inflation) (note 2) Draft Cost Pressures Assessment (note 3) Investments Recurrent Cost Improvement Plans 1.5% (note 4) Non Recurrent Cost Improvement Plans 0.5% (note 5)	19.4 (27.4) (4.0) 12.0 4.0	
Planned Surplus/(Deficit) 2021/22	(21.3)	1
Non Recurrent COVID Funding to cover slippage in 2020/21 Recurrent saving schemes	21.3	
Updated Core Draft Financial Plan 2021/22 £m	0.0	

In addition to the core financial plan of the Health Board identified by Table 1, the UHB will also incur additional COVID 19 costs in respect of response and recovery. These costs are





1/24

considered to be in addition to the core financial plan and at this stage the UHB is anticipating additional funding to fully cover these costs.

At month 5, the UHB is reporting an overspend of £0.091m against this plan. During the 5 months to the end of August the UHB incurred gross expenditure of £41.744m relating to the management of COVID 19, which is assumed to be offset by Welsh Government COVID 19 funding leaving an operating deficit of £0.091m.

The full year gross COVID forecast moved in the month from £118.732m at month 4 to £117.622m at month 5. The movement in forecast costs, includes an additional £0.800m in respect of Same Day Emergency Care (SDEC), which is offset by reductions against Local Authority Tracing costs, COVID vaccinations, Cleaning Standards and Continuing Healthcare.

The UHB continues to progress its plans and is forecasting a breakeven year end position based upon the assumption that the gross costs of COVID 19 are fully funded by Welsh Government and that the Expenditure Reductions due to COVID 19 will be available to offset in year operational pressures.

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

The Financial Plan sets out the UHB financial strategy in three parts:

- 1. Core Financial Plan: Delivering in-year financial stability and maintain the current level of underlying deficit;
- 2. Continuation of non-recurrent response to COVID within available funding;
- 3. COVID recovery and reset (service) within available funding.

The brought forward COVID deficit of £21.313m relating to non-delivery of savings in 2020/21 is assumed to be funded non-recurrently as per the Welsh Government final annual plan financial principles issued on 26<sup>th</sup> May 2021.

The reported financial position for the 5 months to the end of August is an operational deficit of £0.091m, which is a deterioration of £0.351m on the month 4 position. There is a wide variation in delegated budget holder performance and further review and asssurance will be required in order to ensure this position is maintained.

Delivery of the core financial plan includes a 2% (£16.0m) savings requirement. At month 5 £14.857m Green and Amber savings were identified against the target. Further progress will need to be made with a focus on recurrent schemes. £7.534m recurrent schemes have been identified against the £12.0m recurrent element of the target.

#### **Assessment and Risk Implications**

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





2/24 12/65

**STATUS REPORT** Rating **Latest Trend Time Period** Measure August 2021 **Target** Deliver 2021/22 Forecast year-end breakeven Deliver 2021/22 Draft G at month 5. £0.091m Planned Financial Plan operational deficit at month 5. Breakeven M5 2021-22 Expenditure at the end of Approved planned Remain within capital August was £5.688m against G 9 expenditure resource limits. a plan of £7.676m. £33.922m M5 2021-22 2021/22 plan to £25.3m assessed underlying Maintenance (no ensure no deficit (ULD) position b/f to deterioration) of deterioration in month 1. Forecast Year End Underlying deficit £25.3m ULD £25.3m

G

个

NHS	or August.		_	days	M5 2021-22
	The UHB is expecting a				
Remain within Cash Limit	positive cash balance at the	G	0	To remain within	
	end of 2021/22 in line with the	G	•	Cash Limit	

£7.534m forecast at month 5.

£7.323m identified at month 5.

Cumulative 93.8% at the end

forecast breakeven

Maintain Positive Cash
Balance

Cash balance = £4.628m

G

O

Positive Cash
Balance

End
of August 2021

#### **Month 5 Cumulative Financial Position**

Delivery of recurrent

Delivery of £4m non

Creditor payments

recurrent target

£12.000m 1.5% target

compliance 30 day Non

Table 2: Finance Dashboard @ August 2021

The Welsh Government monthly financial monitoring returns continue to capture and monitor costs due to COVID 19 that are over and above LHB core plans. The financial position reported to Welsh Government for month 5 is a deficit of £0.091m and this is summarised in Table 3.

Table 3: Month 5 Financial Position 2021/22

	Cumulative Month 5	Forecast Year-End Position
	£m	£m
COVID 19 Additional Expenditure	41.744	_
Welsh Government COVID funding received / assumed	(41.744)	(117.622)
Gross COVID 19 Forecast Position (Surplus) / Deficit £m	0.000	0.000
COVID FUNDING for Deficit due to non delivery of 2020/21 recurrent Savings	(8.875)	(21.313)
Operational position (Surplus) / Deficit	8.966	21.313
Financial Position £m (Surplus) / Deficit £m	0.091	0.000

 Note. It is forecast that £5.400m of Reductions in Planned Expenditure due to COVID 19 will be available to offset in year operational pressures.

CARING FOR PEOPLE
KEEPING PEOPLE WELL



underlying deficit M5 2021-22

M5 2021-22

M5 2021-22

M5 2021-22

£12.000m

£4.000m

95% of invoices

paid within 30

To Maintain

3/24

The month 5 deficit of £0.091m reflects the operational performance of the UHB with all COVID costs and the shortfall on the 2020/21 savings plan assumed to be funded.

The UHB is forecasting a break even position by year end and all risks will need to be managed to deliver this. The forecast assumes that the UHB will successfully identify and deliver further savings schemes to cover the planning assumptions detailed in the financial plan.

The additional COVID 19 expenditure in the year to month 5 was £41.744m with full year forecast costs totalling £117.622m.

It is assumed that Welsh Government COVID funding including additional further COVID response funding will be provided to cover the COVID costs arising to month 5 and for the remainder of the year. It is anticipated that the expenditure reductions arising in planned care will be available to offset non COVID operational pressures in year.

The additional COVID 19 expenditure is matched by the additional Welsh Government funding outlined in the table 4 below:

Table 4: Welsh Government COVID 19 Funding assumed at month 5 2021/22

Table 4: Weish Government COVID 19 Funding assumed at month 5	
	Month 5
Welsh Government COVID Funding	
	Com
00)/ID 40 T 1:	£m
COVID 19 Testing assumed	(1.340)
COVID 19 Tracing assumed	(5.102)
COVID 19 Vaccination assumed	(6.765)
Extended Flu vaccination assumed	0.000
Cleaning Standards assumed	(0.302)
PPE assumed	(2.525)
Continuing Care and Funded Nursing Care assumed	(1.263)
Urgent and Emergency Care - Urgent Primary Care	(0.351)
Urgent and Emergency Care - CAV 24/7	(0.466)
COVID 19 Response - confirmed	(19.909)
COVID 19 Response - assumed	0.000
COVID 19 Recovery - confirmed	(3.460)
COVID 19: Vaccine Allergy SLA	(0.045)
COVID 19: Long Covid Recovery Pathway	0.000
COVID 19: Adferiad Programme - Long Covid Recovery	(0.216)
COVID 19: RSV Surge	0.000
COVID 19: Same Day Emergency Care	0.000
Sub Total COVID funding confirmed / assumed £m	(41.744)
NR Funding for Non Delivery of 2020/21 Recurrent Savings	(8.875)
Total COVID funding confirmed / assumed £m	(50.619)

CARING FOR PEOPLE KEEPING PEOPLE WELL



4/24 14/65

The COVID response forecast is still subject to change and will continue to be tested and revised on a monthly basis. In line with the final annual plan financial planning principles issued, COVID response funding has been assumed in line with current full year forecast costs, subject to further detailed external review. Whilst this reflects, both the advice received and the final plan resource assumptions issued by Welsh Government, the final COVID income position will need to be confirmed by Welsh Government with any resultant risk needing to be managed.

The UHB has a small operational deficit of £0.091m at Month 5 and Table 5 analyses the reported position between income, pay and non pay.

Table 5: Summary Financial Position for the period ended 31st August 2021

Income/Pay/Non Pay	Budget	Actual	Gross	Reductions	Net	Welsh	Welsh	Operational	Total
			Expenditure	in Planned	Expenditure	Government	Government	Variance	Variance
			Due To	Expenditure	Due To	COVID 19	COVID 19	(Fav)/Adv	
			COVID 19	Due To	COVID 19	Funding	Funding		
				COVID 19		Assumed	2020/21		
							Savings		
							Shortfall		
	£m	£m	£m	£m	£m	£m	£m	£m	£m
In Month									
Income	(128.378)	(136.511)	0.264		0.264	(0.264)		(0.084)	(0.084)
Pay	59.475	61.916	3.485	(0.227)	3.258	(3.485)		(0.817)	(0.817)
Non Pay	68.904	74.947	4.564	(0.239)	4.325	(4.564)		1.251	1.251
Sub Total £m	(0.000)	0.352	8.313	(0.466)	7.847	(8.313)	0.000	0.351	0.351
COVID funding due to non delivery of 2020/21 recurrent Savings	0.000					(1.775)	1.775	0.000	0.000
Variance to Plan £m	(0.000)	0.352	8.313	(0.466)	7.847	(10.088)	1.775	0.351	0.351
Cumulative									
Income	(630.146)	(669.386)	2.210		2.210	(2.210)		0.295	0.295
Pay	289.201	304.156	18.796	(0.803)	17.993	(18.796)		(3.038)	(3.038)
Non Pay	340.945	365.321	20.738	(2.371)	18.367	(20.738)		2.835	2.835
Sub Total £m	0.000	0.091	41.744	(3.174)	38.570	(41.744)	0.000	0.091	0.091
COVID funding due to non delivery of 2020/21 recurrent Savings	0.000					(8.875)	8.875	0.000	0.000
Variance to Plan £m	0.000	0.091	41.744	(3.174)	38.570	(50.619)	8.875	0.091	0.091

#### Income

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

CARING FOR PEOPLE KEEPING PEOPLE WELL



5/24 15/65

Table 6: Income Variance @ August 20	021					
Income	Gross	Reductions	Net	Welsh	Operational	Total
	Expenditure	in Planned	Expenditure	Government	Variance	Variance
	Due To	Expenditure	Due To	COVID 19	(Fav)/Adv	
	COVID 19	Due To	COVID 19	Funding		
		COVID 19		Assumed		
In Month	£m	£m	£m	£m	£m	£m
Revenue Resource Limit (RRL)	0.000	0.000	0.000	0.000	0.000	0.000
RRL Welsh Govt. COVID 19 Funding	0.000	0.000	0.000	0.000	0.000	0.000
Welsh Government Income (Non RRL)	0.000	0.000	0.000	0.000	0.000	0.000
Accommodation & Catering	0.085	0.000	0.085	(0.085)	(0.007)	(0.007)
Education & Training	0.000	0.000	0.000	0.000	0.023	0.023
Injury Cost Recovery Scheme (CRU) Income	0.000	0.000	0.000	0.000	(0.207)	(0.207)
NHS Patient Related Income	(0.108)	0.000	(0.108)	0.108	(0.120)	(0.120)
Other Operating Income	0.235	0.000	0.235	(0.235)	0.198	0.198
Overseas Patient Income	0.000	0.000	0.000	0.000	0.003	0.003
Private Patient Income	0.052	0.000	0.052	(0.052)	0.012	0.012
Research & Development	0.000	0.000	0.000	0.000	0.012	0.012
Variance to Plan £m	0.264	0.000	0.264	(0.264)	(0.084)	(0.084)
Cumulative						
Revenue Resource Limit (RRL)	0.000	0.000	0.000	0.000	0.000	0.000
RRL Welsh Govt. COVID 19 Funding	0.000	0.000	0.000	0.000	0.000	0.000
Welsh Government Income (Non RRL)	0.000	0.000	0.000	0.000	0.000	0.000
Accommodation & Catering	0.404	0.000	0.404	(0.404)	0.001	0.001
Education & Training	0.000	0.000	0.000	0.000	0.063	0.063
Injury Cost Recovery Scheme (CRU) Income	0.000	0.000	0.000	0.000	0.000	0.000
NHS Patient Related Income	0.126	0.000	0.126	(0.126)	(0.539)	(0.539)
Other Operating Income	1.400	0.000	1.400	(1.400)	0.731	0.731
Overseas Patient Income	0.000	0.000	0.000	0.000	0.004	0.004
Private Patient Income	0.279	0.000	0.279	(0.279)	0.053	0.053
Research & Development	0.000		0.000	0.000	(0.019)	(0.019)
Variance to Plan £m	2.210	0.000	2.210	(2.210)	0.295	0.295

The income position at month 5 is an operational overspend of £0.295m. The additional Gross COVID 19 cost of £2.210m is matched by £2.210m of assumed COVID 19 funding.

The key COVID 19 costs related to income reductions have continued in month and cumulative income losses are as follows:

- £0.404m shortfall on accommodation and catering income as a result of a reduction in restaurant services;
- £1.400m deficit against Other Operating Income. The majority of the deficit (£1.204m) is a result of reduced General Dental Services activity leading to a loss of Dental Patient Charges income;
- £0.279m adverse variance against private patient income following the re-planning of non COVID activity.

The adverse variance reported against NHS patient related income as a result of COVID 19, improved in month following a continuation of the improvement in Non Contracted Activity (NCA) from English Commissioners.

The majority of the operational deficit reported against other operating income relates to radiology, therapies and radiopharmacy, alongside an operational deficit against primary care dental income which was recognised in month. This is in part offset by an operating surplus against NHS patient related income.





6/24 16/65

#### Pay

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

Table 7: Analysis of pay expenditure by staff group @ August 2021

i able 1. Alialysis of pay expelicitule b	y Stair gr	oup w A	ugust zt	<i>/</i>		
Pay	Gross	Reductions	Net	Welsh	Operational	Total
	Expenditure	in Planned	Expenditure	Government	Variance	Variance
	Due To	Expenditure	Due To	COVID 19	(Fav)/Adv	
	COVID 19	Due To	COVID 19	Funding		
		COVID 19		Assumed		
In Month	£m	£m	£m	£m	£m	£m
Medical and Dental	0.658	0.000	0.658	(0.658)	0.222	0.222
Nursing (registered)	1.135	(0.227)	0.908	(1.135)	(0.438)	(0.438)
Nursing (unregistered)	0.737	0.000	0.737	(0.737)	0.210	0.210
Scientific, prof & technical	0.093	0.000	0.093	(0.093)	(0.216)	(0.216)
Additional clinical services	0.122	0.000	0.122	(0.122)	(0.148)	(0.148)
Management, admin & clerical	0.463	0.000	0.463	(0.463)	(0.232)	(0.232)
Other staff groups	0.277	0.000	0.277	(0.277)	(0.215)	(0.215)
Total £m	3.485	(0.227)	3.258	(3.485)	(0.817)	(0.817)
Cumulative		1	1			
Medical and Dental	3.884	0.000	3.884	(3.884)	1.140	1.140
Nursing (registered)	6.060	(0.803)	5.257	(6.060)	(1.711)	(1.711)
Nursing (unregistered)	3.499	0.000	3.499	(3.499)	1.155	1.155
Scientific, prof & technical	0.481	0.000	0.481	(0.481)	(1.103)	(1.103)
Additional clinical services	0.816	0.000	0.816	(0.816)	(0.730)	(0.730)
Management, admin & clerical	2.422	0.000	2.422	(2.422)	(0.776)	(0.776)
Other staff groups	1.634	0.000	1.634	(1.634)	(1.013)	(1.013)
Total £m	18.796	(0.803)	17.993	(18.796)	(3.038)	(3.038)

The pay position at month 5 is an operational underspend of £3.038m. The additional Gross COVID 19 expenditure of £18.796m and this is matched by £18.796m of assumed COVID 19 funding.

Significant COVID 19 pay costs have been incurred for medical and nursing staff especially in the Medicine Clinical Board where there are cumulative additional costs of £5.594m and in the PCIC Clinical Board where additional costs of £6.030m are reported across all staff groups. Additional COVID 19 pay costs have also been incurred across all other Clinical Boards bar Genomics. Some of these costs are offset by nursing staff savings in the Surgical Clinical Board.

Operational pay is balanced or in surplus in all Clinical Boards except the Medicine Clinical Board where there is an operational overspend of £1.411m primarily as a result of nursing pressures.

#### Non Pay

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





7/24 17/65

Table 8: Non Pay Variance @ August 2021								
Non Pay	Gross	Reductions	Net	Welsh	Operational	Total		
	Expenditure	in Planned	Expenditure	Governmen	Variance	Variance		
	Due To	Expenditure	Due To	COVID 19	(Fav)/Adv			
	COVID 19	Due To	COVID 19	Funding				
		COVID 19		Assumed				
In Month	£m	£m	£m	£m	£m	£m		
Drugs / Prescribing	0.234	0.000	0.234	(0.234)	(0.249)	(0.249)		
Clinical services & supplies	0.244	(0.128)	0.116	(0.244)	0.415	0.415		
General supplies & services	0.636	0.000	0.636	(0.636)	0.066	0.066		
Establishment expenses	0.087	0.000	0.087	(0.087)	0.129	0.129		
Premises & fixed plant	0.758	0.000	0.758	(0.758)	0.398	0.398		
Continuing healthcare	0.255	0.000	0.255	(0.255)	0.277	0.277		
Commissioned Services	0.101	0.005	0.106	(0.101)	(0.144)	(0.144)		
Primary Care Contractors	0.070	(0.095)	(0.025)	(0.070)	0.024	0.024		
Other non pay	2.179	(0.021)	2.158	(2.179)	0.335	0.335		
Total £m	4.564	(0.239)	4.325	(4.564)	1.251	1.251		
Cumulative								
Drugs / Prescribing	1.293	0.000	1.293	(1.293)	0.339	0.339		
Clinical services & supplies	1.697	(1.183)	0.514	(1.697)	0.601	0.601		
General supplies & services	2.525	0.000	2.525	(2.525)	0.062	0.062		
Establishment expenses	0.273	0.000	0.273	(0.273)	0.045	0.045		
Premises & fixed plant	2.591	0.000	2.591	(2.591)	1.106	1.106		
Continuing healthcare	1.264	0.000	1.264	(1.264)	0.732	0.732		
Commissioned Services	0.781	(0.195)	0.586	(0.781)	(0.383)	(0.383)		
Primary Care Contractors	0.719	(0.517)	0.202	(0.719)	(0.190)	(0.190)		
Other non pay	9.596	(0.476)	9.120	(9.596)	0.522	0.522		
Total £m	20.738	(2.371)	18.367	(20.738)	2.835	2.835		

There is an operational overspend of £2.835m on non pay budgets. The additional Gross COVID 19 expenditure of £20.738m is matched by £20.738m of assumed COVID 19 funding.

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

- £2.525m expenditure on general supplies and services primarily relating to PPE;
- £2.591m expenditure on Premises and Fixed Plant including £1.700m in relation to the mass vaccination centres, £0.529m in capital and estates and £0.065m relating to energy, utilities and rates at the Lakeside Surge Hospital;
- £9.120m on other non pay primarily due to the Local Authority TTP Team and healthcare activity commissioned from the Independent sector.

A reduction in planned expenditure of £2.371m is reported against non pay costs mainly arising from reduced levels of consumables associated with elective activity and adjustments to dental contracts.

The main issues driving the £2.835m operational overspend against non pay were as follows:

- £0.732m overspend against Continuing Healthcare as a result of pressures in the Mental Health Clinical Board where there is an operational overspend of £0.703m against continuing healthcare budgets;
- £1.106m adverse variance against premises and fixed plant where overspends are reported across all Clinical Boards.
- £0.601m adverse variance against clinical services and supplies where overspends are reported in the Surgery and Specialist Clinical Boards.

# CARING FOR PEOPLE KEEPING PEOPLE WELL



8/24 18/65

#### **Gross Expenditure Due to COVID 19**

Forecast gross COVID 19 expenditure is £117.622m and is summarised in table 9:

**Table 9: Summary of Forecast COVID 19 Gross Expenditure** 

Table 3. Gallinary of Forecast Govid 13 Gross Experiantare	Month 5	Forecast Year-End Position
	£m	£m
COVID 19 Testing	1.340	3.873
COVID 19 Tracing	5.102	16.974
COVID 19 Vaccination	6.765	16.286
Extended Flu vaccination	0.000	1.536
Cleaning Standards	0.302	2.907
PPE	2.525	6.478
Continuing Care and Funded Nursing Care	1.263	2.323
Urgent and Emergency Care	0.816	1.997
COVID 19 Local Response	19.909	48.438
COVID 19 Recovery	3.460	13.660
COVID 19: Vaccine Allergy SLA	0.045	0.090
COVID 19: Long Covid Recovery Pathway	0.000	0.096
COVID 19: Adferiad Programme - Long Covid Recovery	0.216	0.665
COVID 19: RSV Surge	0.000	1.500
COVID 19: Same Day Emergency Care	0.000	0.800
Gross Expenditure Due To COVID 19 £m	41.744	117.622

#### **Forecast COVID 19 Funding**

The forecast funding for COVID 19 is £138.935m to match the forecast gross costs and £21.313m in support of the planning deficit identified in the initial draft plan as outlined below in Table 10.

CARING FOR PEOPLE KEEPING PEOPLE WELL



9/24

Table 10: Summary of Forecast COVID 19 Funding		
Welsh Government COVID Funding	Month 5	Forecast Year-End Position
	£m	£m
COVID 19 Testing assumed	(1.340)	(3.873)
COVID 19 Tracing assumed	(5.102)	(16.974)
COVID 19 Vaccination assumed	(6.765)	(16.286)
Extended Flu vaccination assumed	0.000	(1.536)
Cleaning Standards assumed	(0.302)	(2.907)
PPE assumed	(2.525)	(6.478)
Continuing Care and Funded Nursing Care assumed	(1.263)	(2.323)
Urgent and Emergency Care - Urgent Primary Care	(0.351)	(1.097)
Urgent and Emergency Care - CAV 24/7	(0.466)	(0.900)
COVID 19 Response - confirmed	(19.909)	(22.618)
COVID 19 Response - assumed	0.000	(25.820)
COVID 19 Recovery - Confirmed	(3.460)	(13.660)
COVID 19: Vaccine Allergy SLA	(0.045)	(0.090)
COVID 19: Long Covid Recovery Pathway	0.000	(0.096)
COVID 19: Adferiad Programme - Long Covid Recovery	(0.216)	(0.665)
COVID 19: RSV Surge	0.000	(1.500)
COVID 19: Same Day Emergency Care	0.000	(0.800)
Sub Total COVID funding confirmed / assumed £m	(41.744)	(117.622)
NR Funding for Non Delivery of 2020/21 Recurrent Savings	(8.875)	(21.313)
Total COVID funding confirmed / assumed £m	(50.619)	(138.935)

It should be noted that of the assumed income:

- Testing, tracing, COVID vaccination, PPE, cleaning standards, CHC and FNC packages of care are based on pass through costs;
- The other assumed elements still need to be confirmed.

The surplus non recurrent COVID funding is to be applied to the brought forward COVID deficit of £21.313m relating to a shortfall in recurrent savings delivery in 2020/21 required to meet the costs of inflation and demand growth due to the impact of the pandemic.

Gross COVID expenditure is now assumed to be fully funded. It is assumed that COVID 19 reductions in planned care expenditure can now be used to mitigate risks against full delivery of the 2021/22 savings programme and any other operational pressures.

The full year gross COVID forecast moved in the month from £118.732m at month 4 to £117.622m at month 5. The movement in forecast costs, includes an additional £0.800m in respect of Same Day Emergency Care (SDEC), which is offset by reductions against Local Authority Tracing costs, COVID vaccinations, Cleaning Standards and Continuing Healthcare.

CARING FOR PEOPLE KEEPING PEOPLE WELL



10/24 20/65

#### **Key Financial Assumptions**

- The brought forward COVID deficit of £21.313m relating to non-delivery of savings in 2020/21 is funded non recurrently.
- Local response cost allocation of £22.6m to cover first 6 months of the financial year based on Cardiff and Vale 13.3% allocation share
- Funding for national programmes on an actual cost basis:
  - Testing costs
  - Mass vaccination programme
  - Transforming access to emergency care
  - Cleaning standards
  - NHS commissioned packages of care
  - PPE
  - Tracing costs (allocated from separate fund)
- Initial COVD recovery allocation of £13.660m

In line with the final annual plan financial planning principles issued, COVID response funding has been assumed in line with current full year forecast costs but this will be subject to further external detailed review.

#### Overarching Planning assumptions for 2021/22

The first principle of the UHB's approach to planning through the pandemic has been, and continues to be, "COVID ready". This recognises the need to be ahead of the 'COVID-curve' and an appreciation that the uncertainty is such that UHB plans must be dynamic and anticipate the full range of possibilities. As a result, the UHB:

- has developed, with its Local Authority partners, a comprehensive surveillance dashboard to closely monitor all aspects of the pandemic which provides the UHB with an early warning if the situation is deteriorating
- utilises 'nowcasts' to predict future COVID demand over 4-week time horizons
- has established the concept of 'gearing' to set out its escalation and de-escalation measures as COVID numbers increase and decrease
- has developed internal models to produce longer-term scenario modelling and to understand the range of potential trajectories for COVID

To that end the UHB has developed three broad scenarios (shown in table 11), representing the range of plausible circumstances (for COVID 19) over the coming year. It is important to note this is not to predict or project what might happen, but rather to understand the range of demand levels that the UHB may need to be prepared for. The model used for these scenarios has been further developed to account for the impact that the vaccine roll-out programme is expected to have on reducing susceptibility within the population.





11/24 21/65

**Table 11: Scenario Analysis** Scenario Gear **Description** COVID-19 Lower end of COVID recedes significantly during quarter 1 "best-'Significant' or one and – as a consequence of the vaccine 'COVID-free' programme and no new vaccine-resistant case" variants emerging - doesn't return to any significant degree New variants emerge over the summer which COVID-19 Substantial 2 significantly reduce the effectiveness of the "worst-(during Autumn/Winter) vaccines and result in a substantial third wave case" in the Autumn/Winter of 21/22 COVID-19 Significant COVID reduces through Q1/Q2 but then a 3 smaller third wave occurs during "central" (during

#### **COVID Local Response**

scenario

Full year forecasting remains a challenge given the range of potential COVID trajectories. Whilst COVID prevalence is currently low the organisation needs to remain COVID ready. Key cost drivers within the UHB's local COVID response include:

Autumn/Winter as a result of a partial

reduction in the effectiveness of the vaccines

- Continued use of the independent sector and the extension of the mobile MRI at UHW.
   Independent sector usage decribed in the UHB's COVID recovery plan is in addition to this.
- Lakeside wing running and staffing costs. 50 beds are currently open;
- Additional staffing costs relating to the continued use of green zones;
- Revised layout and expansion of critical care;

Autumn/Winter)

- Increased NCSO costs relating to medicines supply restraints;
- Additional partnership working with the 3<sup>rd</sup> Sector;
- Ongoing reductions in both private patient and commercial income streams.

#### **COVID Recovery**

There is increased focus on planning the recovery of the system, which will present a long term challenge. The organisation is progressing its recovery plans in line with its initial recovery proposals against the WG £100m allocation for 2021/22 and has also now progressed further recovery schemes at risk.

Confirmation of £13.660m non-recurrent funding supports the following proposals:

- Independent sector and insourcing £6.757m
- Waiting list initiatives £1.214m
- Specialty specific schemes £0.610m
- Therapies £0.448m
- Recruitment of key posts £3.381m
- Hire of 2 mobile theatre units £1.250m





12/24 22/65

Progress against the confirmed £13.660m allocation remains reasonable. The UHB has agreed plans that exceed this, with the expectation that the risk will be managed through slippage. The plan at Month 5 is shown in Table 12.

Table 12: COVID Recovery Schemes approved "at risk"

	2021/22
Recovery Scheme	£m
Position as at 30th July	£000's
Funding received	(13.660)
Value of schemes given approval to progress	17.019
Forecast slippage against above schemes	(2.878)
Gap / (Surplus to allocate) £m	0.481

The funding gap represents a low financial risk and the UHB has the option to close the gap through turning some schemes off (WLIs), additional funding and further slippage.

Further recovery bids totalling £23.575m were included within the UHB's final plan submitted on 30<sup>th</sup> June with a focus on unscheduled care, primary care, diagnostics and mental health. Following recent dialogue with Welsh Government, the revised bid now totals £21.305m. Within this the UHB has now had confirmation of £0.8m SDEC funding.

In lieu of confirmation of the outcome of the further recovery bids and in order to minimize the risk to patients of not progressing recovery plans at the earliest opportunity, the UHB has agreed to progress the recovery schemes outlined in tables 13 &14 at risk.

Table 13: COVID Recovery Schemes approved "at risk" - additional schemes for core priorities

			2022/23
Recovery Scheme	Detail	£m	£m
	Staff recruitment to implement the revised SDEC model		
Same Day Emergency Care - Surgery	across surgery	0.400	0.800
	Staff recruitment for extending opening hours of MEACU 7		
	days and implementation of Rapid Assessment and		
Same Day Emergency Care - Medicine	Treatment Zone (RATZ).	0.550	1.101
	Staff recruitment for RBFT model in medicine - improved		
Right Bed First Time	patient flow management and discharge coordination.	0.469	0.979
	Recruitment to a specialist assessment team with protected		
C&W: Primary Mental Health and SCAMHS	capacity to deliver appropriate mental health assessments	0.110	0.213
Total £m		1.529	3.093

Note - £0.8m of SDEC funding in 21/22 has now been agreed which reduces this risk.





13/24 23/65

## Table 14: COVID Recovery Schemes approved "at risk" - to support the pressures in unscheduled care

		2021/22	2022/23
Recovery Scheme	Detail	£m	£m
	Recruitment to key therapy workforce for delivery of the		
Therapies - Unscheduled Care /RBFT	RBFT model and to support unscheduled care pressures	0.378	0.378
	Recruitment to key medical, nursing and therapy workforce		
Frail Trauma	to reinstitute the frail trauma model in UHL	0.250	0.500
	Continuation of MDT model and expansion to additional 1		
MDT Cluster	Cluster	0.500	1.000
Total £m		1.128	1.878

The UHB has also agreed to proceed with £0.8m capital expenditure to support the SDEC development at risk, pending expected confirmation of capital funding. This covers the first phase of the development which requires total capital investment of £1.950m over 2021/22 and 2022/23.

#### **Urgent and Emergency Care**

The UHB continues to shape its unscheduled care plans around the goals of the national urgent and emergency care framework. Costs included relate to urgent primary care centres and CAV 24/7.

#### **Resuming Non-Covid Activity**

Throughout the pandemic the UHB has maintained core essential services. Given the uncertainty brought about by COVID 19 the UHB continues to operate in 4 week planning cycles, with prioritisation of need based upon clinical-stratification rather than time-based stratification.

The reductions in non pay costs due to reduced elective capacity is forecast to be £5.400m over the year. This represents activity plans rising to 70% of pre-COVID levels through Q1, 80% through Q2 and 90% through Q4 supported by COVID recovery plans including continued, and increased use of the independent sector and the commissioning of new modular theatres.

#### **Financial Forecast Uncertainties**

The financial forecast sets out the UHBs best assessment of income and costs based upon alignment of capacity, activity, service and finances of the COVID "central" scenario. The key financial risks and uncertainties are:

- Confirmation of Welsh Government COVID 19 funding;
- Actual variations in COVID 19 activity and costs against the UHB COVID "central" scenario.

A risk that has been mitigated this month, is the continuation of block contract arrangements which has now been agreed up to the end of the financial year.

CARING FOR PEOPLE KEEPING PEOPLE WELL



14/24 24/65

#### **Financial Performance of Clinical Boards**

Budgets were set to ensure that there is sufficient resource available to deliver the UHB's plan. Financial performance for month 5 by Clinical Board is shown in Table 15.

Table 15: Financial Performance for the period ended 31st August 2021

Table 15: Financial Performance for the pe	<u>rioa en</u>	ueu 31° /	<u>August </u>	2021		
				Welsh	Operational	
	Gross	Reductions	Net	Government	Position	Total
	Expenditure	in Planned	Expenditure	COVID 19	(Surplus) /	(Surplus) /
	Due To	Expenditure	Due to	Funding	Deficit	Deficit
	COVID 19	due to COVID	COVID 19	Assumed	Variance	Variance
Clinical Board	£m	19 £m	£m	£m	£m	£m
In Month						
All Wales Genomics Service	0.000	0.000	0.000	0.000	0.006	0.006
Capital Estates & Facilities	0.425	0.000	0.425	(0.425)	0.065	0.065
Children & Women	0.231	0.000	0.231	(0.231)	0.077	0.077
Clinical Diagnostics & Therapies	0.231	0.000	0.231	(0.231)	0.106	0.106
Surge Hospitals	0.000	0.000	0.000	0.000	(0.002)	(0.002)
Executives	0.188	0.000	0.188	(0.188)	0.043	0.043
Medicine	1.200	0.000	1.200	(1.200)	0.192	0.192
Mental Health	0.138	0.000	0.138	(0.138)	0.314	0.314
PCIC	3.599	(0.095)	3.504	(3.599)	(0.020)	(0.020)
Specialist	0.373	(0.014)	0.359	(0.373)	(0.035)	(0.035)
Surgery	0.522	(0.362)	0.160	(0.522)	0.162	0.162
SubTotal Delegated Position £m	6.907	(0.471)	6.436	(6.907)	0.907	0.907
Central Budgets	1.406	0.005	1.411	(1.406)	(0.556)	(0.556)
Total Variance pre COVID -19 Funding	8.313	(0.466)	7.847	(8.313)	0.351	0.351
Cumulative						
All Wales Genomics Service	0.000	0.000	0.000	0.000	(0.000)	(0.000)
Capital Estates & Facilities	1.883	0.000	1.883	(1.883)	0.018	0.018
Children & Women	1.175	0.000	1.175	(1.175)	0.224	0.224
Clinical Diagnostics & Therapies	1.026	0.000	1.026	(1.026)	0.258	0.258
Surge Hospitals	0.000	0.000	0.000	0.000	(0.003)	(0.003)
Executives	0.849	0.000	0.849	(0.849)	(0.353)	(0.353)
Medicine	6.402	0.000	6.402	(6.402)	1.788	1.788
Mental Health	1.004	0.000	1.004	(1.004)	0.732	0.732
PCIC	18.102	(0.517)	17.585	(18.102)	(0.391)	(0.391)
Specialist	2.654	(0.618)	2.036	(2.654)	(0.694)	(0.694)
Surgery	2.490	(1.697)	0.793	(2.490)	0.630	0.630
SubTotal Delegated Position £m	35.584	(2.832)	32.752	(35.584)	2.210	2.210
Central Budgets	6.013	(0.195)	5.818	/	(2.119)	(2.119)
Total Variance £m	41.597	(3.027)	38.570	(41.597)	0.091	0.091

Delegated budgets are £2.210m overspent for the 5 months to the end of August 2021, which is a deterioration of £0.907m in month. The operational deficit of £2.210m against delegated budgets is offset by a £2.119m underspend against central budgets leaving a reported overspend of £0.091m at month 5.

The largest operational overspend is in the Medicine Clinical Board (£1.788m deficit), where the main pressure areas continue to be in nursing and the overspend in month was £0.192m, which is an improvement on trend. The cumulative overspend in the Mental Health Clinical Board is primarily as a result of pressures in continuing healthcare. The main pressure in the Surgery Clinical Board relates to Medical posts.





15/24 25/65

#### **Savings Programme**

Delivery of the core financial plan includes a 2% (£16.0m) savings requirement. At month 5 £14.857m Green and Amber savings have been identified against the target which represents a step up of £1.684m in identified schemes in month.

This leaves the UHB with a further £1.143m of schemes to identify to meet the £16.000m savings target as outlined in table 16 below:

**Table 16: Savings Schemes** 

	Total	Total	Total
	Savings	Savings	Savings
	Target	Identified	(Unidentified)
	£m	£m	£m
Total £m	16.000	14.857	(1.143)

Further progress will need to be made with a focus on recurrent schemes. The gap against the UHB's recurrent target closed from £5.935m to £4.466m in month.

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

#### **Underlying Financial Position**

A key challenge to the UHB is eliminating its underlying deficit. The UHB's accumulated underlying deficit brought forward into 2021/22 is £25.3m which reflects the £21.3m shortfall against the recurrent savings 2020/21 target due to the pandemic. An illustration of the year on year movement in the underlying deficit is shown at **Appendix 2**.

Delivery of the UHB's draft financial plan will ensure that the underlying position does not deteriorate in 2021/22 and this will leave an underlying deficit of £25.3m to carry forward to 2021/22 as shown in Table 17.

CARING FOR PEOPLE
KEEPING PEOPLE WELL



16/24 26/65

**Table 17: Summary of Forecast Underlying Financial Position** 

		Draft Position	on @Month 5
	Submitted	Non	Recurrent
	<b>Draft Plan</b>	Recurrent	Position
	£m	£m	£m
b/f underlying deficit	(25.3)	0.0	(25.3)
Net Allocation Uplift (inc LTA inflation)	19.4		19.4
Cost Pressures	(27.4)		(27.4)
Investments	(4.0)		(4.0)
Recurrent Cost Improvement Plans	12.0		12.0
Non Recurrent Cost Improvement Plans	4.0	4.0	
Submitted 2020/21 IMTP £m	(21.3)	4.0	(25.3)
In Year Movements			
Operational Expenditure Cost Increase Due To Covid-19	(117.6)	(117.6)	
Planned Operational Expenditure Cost Reduction Due To Covid-19	5.4	5.4	
COVID 19 Welsh Govt. Funding based on Q3/Q4 planning assumptions	117.6	117.6	
COVID 19 Welsh Govt. Funding for the non delivery of 2020/21 recurrent savir	21.3	21.3	
In Year Operational Pressures including Unidentified Savings Gap	(5.4)	(5.4)	
Planned Deficit 2021/22	0.0	25.3	(25.3)
Planned Surplus/(Deficit) 2021/22	0.0	25.3	(25.3)

Key to delivering this plan and stabilising the underlying financial position of full delivery of the £12m recurrent savings target.

#### **Balance Sheet**

The balance sheet at month 5 is detailed in **Appendix 3**.

The opening balances at the beginning of April 2021 reflect the closing balances in the 2020/21 Annual Accounts approved by the UHB's Board.

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

Overall trade debtors have increased by £18.7m since the start of the year. This largely relates to non NHS prepayments and amounts due from the Welsh Risk Pool in respect of clinical negligence.

The value of Trade and other payables has decreased by around £35.9m since the start of the year. This mainly relates to a significant decrease in the levels of non NHS and capital creditors compared to the year end.

#### **Cash Flow Forecast**

The closing cash balance at the end of August was £4.628m which is broadly in line with plan and detailed in **Appendix 4**.





17/24 27/65

The UHB is predicting a positive cash balance at the end of 2021/22 in line with the revised financial forecast breakeven.

#### **Public Sector Payment Compliance**

The UHB's public sector payment compliance performance was 93.8% at the end of August which is just below the statutory target of 95%. Performance improved in August and is expected to continue to improve as the year progresses.

#### **Capital Resource Limit (CRL)**

Progress against the CRL for the period to the end of August 2021 is summarised in Table 18 and detailed in **Appendix 5**.

Table 18: Progress against Capital Resource Limit @ August 2021

	£m
Planned Capital Expenditure at month 5	7.676
Actual net expenditure against CRL at month	5.688
Variance against planned Capital Expenditure at month 5	(1.988)

Capital progress for the year to date is satisfactory with net expenditure to the end of August being 17% of the UHB's approved Capital Resource Limit which is in broadly in line with scheme forecasts. The UHB had an approved capital resource limit of £33.922m in line with the latest CRL received from Welsh Government 18<sup>th</sup> August 2021 comprising of £14.871m discretionary funding and £19.051m towards specific projects (including Rookwood Replacement, Maelfa Well Being Hub, Cystic Fibrosis Service, & the National Imaging Programme)

#### **Key Risks**

Delivery of the core financial plan includes a 2% (£16.0m) savings requirement. At month 5 £14.857m Green and Amber savings have been identified against the target. £7.534m recurrent schemes have been identified against the £12.000m recurrent element of the target. Further progress is required with a focus on recurrent schemes in order to maintain the underlying position.

Whilst the UHB has been told by WG to assume that all COVID response costs will be funded, these will be subject to external review. This is therefore a risk until this funding is confirmed. This includes the COVID recovery schemes that have been progressed at risk.

#### Recommendation:

The Finance Committee is asked to:

- **NOTE** the Gross month 5 financial impact of COVID 19 which is assessed at £41.744m;
- **NOTE** the additional Welsh Government COVID 19 funding of £41.744m assumed within the month 5 position;
- **NOTE** the £21.313m of non recurrent Welsh Government Covid 19 Funding which is assumed as coverage in respect of the 2020/21 recurrent savings shortfall;
- NOTE the reported overspend of £0.091m at month 5;

# CARING FOR PEOPLE KEEPING PEOPLE WELL



18/24 28/65

- NOTE the forecast breakeven which is consistent with the financial plan submitted to Welsh Government on 30<sup>th</sup> June and assumes additional funding of £138.935m to manage the impact of COVID 19 in 2021/22;
- NOTE that it is assumed that COVID 19 reductions in planned care expenditure can now be used to mitigate risks against full delivery of the 2021/22 savings programme and any other operational pressures and that these assumptions are being reaffirmed with Welsh Government.
- NOTE that whilst the UHB has assumed that all COVID response costs will be funded, these will be subject to external review. This is therefore a risk until this funding is confirmed.
- NOTE that the UHB has proceeded at risk with COVID recovery schemes pending confirmation of additional funding from Welsh Government.
- **NOTE** the 2021/22 brought forward Underlying Deficit was £25.3m and that the forecast carry forward of £25.3m into 2022/23 is dependent upon delivery of the £12m recurrent savings target which required the identification of a further £4.5m savings schemes.

#### **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

	i elevant obj	<i>yecuve</i>	e(s) for this report
1.	Reduce health inequalities	(	<ol><li>Have a planned care system where demand and capacity are in balance</li></ol>
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	8. Work better together with partners to deliver care and support across care sectors, making best use of our people and technology
4.	Offer services that deliver the population health our citizens are entitled to expect	(	9. Reduce harm, waste and variation sustainably making best use of the resources available to us
5.	Have an unplanned (emergency) care system that provides the right care, in the right place, first time	•	10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives

## Five Ways of Working (Sustainable Development Principles) considered Please tick as relevant, click here for more information

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

CARING FOR PEOPLE KEEPING PEOPLE WELL



19/24 29/65

#### 2021/22 SAVING SCHEMES

#### 2021-22 In-Year Effect

Clinical Board	21-22 Target 2%	Green	Amber	Total Green &	Red	Shortfall on Total Target
	raiget 270			Amber		vs Green & Amber
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Estates and Facilities	946	955	0	955	0	-8
Children and Women	1,303	1,204	100	1,304	159	-1
Clinical Diagnostics and Therapeutics	1,199	1,022	0	1,022	0	177
Corporate Executives	500	500	0	500	0	0
Medicine	1,378	1,378	0	1,378	0	-0
Mental Health	1,079	467	0	467	0	612
Primary, Community and Intermediate Car	2,423	2,215	208	2,422	0	0
Specialist Services	1,482	1,382	100	1,482	0	0
Surgical Services	1,689	1,327	0	1,327	0	362
Sub Total Clinical Boards £'000	12,000	10,450	408	10,857	159	1,142
Healthboard Wide	4,000	4,000	0	4,000	0	0
Total £'000	16,000	14,450	408	14,857	159	1,143

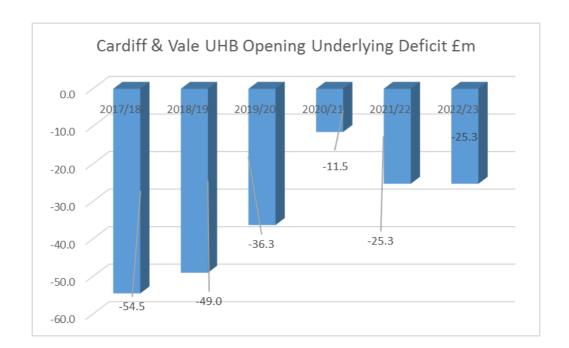
#### 2021-22 Full Year Effect

Clinical Board	21-22 Target 1.5% £'000	Green £'000	Amber £'000	Total Green & Amber	Pipeline Red £'000	Shortfall on Total Target vs Green & Amber £'000
Capital Estates and Facilities	789	797	0	797	0	-8
Children and Women	1,086	351	100	451	159	635
Clinical Diagnostics and Therapeutics	999	533	0	533	0	466
Corporate Executives	417	187	0	187	0	230
Medicine	1,148	757	0	757	0	391
Mental Health	899	100	0	100	0	799
Primary, Community and Intermediate Car	2,019	727	448	1,175	0	844
Specialist Services	1,235	1,042	190	1,232	0	3
Surgical Services	1,407	303	0	303	0	1,105
Sub Total Clinical Boards £'000	10,000	4,796	738	5,534	159	4,466
Healthboard Wide	2,000	2,000	0	2,000	0	0
Total £'000	12,000	6,796	738	7,534	159	4,466

CARING FOR PEOPLE KEEPING PEOPLE WELL



### Year on Year Movement in Cardiff & Vale UHB Underlying Deficit







21/24 31/65

Cardiff & Vale UHB Balance Sheet as at 31st August 2021

Cardiπ & Vale UHB Balance She	Opening Balance	Closing Balance
	1 <sup>st</sup> April 2021	31 <sup>st</sup> August 2021
Non-Current Assets	£'000	£'000
Property, plant and equipment	742,355	755,303
Intangible assets	2,238	1,919
Trade and other receivables	6,649	20,074
Other financial assets	0,040	20,014
Non-Current Assets sub total	751,242	777,296
Current Assets	1 2 1,- 1-	,
Inventories	16,684	17,709
Trade and other receivables	190,014	195,268
Other financial assets	,	,
Cash and cash equivalents	3,637	4,628
Non-current assets classified as held for sale	,	,
Current Assets sub total	210,335	217,605
TOTAL ASSETS	961,577	994,901
Current Liabilities		
Trade and other payables	219,106	183,332
Other financial liabilities	0	,
Provisions	133,674	136,672
Current Liabilities sub total	352,780	320,004
NET ASSETS LESS CURRENT LIABILITIES	608,797	674,897
Non-Current Liabilities		
Trade and other payables	8,126	8,024
Other financial liabilities	0	·
Provisions	10,514	17,225
Non-Current Liabilities sub total £'000s	18,640	25,249
TOTAL ASSETS EMPLOYED £'000s	590,157	649,648
FINANCED BY:		
Taxpayers' Equity		
General Fund	479,113	517,027
Revaluation Reserve	111,044	132,621
Total Taxpayers' Equity £'000s	590,157	649,648





22/24 32/65

#### **APPENDIX 4**

#### **CASHFLOW FORECAST AT THE END OF AUGUST 2021**

			. •	<del></del>	*		OI AU	<del></del>					
	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)	103,150	98,720	97,875	95,990	80,875	96,715	91,010	93,974	101,634	78,459	95,649	84,924	1,118,975
WG Revenue Funding - Non Cash Limited (NCL)	1,195	1,590	1,320	1,320	810	1,235	1,180	1,180	1,180	1,180	1,180	16	13,386
WG Revenue Funding - Other (e.g. invoices)	2,787	1,285	1,319	1,674	2,642	1,285	1,285	1,285	1,576	1,576	2,729	4,465	23,905
WG Capital Funding - Cash Limit	7,750	2,500	1,000	2,500	3,855	4,485	2,670	2,500	2,500	2,000	2,000	162	33,922
Sale of Assets			0	0	0	0	0	0	0	0	0	1,480	1,480
Income from other Welsh NHS Organisations	39,174	38,782	43,254	46,383	35,596	46,568	41,786	35,172	38,415	42,786	34,172	46,024	488,113
Other - (Specify in narrative)	4,694	12,133	5,097	11,559	9,933	6,507	12,155	6,384	10,351	13,154	5,926	8,042	105,934
TOTAL RECEIPTS	158,749	155,010	149,865	159,426	133,711	156,795	150,086	140,495	155,656	139,155	141,656	145,112	1,785,715
PAYMENTS													
Primary Care Services : General Medical Services	5,287	4,770	8,512	5,705	4,577	8,344	4,777	4,777	8,412	4,777	4,777	8,412	73,126
Primary Care Services : Pharmacy Services	149	111	109	89	99	78	105	105	210	420	210	210	1,895
Primary Care Services : Prescribed Drugs & Appliances	16,063	4	8,617	16,449	3	8,641	8,130	8,130	16,260	0	8,130	8,130	98,558
Primary Care Services : General Dental Services	2,003	2,115	2,154	2,143	2,516	2,257	2,110	2,110	2,110	2,110	2,110	2,110	25,849
Non Cash Limited Payments	1,615	2,234	1,693	1,769	2,182	1,749	1,750	1,750	1,750	1,750	1,750	1,750	21,741
Salaries and Wages	57,573	65,877	62,686	56,243	57,310	62,820	61,681	58,002	58,181	57,949	58,622	58,556	715,498
Non Pay Expenditure	58,849	72,825	54,303	68,579	60,450	62,716	63,827	57,915	58,351	64,944	58,849	59,855	741,462
Capital Payment	10,624	2,666	3,316	2,989	2,666	3,000	2,500	2,500	2,500	2,000	2,000	1,643	38,406
Other items (Specify in narrative)	5,440	4,833	7,958	5,405	4,209	7,817	5,205	5,205	7,885	5,205	5,205	7,885	72,252
TOTAL PAYMENTS	157,602	155,434	149,348	159,371	134,013	157,422	150,084	140,494	155,659	139,155	141,652	148,551	1,788,787
Net cash inflow/outflow	1,147	(425)	516	55	(302)	(627)	1	1	(3)	(0)	4	(3,439)	
Balance b/f	3,637	4,784	4,359	4,875	4,931	4,628	4,001	4,003	4,003	4,001	4,001	4,005	
Balance c/f	4,784	4,359	4,875	4,931	4,628	4,001	4,003	4,003	4,001	4,001	4,005	566	



23/24

#### PROGRESS AGAINST CRL AS AT 31st AUGUST 2021

Approved CRL issued August 18 <sup>th</sup> 2021 £'000s		33,922					
	Y	ear To Date	Forecast				
Performance against CRL	Plan	Actual	Var.	Plan	F'cast	Var.	
	£'000	£'000	£'000	£'000	£'000	£'000	
All Wales Capital Programme:							
Rookwood reprovision at Llandough	223	210	(13)	1,150	1,481	331	
SARC's OBC Fees	38	159	122	390	390	0	
Maelfa Wellbeing Hub	2,789	2,443	(346)	9,788	9,788	0	
National Programmes – Fire	54	0	(54)	484	484	0	
National Programmes – Infrastructure	135	21	(114)	1,214	1,214	0	
National Programmes – Decarbonisation	168	0	(168)	1,514	1,514	0	
National Programmes – Mental Health	6	0	(6)	50	50	0	
Eye Care - e-referral system	70	19	(51)	1,245	1,245	0	
National Programmes – Imaging	357	(20)	(377)	3,216	3,216	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
	0	0	0	0	0	0	
Sub Total	3,839	2,832	(1,007)	19,051	19,382	331	
Discretionary:							
I.T.	43	43	0	1,250	1,250	0	
Equipment	145	145	0	2,500	2,500	0	
Statutory Compliance	398	398	0	2,800	2,800	0	
Estates	3,251	3,251	0	8,321	10,850	2,529	
Sub Total	3,837	3,837	0	14,871	17,400	2,529	
Other schemes:							
DH Assets	0	0	0	0	0	0	
Sub Total	0	0	0	0	0	0	
Capital grants:							
DH Assets	0	0	0	0	0	0	
Sub Total	0	0	0	0	0	0	
Donations:							
Chartible Funds Equipment	0	981	981	0	1,380	1,380	
Sub Total	0	981	981	0	1,380	1,380	
Asset Disposals:				1	,	,	
Broad Street Clinc	0	0	0	0	200	200	
Whitchurch	0	0	0	0	1,280	1,280	
	0	0	0	0	0	0	
Sub Total	0	0	0	0	1,480	1,480	
CHARGE AGAINST CRL	7,676	5,688	(1,988)	33,922	33,922	0	
OTTACE ADMITO FORE	7,376	3,000	(1,300)	33,322	55,522	U	
PERFORMANCE AGAINST CRL (Under)/Over £'000s		(28,234)			0		
I LIN SAMPATOL AGAINST ONL (UTIGET)/OVER 2 0005		(20,234)			U		





24/24 34/65

Report Title:	Finance Risk Register								
Meeting:	Finance Committee  Meeting Date:  29 <sup>th</sup> September 2021								
Status:	For Discussion	For Assurance	For Approval	For Inf	ormation				
Lead Executive:	Executive Direc	tor of Finance							
Report Author (Title):	Assisstant Dire	ctor of Finance							

# **Background and current situation:**

This report highlights the 2021/22 Finance Risk Register risk categorisation by severity of risk as at 29<sup>th</sup> September 2021. The detailed 2021/22 risk register is shown in Appendix 1.

The number of risks identified in each category is shown below:

## 2021/22 UHB Financial Risks at 29th September 2021

Risk Category	Risk Score	Number of Risks as at 29 September 2021
Extreme Risk	20 - 25	2
High Risk	12 - 16	6
Moderate Risk	4 - 10	0
Low Risk	1 - 3	0

A summary of the Extreme Risks are shown below:

**Fin01/21** – Maintaining underlying deficit of £25.3m in line with draft annual plan.

Fin03/21 – Delivery of £16.0m (2.0%) CIP / £12.0m recurrent element.

COVID response and recovery funding risks are rated as **High** pending WG funding confirmation.

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

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





#### Recommendation:

The Finance Committee is asked to:

• **NOTE** the risks highlighted within the 2021/22 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

	Televant	objecti		Tor 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					
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	Integration	Collaboration	Involvement	
	_					

Equality and Health Impact Assessment

**CARING FOR PEOPLE** 

**KEEPING PEOPLE WELL** 

Yes / No / Not Applicable

Assessment If "yes" please provide copy of the assessment. This will be linked to the report when published.





Page 1 2.1a Finance Risk Register 2021-22 - Appendix 1

					Initial Risk Rating				rent I Ratin						Target Ris Rating if Controls i		
CB/Dir Ref No	Domain	Date Entered onto new CB/Dir/UHB Risk Register	Risk/Issue (Including Impact)	Exec Lead	Impact / Consequence Likelihood	Existing Controls	Assurance	Impact / Consequence	Likelihood	Gaps in Controls	Gaps in Assurance	Summary of Additional Actions being undertaken	Who	When	Impact / Consequence Likelihood	Date of Next	Level of assurance required
Fin01/21	Finance	Jan-20	The opening underlying deficit in the draft 21/22 plan is £25.3m. The annual plan aims to maintain the £25.3m underlying deficit .	Director of Finance	5 4 2	Governance reporting and monitoring arrangements through the Finance Committee and Board	Limited Assurance	5	4	Adequate but more Action Required		Progress against the underlying deficit is to be managed by Management Executive.	Assistant Director of Finance	Sep-21	3 3	9 Oct-21	Management
Fin02/21	Finance	Jan-20	Deliver in year breakeven position. Manage Budget pressures	<sup>9</sup> Director of Finance	5 4 2	The requirement to manage budget pressures clearly communicated to primary budget holders. Standing Financial Instructions set spending limits. 0 Break even plans have been requested from all Clinical Boards. Progress to be reviewed through Performance meetings with Clinical Boards.	Limited Assurance	4	4	Adequate but more Action Required	Plans to address overspending budgets in n 2020/21 addressing the risk in 2021/22. Operational deficit at month 5 £0.091m.	Performance meetings with Clinical Borads.	Assistant Director of Finance	Sep-21	3 3	9 Oct-21	Management
Fin03/21	Finance	Jan-20	Deliver 2%% CIP £16m (1.5% recurrent)	Director of Finance	5 4 2	2% CIP target clearly communicated to budget holders. CIP tracker in place to monitor weekly progress across the organisation. Health Board Wide Schemes being led by Executive Directors Monthly Financial Clearance Meeting. Clinical Board Performance meetings.	Limited Assurance	5	4	20 Adequate but more Action Required	£14.857m savings identified as green or amber against target of £16m as at w/c 6th September 2021. £7.534m recurrent schemes identified against the £12.0m recurrent element of the target.	Progress to be managed by prerformance meetings with Clinical Boards	Assistant Director of Finance	Sep-21	3 3	9 Oct-21	Management
Fin04/21	Finance	Jan-20	Manage internal investments within draft £4m envelope	Director of Finance	4 3 1	When Internal investment plan agreed business 2 cases to be approved through the Business Case Approval Group (BCAG)	Reasonable assurance	4	3	Adequate but more Action Required		Internal investments will not be agreed until the UHB has a full savings programme in place.	Assistant Director of Finance	Sep-21	2 2	4 Oct-21	Management
Fin05/21	Finance	Jan-20	Commissioning Risks including block contracts	Director of Finance	4 3 1	Regular performance/LTA meetings with other providers/WHSSC and internal commissioning group.	Reasonable assurance	4	3	Adequate but more Action Required	Annual plan commisioner / provider sign off and agreement	None	Assistant Director of Finance	Sep-21	2 2	4 Oct-21	Management
Fin06/21	Finance	Feb-20	Winter pressures managed within available resources	Director of Finance	4 4 1	Winter plan for 2021/22 developed in partnership with Local Authorities and signed off by Management Executive.	Reasonable assurance	4	3	Adequate but more Action Required	<sup>n</sup> None	Winter plan approved at a cost of £2.547m against baseline budget of £1.500m. Balance anticipated to be funded through WG COVID allocation.	Assistant Director of Finance	Sep-21	2 2	4 Oct-21	Management
Fin07/21	Finance	Feb-20	COVID-19 Response	Director of Finance	4 4 1	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through Management Executive and Directors of Operations.	Limited Assurance	4	4	Adequate but more Action Required	Agreement of expenditure plan and monitoring against WG £22.6m 6 month allocation. Awaiting confirmation of Q3/Q4 WG COVID response allocation.	Detailed expenditure forecast covering Q1	Assistant Director of Finance	Sep-21	3 3	9 Oct-21	Management
Fin08/21	Finance	Feb-20	COVID-19 Recovery	Director of Finance	4 4 1	Oversight arrangements in place at Board level and through the command structure. Expenditure Plans developing controlled through Management Executive and Directors of Operations.	Limited Assurance	4	4	Adequate but more Action Required		Recovery plan bids against £100m Recovery fund to be submitted to WG by 26th April. £13.660m funding agreed. Further revised Recovery bids submitted totalling £21.035m awaiting response and confirmation of funding from WG.	Assistant Director of Finance	Sep-21	3 3	9 Oct-21	Management



# st completing the risk register

ssessment, prior to them being added to the Risk Register

UHB

Refere

Divisio

nal /

Direct

orate

Refere

nce

Previo

us

Date

entere

Risk /

Issue

(Includ

Link to

шь **Existin** 

Curren

t Risk

Ranki

ng:-

Thic ic

Adequ

acy of

existin Summ

ary of

Target

Risk

Date

Revie

Date

of

Risk

Owner

Direct

Assuri*®* 

ng

38/65 2/5

	Consocuence	(equarity levels) === -	ramples of descriptors		
	Consequence score	(severity levels) and ex	amples of descriptors 3	4	5
Domains	Negligible	Minor	Moderate	Major	Catastrophic
Impact on the safety	Minimal injury	Minor injury or illness,	Moderate injury	Major injury leading to	Incident leading to
of patients, staff or public	requiring no/minimal intervention or	requiring minor intervention	requiring professional intervention	long-term incapacity/disability	death
(physical/psychologi	treatment.			.p.z.z.y. z.zaz.nity	
cal harm)					
	No time off work		Requiring time off work	Requiring time off work for	
		for >3 days	for 4-14 days	>14 days	injuries or irreversible health effects
		Increase in leasth of	Increase in length of	Increase in length of	An avant which in a
		Increase in length of hospital stay by 1-3	Increase in length of hospital stay by 4-15	Increase in length of hospital stay by >15 days	An event which impacts on a large number of
		days	days	, , , , , , , , , , , , ,	patients
			RIDDOR/agency reportable incident	Mismanagement of patient care with long-	
			Toportable incident	term effects	
			An event which impacts		
			on a small number of		
			patients		
Quality/complaints/a	Peripheral element of	Overall treatment or	Treatment or service	Non-compliance with	Totally upaccentable
udit	treatment or service	service suboptimal	has significantly	national standards with	Totally unacceptable level or quality of
	suboptimal		reduced effectiveness	significant risk to patients	treatment/service
				if unresolved	
	Informal	Formal complaint/	Formal complaint /	Multiple complaints/	Inquest/ombudsman
	complaint/inquiry	Local resolution	Local resolution (with potential to go to	independent review	inquiry Gross failure of patient safety if findings
			independent review)		not acted on
		Single failure to meet	Repeated failure to	Critical report	Gross failure to meet
		Single failure to meet internal standards	meet internal standards	Critical report	Gross failure to meet national standards
		Minor implications for patient safety if	Major patient safety implications if findings		
		unresolved	are not acted on		
		Reduced performance			
		rating if unresolved			
Human resources/	Short-term low	Low staffing level that	Late delivery of key	Uncertain delivery of key	Non-delivery of key
organisational	staffing level that	reduces the service	objective/ service due to	objective/service due to	objective/service due to
development/staffing / competence	temporarily reduces service quality (< 1	quality	lack of staff	lack of staff	lack of staff
· .	day)				
			Unsafe staffing level or	Unsafe staffing level or	Ongoing unsafe staffing
			competence (>1 day)	competence (>5 days)	levels or competence
			Low staff morale	Loss of key staff	Loss of several key staff
			Poor staff attendance for mandatory/key	Very low staff morale No staff attending mandatory/	No staff attending mandatory training /key
			professional training	key professional training	professional training on
					an ongoing basis
Chartest 1 1 1	Na as and the state of	December 6 1 1 1	Circle by 1.1	F-f	Madain
Statutory duty/ inspections	No or minimal impact or breech of	Breech of statutory legislation	Single breech in statutory duty	Enforcement action	Multiple breeches in statutory duty
	guidance/ statutory		,,		,,
	duty		0. "		5
			Challenging external recommendations/	Multiple breeches in statutory duty	Prosecution
			improvement notice		
				Improvement prohibition notices	Complete systems
				Critical report	change required Severely critical report
Adverse publicity/	Rumours Potential for		Local media coverage –	National media coverage	National media
reputation	public concern	<ul> <li>short-term reduction</li> </ul>	long-term reduction in	with <3 days service well	coverage with >3 days
		in public confidence	public confidence	below reasonable public expectation	service well below reasonable public
					expectation. MP/AM
					concerned (questions in the House/Assembly)
		Elements of public			Total loss of public
		expectation not being			confidence
		met			
Business objectives/ projects	Insignificant cost increase/ schedule	<5 per cent over project budget	5–10 per cent over project budget	Non-compliance with national 10–25 per cent	Incident leading >25 per cent over project budget
	slippage			over project budget	
		Schedule slippage	Schedule slippage	Schedule slippage	Schedule slippage
				Key objectives not met	Key objectives not met
Finance including	Small loss	Loss of 0.1–0.25 per	Loss of 0.25–0.5 per	Uncertain delivery of key	Non-delivery of key
claims	Risk of claim remote	cent of budget	cent of budget	objective/Loss of 0.5–1.0 per cent of budget	objective/ Loss of >1 per cent of budget
		Claim less than	Claim(s) between	Claim(s) between	Failure to meet
- Č		£10,000	£10,000 and £100,000	£100,000 and £1 million	specification/ slippage
19/2				Purchasers failing to pay on time	Loss of contract
250%				on ame	Claim(s) >£1 million
Service/business	Loss/interruption of	Loss/interruption of >8	Loss/interruption of >1	Loss/interruption of >1	Permanent loss of
interruption	>1 hour	hours	day	week	service or facility
O.					
Environmental S	Minimal or no impact	Minor impact on	Moderate impact on	Major impact on	Catastrophic impact on
impact	on the environment	environment	environment	environment	environment
	*				

3/5

# Likelihood Score (L)

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

#### **Likelihood Score**

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



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

Consequence	Likelihood Score						
Score	1	2	3	4	5		
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

OF THE STATE OF TH

#### THE WELSH GOVERNMENT FINANCIAL COMMENTARY

# FINANCIAL POSITION FOR THE FIVE MONTH PERIOD ENDED 31st AUGUST 2021

#### INTRODUCTION

The UHB's finalised financial plan, which included a breakeven position was submitted to Welsh Government on the 30<sup>th</sup> June 2021.

At month 5, the UHB is reporting an overspend of £0.091m against this plan. During the 5 months to the end of August the UHB incurred gross expenditure of £41.744m relating to the management of COVID 19, which is assumed to be offset by Welsh Government COVID 19 funding leaving an operating deficit of £0.091m.

The full year gross COVID forecast moved in the month from £118.732m at month 4 to £117.622m at month 5. The movement in forecast costs, includes an additional £0.800m in respect of Same Day Emergency Care (SDEC), which is offset by reductions against Local Authority Tracing costs, COVID vaccinations, Cleaning Standards and Continuing Healthcare.

The UHB continues to progress its plans and is forecasting a breakeven year end position based upon the assumption that the gross costs of COVID 19 are fully funded by Welsh Government and that the Expenditure Reductions due to COVID 19 will be available to offset in year operational pressures.

#### **BACKGROUND**

The Health Board agreed and submitted a draft financial plan to Welsh Government at the end of March 2021 which focused on delivering in-year financial stability and maintaining the current level of underlying deficit. The draft plan included a planned deficit of £21.3m in 2021/22 and if delivered ensured that the underlying position is stabilised and does not deteriorate. Following submission of the draft plan, Welsh Government issued updated planning guidance and asked the UHB to assume non recurrent COVID funding to cover the initial planning deficit of £21.3m caused by COVID impacting on the delivery of 2020/21 savings plans. The UHB is now forecasting a break-even year end position on this basis and the finalised financial plan was submitted to Welsh Government on the 30<sup>th</sup> June 2021.

This updated final core financial plan is provided in Table 1.

CARING FOR PEOPLE KEEPING PEOPLE WELL



1/11 42/65

Table 1: 2021/22 Updated Core Draft Plan

·	2021/22 Plan £m	2022/23 Plan £m
Prior Year Plan	(4.0)	(21.3)
Adjustment for non recurrent items in previous year (note 1)	(21.3)	(4.0)
b/f underlying deficit	(25.3)	(25.3)
Net Allocation Uplift (including LTA inflation) (note 2) Draft Cost Pressures Assessment (note 3) Investments Recurrent Cost Improvement Plans 1.5% (note 4) Non Recurrent Cost Improvement Plans 0.5% (note 5)	19.4 (27.4) (4.0) 12.0 4.0	
Planned Surplus/(Deficit) 2021/22	(21.3)	
Non Recurrent COVID Funding to cover slippage in 2020/21 Recurrent saving schemes	21.3	
Updated Core Draft Financial Plan 2021/22 £m	0.0	

This represents the core financial plan of the Health Board. In addition, the UHB will be incurring additional COVID 19 costs is respect of response and recovery. These are seen in addition to the core financial plan and at this stage the UHB is anticipating additional funding to cover these costs.

The UHB has separately identified non COVID 19 and COVID 19 expenditure against its submitted plan in order to assess the financial impact of the pandemic.

A full commentary has been provided to cover the tables requested for the month 5 financial position.

The response to the queries raised in the month 4 financial monitoring returns is set out in an attachment to this commentary.

# MOVEMENT OF OPENING FINANCIAL PLAN TO FORECAST OUTTURN and UNDERLYING POSITION (TABLE A & A1)

Table A sets out the financial plan and latest position at month 5 for which the following should be noted:

- It is assumed that LTA inflation of £5.075m that will be passed to the UHB from other Health Boards;
- The UHBs £16m 2021/22 savings target is reported on lines 8,9 & 13;

CARING FOR PEOPLE KEEPING PEOPLE WELL



2/11 43/65

- The forecast position reflects the assessed COVID 19 response and recovery costs in Table B 3 and assumes that additional Welsh Government Funding will be provided to match the costs;
- The bought forward and forecast underlying deficit is £25.313m as outlined in the draft financial plan.

The identification and delivery of the £12m (1.5%) recurrent savings target is key to delivery of the planned in year and underlying position.

#### **OVERVIEW OF KEY RISKS & OPPORTUNITIES (TABLE A2)**

Table A2 reflects the risks identified in the financial plan and these will continue to be reviewed on a monthly basis.

#### **ACTUAL YEAR TO DATE (TABLE B AND B2)**

Table B confirms the year to date deficit of £0.091m and reflects the analysis contained in the annual operating plan in Table A. The UHB is reporting a deficit of £0.091m for the year to date and a forecast breakeven as shown in Table 2.

Table 2: Summary Financial Position for the period ended 31<sup>st</sup> August 2021

	Cumulative Month 5	Forecast Year-End Position
	£m	£m
COVID 19 Additional Expenditure	41.744	117.622
Welsh Government COVID funding received / assumed	(41.744)	(117.622)
Gross COVID 19 Forecast Position (Surplus) / Deficit £m	0.000	0.000
COVID FUNDING for Deficit due to non delivery of 2020/21 recurrent Savings	(8.875)	(21.313)
Operational position (Surplus) / Deficit	8.966	21.313
Financial Position £m (Surplus) / Deficit £m	0.091	0.000

 Note. It is forecast that £5.400m of Reductions in Planned Expenditure due to COVID 19 will be available to offset in year operational pressures.

The month 5 deficit of £0.091m, is a deterioration of £0.351m on the month 4 position and is comprised of the following:

- (£8.875m) planned deficit funding (5/12<sup>th</sup> of £21.300m);
- £8.966m operational pressures including the underlying brought forward position.

The forecast assumes that the UHB will successfully identify and deliver further savings schemes to cover the planning assumptions detailed in the financial plan.

The additional COVID 19 expenditure in the year to month 5 was £41.744m with full year forecast costs totalling £117.622m.

CARING FOR PEOPLE KEEPING PEOPLE WELL



The plan assumes that Welsh Government COVID funding including additional further COVID response funding will be provided to cover the gross COVID costs arising in the year to month 5 and for the remainder of the year. It is anticipated that the expenditure reductions arising in planned care will be available to offset non COVID operational pressures in year.

# **PAY & AGENCY (TABLE B2)**

The UHB recorded Agency costs of £1.740m in month which represents a increase of £0.221m from the £1.519m recorded in month 2, primarily due to nursing pressures. £1.417m of the costs recorded in August related to registered nursing and midwifery.

# **COVID 19 ANALYSIS (TABLE B3)**

At month 5, Table B3 is projecting gross expenditure due to COVID-19 to be £117.622m. This is summarised in table 3:

Table 3: Summary of Forecast COVID 19 Gross Expenditure

	Month 5	Forecast
		Year-End
		Position
	£m	£m
COVID 19 Testing	1.340	3.873
COVID 19 Tracing	5.102	16.974
COVID 19 Vaccination	6.765	16.286
Extended Flu vaccination	0.000	1.536
Cleaning Standards	0.302	2.907
PPE	2.525	6.478
Continuing Care and Funded Nursing Care	1.263	2.323
Urgent and Emergency Care	0.816	1.997
COVID 19 Local Response	19.909	48.438
COVID 19 Recovery	3.460	13.660
COVID 19 Non Delivery of Savings Plans	0.000	0.000
COVID 19: Vaccine Allergy SLA	0.045	0.090
COVID 19: Long Covid Recovery Pathway	0.000	0.096
COVID 19: Adferiad Programme - Long Covid Recovery	0.216	0.665
COVID 19: RSV Surge	0.000	1.500
COVID 19: Same Day Emergency Care	0.000	0.800
COVID 19 Release of Planned Investments	0.000	0.000
Gross Expenditure Due To COVID 19 £m	41.744	117.622
Welsh Government COVID funding confirmed / assumed	(41.744)	(117.622)
COVID 19 Forecast Position (Surplus) / Deficit £m before ULD funding	0.000	0.000
NR Funding for Non Delivery of 2020/21 Recurrent Savings	(8.875)	(21.313)
COVID 19 Forecast Position (Surplus) / Deficit £m	(8.875)	(21.313)

This forecast includes assumed Welsh Government funding totaling £117.622m to match the forecast costs and a further £21.313m in support of the planning deficit identified in the initial financial plan as outlined below in Table 4:

CARING FOR PEOPLE KEEPING PEOPLE WELL



4/11 45/65

**Table 4: Summary of Forecast COVID 19 Funding** 

Table 4. Summary of Forecast COVID 19 Funding		
	Month 5 £m	Forecast
Wolch Covernment COVID Funding		Year-End
Welsh Government COVID Funding		Position
		£m
COVID 19 Testing assumed	(1.340)	(3.873)
COVID 19 Tracing assumed	(5.102)	(16.974)
COVID 19 Vaccination assumed	(6.765)	(16.286)
Extended Flu vaccination assumed	0.000	(1.536)
Cleaning Standards assumed	(0.302)	(2.907)
PPE assumed	(2.525)	(6.478)
Continuing Care and Funded Nursing Care assumed	(1.263)	(2.323)
Urgent and Emergency Care assumed	(0.816)	(1.997)
COVID 19 Response - confirmed	(19.909)	(22.618)
COVID 19 Response - assumed	0.000	(25.820)
COVID 19 Recovery - Confirmed	(3.460)	(13.660)
COVID 19: Vaccine Allergy SLA	(0.045)	(0.090)
COVID 19: Long Covid Recovery Pathway	0.000	(0.096)
COVID 19: Adferiad Programme - Long Covid Recovery	(0.216)	(0.665)
COVID 19: RSV Surge		(1.500)
COVID 19: Same Day Emergency Care		(0.800)
Sub Total COVID funding confirmed / assumed £m	(41.744)	(117.622)
NR Funding for Non Delivery of 2020/21 Recurrent Savings	(8.875)	(21.313)
Total COVID funding confirmed / assumed £m	(50.619)	(138.935)

It is forecast that £5.400m of Reduction in Planned Expenditure due to COVID 19 will be available to offset in year operational pressures

The surplus non recurrent COVID funding is to be applied to the brought forward COVID defict of £21.313m relating to a shortfall in recurrent savings delivery in 2020/21.

Gross COVID expenditure is now assumed to be fully funded. It is assumed that COVID 19 reductions in planned care expenditure which are forecast to be £5.400m can now be used to mitigate risks against full delivery of the 2021/22 savings programme and other operational pressures.

The full year gross COVID forecast moved in the month from £118.732m at month 4 to £117.622m at month 5. The reduction in forecast costs includes an additional £0.800m in respect of the Same Day Emergency Care (SDEC) which is offset by reductions against Local Authority Tracing costs, COVID vaccinations, Cleaning Standards and Continuing Healthcare following newly issued guidance.

#### **Key Financial Assumptions**

The key assumptions are as follows:

 The brought forward COVID deficit of £21.313m relating to non-delivery of savings in 2020/21 is funded non recurrently.





5/11 46/65

- Local response cost allocation of £22.6m to cover first 6 months of the financial year based on Cardiff and Vale 13.3% allocation share
- Funding for national programmes on an actual cost basis:
  - Testing costs
  - Mass vaccination programme
  - Transforming access to emergency care
  - Cleaning standards
  - NHS commissioned packages of care
  - PPF
  - Tracing costs (allocated from separate fund)
- Initial COVD recovery allocation of £13.660m

In line with the final annual plan financial planning principles issued, COVID response funding has been assumed in line with current full year forecast costs subject to further detailed review.

# Overarching Planning assumptions for 2021/22

The first principle of the UHB's approach to planning through the pandemic has been, and continues to be, "COVID ready". This recognises the need to be ahead of the 'COVID-curve' and an appreciation that the uncertainty is such that UHB plans must be dynamic and anticipate the full range of possibilities. As a result, the UHB:

- has developed, with its Local Authority partners, a comprehensive surveillance dashboard to closely monitor all aspects of the pandemic which provides the UHB with an early warning if the situation is deteriorating;
- utilises 'nowcasts' to predict future COVID demand over 4-week time horizons;
- has established the concept of 'gearing' to set out our escalation and deescalation measures as COVID numbers increase and decrease:
- has developed internal models to produce longer-term scenario modelling and understand the range of potential trajectories for COVID.

To that end the UHB has developed three broad scenarios (shown in table 5), representing the range of plausible circumstances (for COVID 19) over the coming year. It is important to note this is not to predict or project what might happen, but rather to understand the range of demand levels that the UHB may need to be prepared for. The model used for these scenarios has been further developed to account for the impact that the vaccine roll-out programme is expected to have on reducing susceptibility within the population.

CARING FOR PEOPLE KEEPING PEOPLE WELL



**Table 5: Scenario Analysis** 

Sce	nario	Gear	Description
1	COVID-19	Lower end of	COVID recedes significantly during quarter
	"best-	'Significant' or	one and – as a consequence of the vaccine
	case"	'COVID-free'	programme and no new vaccine-resistant
			variants emerging - doesn't return to any
			significant degree
2	COVID-19	Substantial	New variants emerge over the summer which
	"worst-	(during	significantly reduce the effectiveness of the
	case"	Autumn/Winter)	vaccines and result in a substantial third wave
			in the Autumn/Winter of 21/22
3	COVID-19	Significant	COVID reduces through Q1/Q2 but then a
	"central"	(during	smaller third wave occurs during
	scenario	Autumn/Winter)	Autumn/Winter as a result of a partial
		,	reduction in the effectiveness of the vaccines

#### **COVID Local Response**

Full year forecasting remains a challenge given the range of potential COVID trajectories. Key cost drivers within the UHB's local COVID response include:

- Continued use of the independent sector and the extension of the mobile MRI at UHW. Independent sector usage decribed in the UHB's COVID recovery plan is in addition to this.
- Lakeside wing running and staffing costs. 50 beds are currently open.
- Additional staffing costs relating to the continued use of green zones.
- Revised layout and expansion of critical care
- Increased NCSO costs relating to medicines supply restraints
- Additional partnership working with the 3<sup>rd</sup> Sector
- Ongoing reductions in both private patient and commercial income streams

#### **COVID Recovery**

The focus is now increasingly turning to planning recovery of the system that will present a long term challenge. The organisation is now progressing its recovery plans in line with its initial recovery proposals against the Welsh Government £100m allocation for 2021/22.

Confirmation of £13.660m non-recurrent funding will support the following proposals:

- Independent sector and insourcing £6.757m
- Waiting list initiatives £1.214m
- Specialty specific schemes £0.610m
- Therapies £0.448m





- Recruitment of key posts £3.381m
- Hire of 2 mobile theatre units £1.250m

Further recovery bids totalling £23.575m were included within the UHB's final plan submitted on 30<sup>th</sup> June with a focus on unscheduled care, primary care, diagnostics and mental health. Following recent dialogue with Welsh Government, the revised bid now totals £21.305m. Within this the UHB has now had confirmation of £0.8m SDEC funding.

## **Urgent and Emergency Care**

The UHB continues to shape its unscheduled care plans around the goals of the national urgent and emergency care framework. Costs included relate to urgent primary care centres and CAV 24/7.

#### **Resuming Non-Covid Activity**

Throughout the pandemic the UHB has maintained core essential services. Given the uncertainty brought about by COVID 19 the UHB continues to operate in 4 week planning cycles, with prioritisation of need based upon clinical-stratification rather than time-based stratification

The reductions in non pay costs due to reduced elective capacity is forecast to be £5.400m over the year. This represents activity rising to 70% of pre-COVID levels through Q1, 80% through Q2 and 90% through Q4 supported by COVID recovery plans including continued, and increased use of the independent sector and the commissioning of new modular theatres.

#### **Financial Risks and Uncertainties**

The financial forecast sets out the UHBs best assessment of income and costs based upon alignment of capacity, activity, service and finances of the COVID "central" scenario. The key financial risks and uncertainties are:

- Continuation of block contract arrangements;
- The financial forecast has been based upon the UHB COVID "central" scenario, and the actual scale of impact will largely determine the resource requirements linked to workforce availability.

#### Savings Programme 2021-22 (TABLE C, C1 & C2)

Delivery of the core financial plan includes a 2% (£16.0m) savings requirement. At month 5, £14.857m Green and Amber savings have been

CARING FOR PEOPLE KEEPING PEOPLE WELL



8/11 49/65

identified against the target which represents a significant step up in identified schemes in month.

This leaves the UHB with a further £1.143m of schemes to identify to meet the £16.000m savings target as outlined in table 6 below:

**Table 6: Savings Schemes** 

	Total	Total	Total
	Savings	Savings	Savings
	Target	Identified	(Unidentified)
	£m	£m	£m
Total £m	16.000	14.857	(1.143)

Further progress will need to be made with a focus on recurrent schemes. The gap against the UHB's recurrent target closed from £5.935m to £4.829m in month.

#### **INCOME/EXPENDITURE ASSUMPTIONS (TABLE D)**

The current status of Welsh LTA agreements is as follows:

- Aneurin Bevan The LTA is agreed and signed.
- Swansea Bay The LTA is agreed and signed.
- Hywel Dda The LTA is agreed and signed.
- Powys The LTA is agreed and signed.
- Cwm Taf Morgannwg The LTA is agreed and signed.
- WHSSC The LTA is agreed and signed.
- Velindre The LTA is agreed and signed.

#### **INCOME ASSUMPTIONS 2021/22 (TABLE E)**

Table E outlines the UHB's 2021/22 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.

#### BALANCE SHEET - STATEMENT OF FINANCIAL POSITION (TABLE F)

The opening balances at the beginning of April 2020 reflect the closing balances in the 2020/21 Annual Accounts approved by the UHB's Board.

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

CARING FOR PEOPLE KEEPING PEOPLE WELL



9/11 50/65

Overall trade debtors have increased by £18.7m since the start of the year. This largely relates to amounts due from the Welsh Risk Pool (circa £9m) in respect of clinical negligence and Non NHS prepayments (circa £2.5), 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. The overall carrying value of debtors has increased by £1.7m in month.

The value of Trade and other payables has fallen by around £35.9m since the start of the year. This mainly relates to a significant decrease in the levels of Non NHS creditors and capital creditors where the majority of the significant year-end balance has now been settled.

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

# **CASH FLOW (TABLE G)**

The closing cash balance at the end of August was £4.628m which is broadly in line with plan.

The UHB is predicting a positive cash balance at the end of 2021/22 in line with a breakeven financial forecast.

#### **CAPITAL SCHEMES (TABLES I &J)**

17% of the UHB's approved Capital Resource Limit has been expended to date, this is in line with scheme forecasts.

Planned expenditure for the year reflects the CRL received from Welsh Government dated 18<sup>th</sup> August, 2021.

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

1. The forecast overspend ascribed to the Rookwood Hospital Replacement Scheme repays funding drawn down but not spent in previous years, this is managed within the discretionary forecast.

All other schemes are in line with annual forecast.

#### AGED WELSH NHS DEBTORS (TABLE M)

At the 31st August, 2021, four invoices raised by the UHB against other Welsh NHS bodies had been outstanding for more than 17 weeks, three relate to BCU and one Cwm Taf, which will be paid in September.

CARING FOR PEOPLE KEEPING PEOPLE WELL



10/11 51/65

#### **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 29<sup>th</sup> September 2021 meeting of the Finance Committee for information.

#### CONCLUSION

Welsh Government wrote to the UHB on 11<sup>th</sup> March 2021 outlining the annual planning arrangements for 2021/22. The UHB submitted a draft financial plan at the end of March 2021 and a final plan on 30<sup>th</sup> June 2021 in line with the Welsh Government timetable.

The UHB is committed to achieving in year and recurrent financial balance as soon as possible and currently has a one year draft financial plan for 2021/22 which aims to deliver financial stability and ensure that the underlying position does not deteriorate. This includes a savings target of £16.0m.

The reported financial position for the 5 months to the end of August is a deficit of £0.091m and the UHB is forecasting a breakeven position at year end. This forecast is based upon the resource planning assumptions agreed with Welsh Government.

LEN RICHARDS
CHIEF EXECUTIVE

13th September 2021

CATHERINE PHILLIPS EXECUTIVE DIRECTOR OF FINANCE

13th September 2021

CARING FOR PEOPLE KEEPING PEOPLE WELL



11/11 52/65

#### This Table is currently showing 0 errors

Line 14 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG Lines 1 - 14 should not be adjusted after Month 1

		In Year	Non		FYE of
		Effect	Recurring	Recurring	Recurring
		£'000	£'000	£'000	£'000
1	Underlying Position b/fwd from Previous Year - must agree to M12 MMR (Deficit - Negative Value)	-25,313	0	-25,313	-25,313
2	Planned New Expenditure (Non Covid-19) (Negative Value)	-33,575	-48	-33,527	-33,527
3	Planned Expenditure For Covid-19 (Negative Value)	-117,622	-117,622		
4	Planned Welsh Government Funding (Non Covid-19) (Positive Value)	16,501	0	16,501	16,501
5	Planned Welsh Government Funding for Covid-19 (Positive Value)	140,100	140,100		
6	Planned Provider Income (Positive Value)	5,075	0	5,075	5,075
7	RRL Profile - phasing only (In Year Effect / Column C must be nil)	0	0	0	0
8	Planned (Finalised) Savings Plan	12,338	6,844	5,494	5,847
9	Planned (Finalised) Net Income Generation	386	220	166	166
10	Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
11	Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0		
12	Covid Expenditure Reductions	0	0		
13	Planning Assumptions still to be finalised at Month 1	3,275	0	3,275	5,938
14	Opening IMTP / Annual Operating Plan	1,165	29,494	-28,329	-25,313
15	Reversal of Planning Assumptions still to be finalised at Month 1	-3,275	0	-3,275	-5,938
16	Additional In Year & Movement from Planned Release of Previously Committed Contingencies & Reserves (Positive	0	0		
17	Additional In Year & Movement from Planned Profit / (Loss) on Disposal of Assets	0	0		
18	Underachievement of Month 1 Finalised Income Generation Due to Covid-19 (Negative Value)	0	0		
19	Other Movement in Month 1 Planned & In Year Net Income Generation	86	30	56	67
20	Underachievement of Month 1 Finalised Savings Due to Covid-19 (Negative Value)	0	0		
21	Other Movement in Month 1 Planned Savings - (Underachievement) / Overachievement	17	17	0	-301
22	Additional In Year Identified Savings - Forecast	2,077	738	1,338	1,343
23	Variance to Planned RRL & Other Income	0	0		
24	Additional In Year & Movement in Planned Welsh Government Funding for Covid-19 (Positive Value - additional)	-1.165	-1.165		
25	Additional In Year & Movement in Planned Welsh Government Funding (Non Covid) (Positive Value - additional)	0	0		
26	Additional In Year & Movement Expenditure for Covid-19 (Positive Value - additional/Negative Value - reduction)	0	0		
27	In Year Expenditure Cost Reduction Due To Covid-19 (Positive Value)	5,400	5,400		
28	In Year Slippage on Investments/Repurposing of Developmental Initiatives Due To Covid-19 (Positive Value)	0	0		
29	In Year Accountancy Gains (Positive Value)	0	0	0	0
30	Net In Year Operational Variance to IMTP/AOP (material gross amounts to be listed separately)	0	0		
31	Actions to mitigate Savings Delivery & In Year Operational Pressures	0	0	0	4,829
32	In Year Operational Pressures in addition to Savings Delivery	-4,305	-4,305		
33		0	0		
34		0	0		
35		0	0		
36		0	0		
37		0	0		
38		0	0		
39		0	0		
40	Forecast Outturn (- Deficit / + Surplus)	0	30,209	-30,209	-25,313

ſ	. 1					_			_					In Year
ŀ	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Effect
1	£'000 -2.109	£'000 -2.109	£'000 -2.109	£'000 -2.109	£'000 -2.109	£'000 -2,109	£'000 -2.109	£'000 -2.109	£'000 -2.109	£'000 -2.109	£'000 -2.109	£'000 -2.109	£'000 -10.547	£'000 -25.313
2	-2,109	-2,704	-2,109	-2,709	-2,109	-2,109	-2,109	-2,109	-2,109	-2,109	-2,109	-2,109		-25,313
$\rightarrow$	-8.825	-7.835		-2,704		-2,704			-2,704	-2,704	-2,704		-13,518	
3			-8,499		-8,405		-11,368	-11,196				-10,194	-41,744	-117,622
	1,375	1,375 11,387	1,375	1,375	1,375	1,375 12.502	1,375 12.880	1,375 12,743	1,375 12,409	1,375 12,270	1,375 11.920	1,375	6,875 53,474	16,501
5	8,825		10,276	9,956	13,030							11,901		140,100
	423 464	423 390	423 -802	423 -561	423 -105	423 -132	423 -102	423 -91	423 -98	423 -97	423 0	423 1.134	2,115 -615	5,075
7	464	545	1.734	1.553	1.030	1.056	1.026	1.015	1.022	1.021	924	921		
	13	30	1,734		1,030	1,056	1,026		34		924 34	34	5,352 147	12,338
9	13	30	34	35	35	35	34	34	34	34	34	34		386
11													0	0
12													0	0
13	273	273	273	273	273	273	273	273	273	273	273	273	1.364	3.275
14	-1.775	1.775	0	60	2.843	-692	-273	-237	-213	-141	-108	-77	2.903	1,165
15	-1,775	-273	-273	-273	-273	-273	-273	-273	-273	-273	-273	-273	-1.364	-3,275
16	-213	-213	-213	-213	-213	-213	-213	-213	-213	-213	-213	-213	-1,304	-3,275
17													0	0
18	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	0	0	6	14	14	7	7	7	7	7	7	7	35	86
20	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	0	0	0	4	2	2	2	2	2	2	2	2	5	17
22	0	0	45	141	487	198	200	200	200	200	200	203	673	2.077
23	-		70	171	407	130	200	200	200	200	200	200	0/0	2,077
24	0	0	0	0	-2.850	685	264	229	205	134	100	69	-2,850	-1.165
25					-2,000	000	204	223	200	104	100	- 03	-2,000	-1,105
26	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27	661	516	970	415	612	363	366	316	417	255	255	255	3.173	5.400
28	0	0	0	0	012	0	0	0	0	0	0	0	0,170	0,400
29	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30					Ť								0	0
31	0												0	0
32	-542	-525	-188	-226	-1.186	-199	-295	-245	-346	-184	-184	-186	-2.667	-4.305
33	0.2	520			.,.50			- 70	0.70	.54	.54	.50	-2,007	-4,505
34													0	0
35													0	0
36													0	0
37													0	0
38													0	0
39													0	0
40	-1,929	1,493	559	136	-351	91	0	0	0	0	0	0	-91	0

1/13 53/65

Period : Aug 21

#### This Table is currently showing 0 errors

Table B3 - COVID-19 Analysis

A - Ado	itional Expenditure	1	2	3	4	5	6	7	8	9	10	11	12		
		Anz	May	lun	Jul	Aug	Con	Ont	Nov	Dec	Jan	Eab	Mar	Total VTD	Forecast
		Apr	May	Jun	Jui	Aug	Sep	Oct	Nov	Dec	Jan	Feb	war	Total <u>YTD</u>	year-end position
A1	Enter as positive values	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1_1_	Testing (Additional costs due to C19) enter as positive values - actual/forecast	1													!
2	Provider Pay (Establishment, Temp & Agency)	00	741	0.7	07	E4 [	400	400	400	400	100	400	400	395	4 405
4	Administrative, Clerical & Board Members  Medical & Dental	92		87 0	87 0	54 0	106	106		106		106	106	395	1,135
5	Nursing & Midwifery Registered	102	83	122	99	89	128	128	128	128		128	128	495	1,390
6	Prof Scientific & Technical	102		0	0	09	0	0		0		0	120	495	1,390
7	Additional Clinical Services	30		18	13	20	27	27		27		27	27	98	288
8	Allied Health Professionals	10		6	16	3	7	7		7		7	7	36	85
9	Healthcare Scientists	0		0	0	0	0	0		0		0	,	0	- 55
10	Estates & Ancillary	0		0	0	0	0	0		0		0	0	0	ő
11	Students	0		0	0	0	0	0		0		0	0	0	
12	Sub total Testing Provider Pay	235	-	233	215	166	268	268	-	268	-	268	268	1,024	2.898
13	Primary Care Contractor (excluding drugs)	0		0	0	43	17	17		20		20	20	43	175
14	Primary Care - Drugs	0		0	0	0	0	0		0		0	0	0	- 0
15	Secondary Care - Drugs	0		0	0	0	0	0		0		0	0	0	- 6
16	Provider - Non Pay (Clinical & General Supplies, Rent, Rates, Equipment etc) Exclude PPE - see A7	8	8	132	68	57	75	75	75	75		75	75	273	800
17	Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0		0		0	0	0	0
18	Non Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	Continuing Care and Funded Nursing Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	Other Private & Voluntary Sector	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Joint Financing and Other (includes Local Authority)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	Other (only use with WG agreement & state SoCNE/I line ref)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23		0	0	0	0	0	0	0	0	0	0	0	0	0	0
24		0	0	0	0	0	0	0	0	0	0	0	0	0	0
25		0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Sub total Testing Non Pay	8	8	132	68	100	93	93	93	95	95	95	95	316	975
27	TOTAL TESTING EXPENDITURE	243		364	283	266	360	360	360	363	363	363	363	1,340	3,873
28	PLANNED TESTING EXPENDITURE (In Opening Plan)	243	183	364	283	266	360	360	360	363		363	363	1,340	3,873
29	MOVEMENT FROM OPENING PLANNED TESTING EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A2	Tracing (Additional costs due to C19) enter as positive values - actual/forecast														
30	Provider Pay (Establishment, Temp & Agency)														
31	Administrative, Clerical & Board Members	0		0	0	0	0	0		0		0	0	0	0
32	Medical & Dental	0		0	0	0	0	0		0		0	0	0	0
33	Nursing & Midwifery Registered	0		0	0	0		0		0		0	0	0	0
34	Prof Scientific & Technical	0		0	0	0	0	0		0		0	0	0	0
35	Additional Clinical Services	0		0	0	0		0		0		0	0	0	0
36	Allied Health Professionals	0	0	0	0	0	0	0		0		0	0	0	
37	Healthcare Scientists	Ŭ	0	0	0	ū	0	0		0		0	0	·	- 4
38	Estates & Ancillary	0		0	0	0	0	0		0		0	0	0	
40	Students Out And Transier Provides Prov	0		0	0	0	0			0		0	0		- 0
41	Sub total Tracing Provider Pay Primary Care Contractor (excluding drugs)	0		0	0	0		<b>0</b>		0		0	0	0	
42		0	0	0	0	0	0	0		0		0	0	0	
42	Primary Care - Drugs Secondary Care - Drugs	0		0	0	0	0	0		0		0	0	0	
44	Provider - Non Pay (Clinical & General Supplies, Rent, Rates, Equipment etc) Exclude PPE - see A7	0		0	0	0	0	0		0		0	0	0	<del>-    </del>
45	Healthcare Services Provided by Other NHS Bodies	0		0	0	0	0	0		0		0	0	0	
46	Non Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0		0		0	0	0	
47	Continuing Care and Funded Nursing Care	0	0	0	0	0	0	0		0		0	0	0	
48	Other Private & Voluntary Sector	0		0	0	0	0	0		0		0	0	0	<del></del>
49	Joint Financing and Other (includes Local Authority)	1,016	956	946	998	1,186	1,696	1,696	1,696	1,696		1,696	1,696	5,102	16,974
50.	Other (only use with WG agreement & state SoCNE/I line ref)	0	0	0.0	0	0	0	0		0	0	0	0	0,102	0
517	. , ,	0		0	0	0	0	0		0		0	0	0	
\$2.7	<u>}</u>	0		0	0	0	0	0		0		0	0	Ö	
53	(Q	0	0	0	0	0	0	0		0	0	0	0	0	-
	Sub total Tracing Non Pay	1,016	956	946	998	1,186	1,696	1,696	1,696	1,696		1,696	1,696	5,102	16,974
55	TOTAL TRACING EXPENDITURE	1,016	956	946	998	1,186	1,696	1,696	1,696	1,696	1,696	1,696	1,696	5,102	16,974
56	PLANNED TRACING EXPENDITURE (In Opening Plan)	1,016	956	946	998	1,186	1,696	1,696	1,696	1,696	1,696	1,696	1,696	5,102	16,974
57	MOVEMENT FROM OPENING PLANNED TRACING EXPENDITURE	0		0	0	0	0	0		0		0	0		0
	2.51	<u> </u>										-			



2/13 54/65

A3	Mass COVID-19 Vaccination (Additional costs due to C19) enter as positive values - actual/forecast									-				
58	Provider Pay (Establishment, Temp & Agency)													
59	Administrative, Clerical & Board Members	238	260	273	232	228	451	465	464	465	459	459	459	1,231 4,453
60	Medical & Dental	11	9	10	11	11	0	0	0	0	0	0	0	52 52
61	Nursing & Midwifery Registered	213	340	279	194	206	189	189	189	189	189	189	189	1,232 2,556
62 63	Prof Scientific & Technical Additional Clinical Services	9 242	19 293	7 227	9 225	158	32 332	48 274 1,145 3,472						
64	Allied Health Professionals	0	293	1	3	158	0	0	0	0	0	0	332	5 5
65	Healthcare Scientists	7	2	4	1	1	0	0	0	0	0	0	0	16 16
66	Estates & Ancillary	42	31	26	25	22	47	47	47	47	47	47	47	145 473
67	Students	0	0	0	0	0	0			0				0 0
68	Sub total Mass COVID-19 Vaccination Provider Pay	763	955	827	699	631	1.051	1.065	1,065	1.065	1.060	1.060	1.060	3,874 11,299
69	Primary Care Contractor (excluding drugs)	391	123	69	0	7	0	0	0	0	0	0	0	590 590
70	Primary Care - Drugs	0	0	0	0	0	0	0	0	0	0	0	0	0 0
71	Secondary Care - Drugs	0	0	0	0	0	0	0	0	0	0	0	0	0 0
72	Provider - Non Pay (Clinical & General Supplies, Rent, Rates, Equipment etc) Exclude PPE - see A7	120	177	250	343	645	252	152	133	133	115	81	81	1,536 2,482
73	Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0	0	0	0	0	0	0 0
74	Non Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0	0	0	0	0	0	0 0
75	Continuing Care and Funded Nursing Care	0	0	0	0	0	0	0	0	0	0	0	0	0 0
76	Other Private & Voluntary Sector	306	88	170	163	37	219	219	174	135	135	135	135	765 1,915
77	Joint Financing and Other (includes Local Authority)	0	0	0	0	0	0	0	0	0	0	0	0	0 0
78	Other (only use with WG agreement & state SoCNE/I line ref)	0	0	0	0	0	0	0	0	0	0	0	0	0 0
79 80		0	0	0	0	0	0	0	0	0	0	0	0	0 0
80		0	0	0	0	0	0	0	0	0	0	0	0	0 0
	Sub total Mass COVID-19 Vaccination Non Pay	817	389	490	507	689	471	371	307	267	250	216	216	2,891 4,987
83		1.580	1,344	1.317	1,205	1,319	1,522	1.436	1,371	1,332	1,309	1,275	1,275	6.765 16.286
84	PLANNED MASS COVID-19 VACC EXPENDITURE (In Opening Plan)	1,580	1,344	1,317	1,205	1,319	1,522	1,436	1,371	1,332	1,309	1,275	1,275	6,765 16,286
85	MOVEMENT FROM OPENING PLANNED MASS COVID-19 VACC EXPENDITURE	1,560	1,344		1,203	0	1,322	0	0	0	1,309	1,275	1,275	0 0
A4	Extended Flu Vaccination (Additional costs due to C19) enter as positive values - actual/forecast	<del>  "</del>	- 0	٧	٠,		٠,	٠,	٠,	٠,	٠,	٠,	<u> </u>	<del>"</del> "
86	Provider Pay (Establishment, Temp & Agency)													1
87	Administrative, Clerical & Board Members	0	0	0	0	٥١	0	٥١	0	0	٥١	0	0	
88	Medical & Dental	0	0	0	0	0	0	0	0	0	0	0	0	0 0
89	Nursing & Midwifery Registered	0	0	0	0	0	0	0	0	0	0	0	0	0 0
90	Prof Scientific & Technical	0	0	0	0	0	0	0	0	0	0	0	0	0 0
91	Additional Clinical Services	0	0	0	0	0	0	0	0	0	0	0	0	0 0
92	Allied Health Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0 0
93	Healthcare Scientists	0	0	0	0	0	0	0	0	0	0	0	0	0 0
94	Estates & Ancillary	0	0	0	0	0	0	0	0	0	0	0	0	0 0
95	Students	0	0	0	0	0	0	0	0	0	0	0	0	0 0
96	Sub total Extended Flu Vaccination Provider Pay	0	0	0	0	0	0	0	0	0	0	0	0	0 0
97	Primary Care Contractor (excluding drugs)	0	0	0	0	0	91	583	496	165	98	84	21	0 1,536
98	Primary Care - Drugs	0	0	0	0	0	0	0	0	0	0	0	0	0 0
99	Secondary Care - Drugs	0	0	0	0	0	0	0	0	0	0	0	0	0 0
100	Provider - Non Pay (Clinical & General Supplies, Rent, Rates, Equipment etc) Exclude PPE - see A7	0	0	0	0	0	0	0	0	0	0	0	0	0 0
101 102	Healthcare Services Provided by Other NHS Bodies  Non Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0	0	0	0	0	0	0 0
102	Continuing Care and Funded Nursing Care	0	0	0	0	0	0	0	0	0	0	0	0	0 0
103	Other Private & Voluntary Sector	0	0	0	0	0	0	0	0	0	0	0	0	0 0
105	Joint Financing and Other (includes Local Authority)	0	0	0	0	0	0	0	0	0	0	0	0	0 0
106	Other (only use with WG agreement & state SoCNE/I line ref)	0	0	0	0	0	0	0	0	0	0	0	0	0 0
107	, ,	0	0	0	0	0	0	0	0	0	ől	0	0	0 0
108		0	0	0	0	0	0	0	0	0	0	0	ő	0 0
109		0	0	0	0	0	0	0	0	0	0	0	0	0 0
	Sub total Extended Flu Vaccination Non Pay	0	0	0	0	0	91	583	496	165	98	84	21	0 1,536
	TOTAL EXTENDED FLU VACC EXPENDITURE	0	0	0	0	0	91	583	496	165	98	84	21	0 1,536
	PLANNED EXTENDED FLU VACC EXPENDITURE (In Opening Plan)	0	0	0	0	0	91	583	496	165	98	84	21	0 1,536
	MOVEMENT FROM OPENING PLANNED EXTENDED FLU VACC EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0	0	0 0
A5	Field Hospital / Surge (Additional costs due to C19) enter as positive value - actual/forecast													
114	Provider Pay (Establishment, Temp & Agency)												l l	
115	Administrative, Clerical & Board Members	0	11	3	7	5	5	5	5	5	5	5	5	26 61
116	Medical & Dental	0	0	39	34	44	44	44	44	44	44	44	44	117 421
117	Nursing & Midwifery Registered	0	245	141	128	111	111	111	111	111	111	111	111	626 1,404
118	Prof Scientific & Technical	0	0	0	0	0	0	0	0	0	0	0	0	0 0
119	Additional Clinical Services	0	219	117	94	88	84	84	84	84	84	84	84	519 1,108
	Allied Health Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0 0
	Healthcare Scientists	0	37	80		0	0 44	35		0 45	35		43	185 456
122	Estates & Ancillary Students	0	0	0	35 0	35 0	0	0	35 0	45 0	35	35 0	43	185 456
123	Subtotal Field Hospital / Surge Provider Pay	0	511	381	298	282	288	278	278	289	279	278	287	1,472 3,450
124	Primary Care Contractor (excluding drugs)	0	<b>511</b>	381 0	0	282	0	0	0	0	2/9	0	28/	1,4/2 3,450
126	Primary Care - Drugs	0	0	0	0	0	0	0	0	0	0	0	0	0 0
127	Secondary Care - Drugs	0	13	5	5	6	5	5	5	5	5	5	5	30 68
128	Provider - Non Pay (Clinical & General Supplies, Rent, Rates, Equipment etc) Exclude PPE - see A7	0	131	35	44	47	58	61	62	65	65	41	41	258 651
129	Provider - Non Pay (Decommissioning Costs)	0	0	0	0	0	0	0	0	0	0	0	0	0 0
130	Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0	0	0	0	0	0	0 0
131	Non Healthcare Services Provided by Other NHS Bodies	0	0	0	0	0	0	0	0	0	0	0	0	0 0
132	Continuing Care and Funded Nursing Care	0	0	0	0	0	0	0	0	0	0	0	0	0 0

3/13 55/65

	Other Private & Voluntary Sector	0		0	0	0	0	0	0	0	0	0	0	0	0	0
134	Joint Financing and Other (includes Local Authority)	0	)	0	0	0	0	0	0	0	0		0	0	0	0
135	Joint Financing and Other - (Compensation for Consequential Losses)	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
136	Other (only use with WG agreement & state SoCNE/I line ref)	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
137		0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
138		0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
139		0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
140	Sub total Field Hospital / Surge Non Pay	0	)	144	41	50	53	64	67	67	70	71	46	47	288	719
141	TOTAL FIELD HOSPITAL / SURGE EXPENDITURE	0	)	656	421	348	335	351	345	345	359	350	325	334	1,760	4,170
142	PLANNED FIELD HOSPITAL / SURGE EXPENDITURE (In Opening Plan)	0	)	656	421	348	335	351	345	345	359	350	325	334	1,760	4,170
143	MOVEMENT FROM OPENING PLANNED FIELD HOSPITAL / SURGE EXPENDITURE	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
A6	Cleaning Standards (Additional costs due to C19) enter as positive value - actual/forecast								•	•					·	
144	Provider Pay (Establishment, Temp & Agency)	1													i	i i
145	Administrative, Clerical & Board Members	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
146	Medical & Dental	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
147	Nursing & Midwifery Registered	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
148	Prof Scientific & Technical	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
149	Additional Clinical Services	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
150	Allied Health Professionals	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
151	Healthcare Scientists	0	)	0	0	0	0		0	0	0		0		0	0
152	Estates & Ancillary	155	5	(48)	83	51	60	372	372	372	372	372	372	372	301	2,905
153	Students	0	)	0	0	0	0	0	0	0	0		0	0	0	0
154	Sub total Cleaning Standards Provider Pay	155	5	(48)	83	51	60	372	372	372	372	372	372	372	301	2,905
155	Primary Care Contractor (excluding drugs)	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
156	Primary Care - Drugs	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
157	Secondary Care - Drugs	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
158	Provider - Non Pay (Clinical & General Supplies, Rent, Rates, Equipment etc) Exclude PPE - see A7	0	)	0	0	0	1	0	0	0	0	0	0	0	1	1
159	Healthcare Services Provided by Other NHS Bodies	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
160	Non Healthcare Services Provided by Other NHS Bodies	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
161	Continuing Care and Funded Nursing Care	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
162	Other Private & Voluntary Sector	0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
163	Joint Financing and Other (includes Local Authority)	0		0	0	0	0	0	0	0	0	0	0		0	0
164	Other (only use with WG agreement & state SoCNE/I line ref)	0	)	0	0	0	0	0	0	0	0		0		0	0
165		0	)	0	0	0	0	0	0	0	0	0	0	0	0	0
166		0		0	0	0	0	0	0	0	0	0	0	0	0	0
167		0	)	0	0	0	0	0	0	0	0		0	•	0	0
168	Sub total Cleaning Standards Non Pay	0	_	0	0	0		0	0	0	0		0	•		1
169	TOTAL CLEANING STANDARDS EXPENDITURE	155	5	(48)	83	51	61	372	372	372	372		372	372		2,907
170	PLANNED CLEANING STANDARDS EXPENDITURE (In Opening Plan)	155	5	(48)	83	51	61	372	372	372	372	372	372	372	302	2,907
171	MOVEMENT FROM OPENING PLANNED CLEANING STANDARDS EXPENDITURE	0		0	0	0	0	0	0	0	0	0	0	0	0	



4/13 56/65

A7	Other (Additional costs due to C19) enter as positive value - actual/forecast												1		$\overline{}$
	Provider Pay (Establishment, Temp & Agency)												i		i
173	Administrative, Clerical & Board Members	137	160	175	121	176	163	148	148	148	148	148	148	770	1,820
174	Medical & Dental	790	831	726	766	604	1.315	1.379	1.401	1.390	1.375	1.380	1.381	3.718	13,338
175	Nursing & Midwifery Registered	1,183	607	701	636	753	1,093	1,008	1,009	1,012	1,002	1,005	1,005	3,880	11,014
176	Prof Scientific & Technical	52	53	46	114	79	273	273	278	283	283	283	284	345	2,303
177	Additional Clinical Services	524	423	460	394	571	453	429	440	448	448	448	450	2.372	5.486
178	Allied Health Professionals	222	31	79	74	75	190	304	301	313	316	313	313	480	2,530
179	Healthcare Scientists	1	1	1	62	5	15	15	15	15	15	15	15	70	177
180	Estates & Ancillary	205	80	(13)	82	86	100	85	86	101	86	86	99	439	1,084
181	Students	0	00	(13)	02	00	0	0	00	0	0	00	0	0	1,004
182	Other (only use with WG Agreement & state SoCNE/I line ref)	0	13	40	0	0	0	0	0	0	0	0	0	53	53
183	Oliny dee with 17 green and death deether, mile to,	0	0	0	0	0	0	0	0	0	0	0	0	0	- 0
184		0	0	0	0	0	0	0	0	0	0	0	0	0	- 0
185		0	0	0	0	0	0	0	0	0	0	0	0	0	
186	Sub total Other C-19 Provider Pay	3,113	2,198	2,215	2,250	2,350	3,603	3,641	3,678	3,710	3,673	3,679	3,695	12,127	37,806
187	Primary Care Contractor (excluding drugs)	315	233	(491)	13	22	20	20	20	30	20	20	20	92	239
188	Primary Care Contractor (excluding drugs) - Costs as a result of lost GDS Income	0	0	773	211	214	190	179	168	157	146	146	146	1,199	2,330
189	Primary Care - Drugs	337	289	165	38	76	76	76	76	76	76	76	76	905	1.436
190	Secondary Care - Drugs	57	45	43	61	152	72	72	72	72	72	72	71	359	862
191	Provider - Non Pay (Clinical & General Supplies, Rent, Rates, Equipment etc) Exclude PPE - see separate line	481	427	890	978	386	801	805	792	792	772	755	777	3,162	8,654
192	Provider - Non Pay - PPE	379	373	721	416	636	565	565	565	565	565	565	565	2,525	6,478
193	Healthcare Services Provided by Other NHS Bodies	111	56	9	64	(52)	47	47	47	47	47	47	47	188	517
194	Healthcare Services Provided by Other NHS Bodies - Additional Costs due to Block Contracts - Wales NHS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
195	Healthcare Services Provided by Other NHS Bodies - Additional Costs due to Block Contracts - England NHS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
196	Non Healthcare Services Provided by Other NHS Bodies	0	0	0	0	27	0	0	0	0	0	0	0	27	27
197	Continuing Care and Funded Nursing Care	249	249	249	262	255	255	220	186	151	117	82	48	1,263	2,323
198	Other Private & Voluntary Sector	569	655	782	915	952	980	540	540	540	540	275	275	3,874	7,561
199	Other Private & Voluntary Sector - Private Hospital Providers	200	183	67	86	72	398	398	398	398	398	398	400	608	3,398
200	Joint Financing and Other (includes Local Authority)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
201	Other (only use with WG Agreement & state SoCNE/I line ref)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
202	Loss of Private Patient Income	19	19	(38)	0	0	0	0	0	0	0	0	0	0	0
203		0	(12)	12	0	0	0	0	0	0	0	0	0	0	0
204		0	29	(29)	0	0	0	0	0	0	0	0	0	0	0
205	WHSCC All Wales Covid-19 pressure - Socne Line 13	0	0	0	0	147	14	14	14	14	14	14	13	147	244
	Sub total Other C-19 Non Pay	2,718	2,545	3,153	3,045	2,887	3,416	2,935	2,876	2,841	2,766	2,450	2,438	14,348	34,070
207	TOTAL OTHER C-19 EXPENDITURE	5,831	4,743	5,368	5,295	5,237	7,019	6,576	6,555	6,551	6,439	6,129	6,133	26,475	71,877
208	PLANNED OTHER C-19 EXPENDITURE (In Opening Plan)	5,831	4,743	5,368	5,295	5,237	7,019	6,576	6,555	6,551	6,439	6,129	6,133	26,475	71,877
209	MOVEMENT FROM OPENING PLANNED OTHER C-19 EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
210	TOTAL ADDITIONAL EXPENDITURE DUE TO COVID	8,825	7,835	8,499	8,180	8,405	11,411	11,368	11,196	10,838	10,628	10,244	10,194	41,744	117,622
211	PLANNED ADDITIONAL EXPENDITURE DUE TO COVID (In Opening Plan)	8,825	7,835	8,499	8,180	8,405	11,411	11,368	11,196	10,838	10,628	10,244	10,194	41,744	117,622
212	MOVEMENT FROM OPENING PLANNED ADDITIONAL COVID EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0	0	0	0



5/13 57/65

B - In Year Non Delivery of Savings / Net Income Generation Schemes Due To C19	1	2	3	4	5	6	7	8	9	10	11	12		
, ,	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end
Enter as Positive values	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	position £'000
213 Non Delivery of Savings (due to C19) - Actual/Forecast	2 000	2,000	2 000	2.000	2 000	2 000	2 000	2 000	2,000	2 000	2 000	2 000	2 000	2 000
214 Non Delivery of Finalised (M1) Savings	0	0	0	0	0	0	0	0	0	0	0	0	0	0
215 Non finalisation of Planning Assumptions (savings) at M1	0	0	0	0	0	0		0		0	0	0	0	
216 Non Delivery of Finalised (M1) Net Income Generation Schemes - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0
217 TOTAL NON DELIVERY OF SAVINGS/NET INCOME GENERATION DUE TO COVID	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C - In Year Operational Expenditure Cost Reduction Due To C19	•		•	•	•					•				
	1	2	3	4	5	6	7	8	9	10	11	12		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
Enter as Negative values	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
218 Expenditure Reductions (due to C19) - Actual/Forecast	I													
219 Reduction of non pay costs due to reduced elective activity	(234)	(284)	(234)	(611)	(149)	(121)	(111)	(111)	(211)	(101)	(101)	(101)	(1,512)	(2,369)
220 Reduction of outsourcing costs due to reduced planned activity	0	0	(481)	481	0	0		0	0	0	0	0	0	0
221 WHSSC C-19 Slippage (as advised by WHSSC)	(31)	(29)	(37)	111	(88)	0 (199)		0		0	0	0	(74)	(74)
222 Other (please specify): Bed closures due to social distancing	(134)	(144)	(100)	(198)	(227)	(100)		(100)	(100)	(100)	(100)	(100)	(803)	(1,553)
223 Cross-border Non-Contracted Activity (NCA) 224	(262)	(59)	(118)	(198)	(148)	(142)		(105)	(106)	(54)	(54)	(54)	(784)	(1,404)
225	0	0	0	0	0	0		0	0	0	0	0	0	0
226	0	0	0	0	0	0		0	0	0	0	0	0	
227	0	0	0	0	0	0			0	0	0	0	0	
228 TOTAL EXPENDITURE REDUCTION	(661)	(516)	(970)	(415)	(612)	(363)		(316)	(417)	(255)	(255)	(255)	(3,173)	(5,400)
D - In Year Slippage on Planned Investments/Repurposing of Developmental Initiatives due to C19	1	2	3	4	5	6	7	8	9	10	11	12		Forecast
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	year-end position
Enter as Negative values	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
229 Slippage on Planned Investments/Repurposing of Developmental Initiatives (due to C19) - Actual/Forecast			-1								-1			
230	0	0	0	0	0	0				0	0	0	0	0
232	0	0	0	0	0	0		0		0	0	0	0	0
233	0	0	0	0	0	0				0	0	0	0	
234	0	0	0	0	0	0		0		0	0	0	0	
235	0	0	0	0	0	0	0	0	0	0	0	0	0	0
236	0	0	0	0	0	0	0	0	0	0	0	0	0	0
237	0	0	0	0	0	0		0	0	0	0	0	0	
238	0	0	0	0	0	0		0		0	0	0	0	0
	1 01		0	0	0	0		0	0	0	01	0	0	0
239 TOTAL RELEASE/REPURPOSING OF PLANNED INVESTMENTS/DEVELOPMENT INITIATIVES	•	0										•		
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19	8,164	7,319	7,530	7,765	7,793	11,049	11,002	10,880	10,421	10,373	9,989	9,939	38,571	112,222
	8,164	7,319	7,530	7,765	· · · · ·						-,,	9,939	38,571	112,222
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19	•	•			7,793 5	11,049	7	10,880	10,421	10,373 10	9,989	•	38,571	
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19	8,164	7,319	7,530	7,765	· · · · ·						-,,	9,939	38,571 Total YTD	Forecast year-end position
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19	8,164	7,319	7,530	7,765	5	6	7	8	9	10	11	9,939	•	Forecast year-end
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19 E - Additional Welsh Government Funding for C19	8,164 1 Apr	7,319 2 May	7,530 3 Jun	7,765 4 Jul	5 Aug	6 Sep	7 Oct	8 Nov	9 Dec	10 Jan	11 Feb	9,939 12 Mar	Total YTD	Forecast year-end position £'000
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19  E - Additional Welsh Government Funding for C19  Enter as Positive values  241 PLANNED WG FUNDING FOR COVID-19	8,164  1  Apr £'000  8,825	7,319  2  May £'000 11,387	7,530  3  Jun £'000  10,276	7,765  4  Jul  £'000  9,956  1	5 Aug £'000 13,030	6 Sep £'000 12,502	7 Oct £'000 12,880	8 Nov £'000 12,743	9 Dec £'000 12,409	10 Jan £'000 12,270	11 Feb £'000 11,920	9,939 12 Mar £'000 11,901	Total YTD £'000 53,474	Forecast year-end position £'000 140,100
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19  E - Additional Welsh Government Funding for C19  Enter as Positive values  241 PLANNED WG FUNDING FOR COVID-19  242 MOVEMENTS FROM OPENING PLANNED WG FUNDING FOR COVID-19	8,164  1  Apr £'000  8,825  1	7,319  2  May £'000  11,387  1	7,530  3  Jun £'000 10,276 1	7,765  4  Jul  £'000  9,956  1 0	5 Aug £'000 13,030 1 (2,850)	6 Sep £'000 12,502 1 685	7 Oct £'000 12,880 1	8 Nov £'000 12,743 1 229	9 Dec £'000 12,409 1 205	10 Jan £'000 12,270 1	11 Feb £'000 11,920 1 100	9,939 12 Mar £'000 11,901 1 69	Total YTD £'000 53,474 (2,850)	Forecast year-end position £'000 140,100
240 ACTUAL / FORECAST - EXPENDITURE IMPACT DUE TO COVID-19  E - Additional Welsh Government Funding for C19  Enter as Positive values  241 PLANNED WG FUNDING FOR COVID-19	8,164  1  Apr £'000  8,825	7,319  2  May £'000 11,387	7,530  3  Jun £'000  10,276	7,765  4  Jul  £'000  9,956  1	5 Aug £'000 13,030	6 Sep £'000 12,502	7 Oct £'000 12,880	8 Nov £'000 12,743	9 Dec £'000 12,409	10 Jan £'000 12,270	11 Feb £'000 11,920	9,939 12 Mar £'000 11,901	Total YTD £'000 53,474	Forecast year-end position £'000 140,100



58/65

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

This Table is currently showing 0 errors

																Full	YTD as %age of					Full-Year
			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	FY	Assess	sment	Full In-Ye	ear forecast	Effect of Recurring
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		iorecasi	YTD variance as %age of YTD	Green	Amber	non recurring	recurring	Savings
_			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000
1	CHC and Funded	Budget/Plan	8	8	21	21	21	21	21	21	21	21	21	21	80	227		227	0			
2	Nursing Care	Actual/F'cast	8	8	21	21	21	21	21	21	21	21	21	21	80	227	35.14%	227	0	127	100	100
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0			
4		Budget/Plan	0	0	80	0	0	0	0	0	0	0	0	0	80	80		80	0			
5	Commissioned Services	Actual/F'cast	0	0	80	0	0	0	0	0	0	0	0	0	80	80	100.00%	80	0	80	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0			
7	Medicines Management	Budget/Plan	14	16	17	19	19	19	34	34	34	34	34	34	86	310		310	0			
8	(Primary & Secondary	Actual/F'cast	14	16	17	36	26	26	41	41	41	41	41	44	110	385	28.53%	385	0	40	345	345
9	Care)	Variance	0	0	0	17	7	7	7	7	7	7	7	9	24	75	28.00%	75	0			
10		Budget/Plan	313	342	1,372	1,307	842	879	843	832	839	839	742	739	4,176	9,888		9,855	33			
11	Non Pay	Actual/F'cast	313	342	1,417	1,398	1,275	1,029	992	981	989	989	892	889	4,745	11,506	41.24%	11,473	33	5,745	5,761	5,814
12		Variance	0	0	45	91	433	150	150	150	150	150	150	150	569	1,618	13.63%	1,618	0			
13		Budget/Plan	155	179	243	205	148	137	128	128	128	127	127	127	930	1,833		1,833	0			
14	Pay	Actual/F'cast	155	179	243	242	197	180	174	174	174	172	172	173	1,016	2,234	45.48%	2,234	0	1,607	627	630
15		Variance	0	0	0	37	49	43	45	45	45	45	45	46	86	401	9.21%	401	0			
16		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17	Primary Care	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19		Budget/Plan	491	545	1,734	1,553	1,030	1,056	1,026	1,015	1,022	1,021	924	921	5,352	12,338		12,306	33			
20	Total	Actual/F'cast	491	545	1,779	1,698	1,519	1,256	1,228	1,217	1,224	1,223	1,126	1,126	6,031	14,432	41.79%	14,399	33	7,599	6,833	6,889
21		Variance	0	0	45	145	489	199	202	202	202	202	202	205	679	2,094	12.68%	2,094	0			
	-					0.040/	47.400/	40.000/	40.700/	40.040/	40.770/	40.700/	04.070/	00.050/	40.000/							
	22	2 Variance in month In month achievement against	0.00%	0.00%	2.60%	9.34%	47.46%	18.86%	19.70%	19.91%	19.77%	19.79%	21.87%	22.25%	12.68%							
	2:	FY forecast	3.40%	3.78%	12.33%	11.76%	10.52%	8.70%	8.51%	8.43%	8.48%	8.48%	7.80%	7.80%								

Period: Aug 21

/13 59/65

Cardiff & Vale ULHB Period: Aug 21

Table C1- Savings Schemes Pay Analysis

			4	2	3	4	5	6	7	8	9	10	11	12			YTD as %age of FY	Asses	4	Full le V	ear forecast	
	N	1onth	-1		3	4	5	ь	/	8	9	10	- 11	12	Total YTD	Full-year	YTD variance as	Asses	sment	Full In-Y	ear forecast	Full-Year Effect of
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		forecast	%age of YTD Budget/Plan	Green	Amber	non recurring	recurring	Recurring Savings
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000
1	Budget/Plan		107	113	125	63	58	58	58	58	58	58	58	58	466	870		870	0			
Changes in Staf 2 Establishment	Actual/F'cast		107	113	125	67	60	60	60	60	60	60	60	60	471	887	53.05%	887	0	662	226	229
3	Variance		0	0	0	3	2	2	2	2	2	2	2	2	5	17	1.09%	17	0			
4	Budget/Plan		29	44	67	100	48	37	35	35	35	35	35	35	287	534		534	0			
5 Variable Pay	Actual/F'cast		29	44	67	124	51	68	69	69	69	68	68	68	314	792	39.65%	792	0	569	223	223
6	Variance		0	0	0	24	3	30	33	33	33	33	33	34	27	258	9.45%	258	0			
7	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	5.75	0	0			
g Locum	Actual/F'cast		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
	Variance		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	Ů	, i	
10	Budget/Plan	_	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
Agency / Locum	paid at a Actual/F'cast		0	0	0	0	0	0	0	0	0	0	0	- 0	0	0		0	0	_		
11 premium			0	0	0	0	0	0	0	0	0	0		0	0	0		0	0	U	0	0
12	Variance	_	0	0	0	- 0	0	0	0	- 0	0	- 0	0	0	0	0		0	0			
13	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
14 Changes in Ban	7 totaliji Gaot		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
15	Variance	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			$\vdash$
16	Budget/Plan		19	23	52	42	42	42	35	35	35	34	34	34	178	428		428	0			
17 Other (Please S	pecify) Actual/F'cast		19	23	52	52	86	53	45	45	45	45	45	45	231	555	41.69%	555	0	377	178	178
18	Variance		0	0	0	10	44	10	10	10	10	10	10	10	54	127	30.10%	127	0			
19	Budget/Plan		155	179	243	205	148	137	128	128	128	127	127	127	930	1,833		1,833	0			
20 Total	Actual/F'cast		155	179	243	242	197	180	174	174	174	172	172	173	1,016	2,234	45.48%	2,234	0	1,607	627	630
21	Variance		0	0	0	37	49	43	45	45	45	45	45	46	86	401	9.21%	401	0			

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

			1	2	3	4	5	6	7	8	9	10	11	12		Full-vear	YTD as %age of FY	Asses	ssment	Full In-Ye	ear forecast	Full-Year
	Мо	nth	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total <u>YTD</u>	forecast	YTD variance as %age of YTD Budget/Plan	Green	Amber	non recurring	recurring	Effect of Recurring Savings
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000
1 Reduced usage of	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
			0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
3 premium	Variance	_	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
Non Medical 'off contract	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
to 'on contract'	Actual/F cast		0	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			l
Medical - Impact of	Budget/Plan	_	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
Agency pay rate caps	Actual/F'cast	_	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9 3 31 3 1	Variance	_	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			l
10	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			l
Other (Please Specify)	Actual/F'cast		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
12).	Variance		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
13 %.	Budget/Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
14 Total	Actual/F'cast		0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
15 20	Variance		0	0	0	0	0	0	] 0	0	0	0	0	0	0	0		0	0			l

/13

Cardiff & Valle ULHR														Aug 21																	5														
Table CI - Tracker	, n	his Table is currently showing 0 er	ions			_				1					7	г				Cash	Cash		_		1																				
E000	Apr	May 841	Jan 1,734	1,883	Aug Zep 1,030 1,036	1,000	6 1,018	Dec 1,022	Jan. Pels 1,021 804	Mar TularYTD 8,38	Pullyearformed 10,008	Non Recurring 6,865		PTE Pullyes Qualitated Effect 203 5,8			Summary of Pon Remed Care	Ander	NAME (ERRORY) - Green	Entering Saving (Pay)	Cash : Releasing Saving No. 1, 127   127   127   128   129	Cost Savin	gs Incom Consent	Maccountance Don y Claims																					
Savings (Cain) (Cain) (Savings) (Cain) (Savings) (Saving	0	3	0 47	4 162 161	2 2 487 188 487 188	20	2 2 0 200 0 200	2 20 20 20	2 3 200 200 200 200 0 0 1,222 1,123	20 EF	2,077 2,077 2,077	728 728 728	0,484 0,484 0 1,338 1,338 (2)	333 A.B. A.B. A.B. A.B. A.B. A.B. A.B. A	5) 13	ı	Primary and Com Bertal Pleath Cinical Support	munity Care (Basil P	moting	40 173 284	128 292 529	0 0	172 467 994	0 0 0 0 34 0																					
Action Valence Total Fire Total Administration Total Administration	0 691	141 141	(7) 1,790 1,779	1,690	0 0 1,817 1,264 1,819 1,266	1,22	0 0 7 1,218 8 1,217	1,221 1,224	0 0 1,222 1,121 1,223 1,128	3 (1 1,122 8,52 1,128 8,52	(0) 14,418 14,632	7,882 7,889	(2) 6,633 6,633	0 387 7,1 87 6,8	0 90 89	-	Non Clinical Bugg Commissioning Scross Bervice & DRC	not Facilities Talab	es/Coporate)	241 0 248	3,382 0 2,802	0 3, 0 3	9 1 292 1	0 0 67 0 30 0																					
Shorth 1 - Prince Shorth 1 - Ashair Pureland Variance	13 13 0	20 20 20 20 20 20 20 20 20 20 20 20 20 2	34 34 0	30 44 8	1,019 1,256 2 2 35 35 46 37 9 2	3	4 34 6 36 2 2	34 34 2	34 36 36 36 2 3	36 16 38 16 2 1	288 1 478 1 30	222 231 33	166 166 166	0 3	H .	ŀ	Freezolding Bedistres Manag Total	emant (Bacondary C	iano)	2,384	266 1,062 12,148	15 0 5, 190 14	393 062 632 6	0 0																					
Nel Insure Desertion In Year - Adjust Personal Varience Talist Pier	0				4 4 0 0			6 6 0	34 34 34 34 35 36 36 36 36 36 36 36 36 36 36 36 36 36	4 1 4 1	7 56 7 56 6 60	0 0 220	56 56 0 222	11 11 0	07 01																														
Valence Total Flore Total Flore Total Flore Total Valence  Association Jin Year - Flore Y Gains Valence Valence	13 0 0	2	0	0) 0 0	8 Q 9 2 0 0		1 41 2 2 0 0	41 2 0	0 0 2 2 0 0	41 16 2 1	2 472 1 30 1 6	281 30 0	222 0 0	11 2 0 0	0 0																														
y Gares Varience  Stock 1 - Plan  Stock 1 - Adult/Serviced	0 804 804	37 377 377	1,765	1,887	0 0 1000 1,001 1,073 1,000	1,06	0 0 0 1,009 4 1,002	1,016	0 0 1000 900 1009 963	9 103 1,49 199 1,52	13,724 13,772	7.066 7.111	3,660 3,660	283 4,5 32 3,7	3 13 12																														
y Cales  Valence Block 1.1 File. Block 1.1 Advantagement Valence In Valence I	0 804 804 0 0 0 0 0 0 804 804		82 81	13 148 147	13 3 493 201 493 201	20	3 3 6 208 6 208	3 206 206	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 2 206 85 208 89	2,133	27 738 738	1,384 1,384 1,394 (2) 7,665	(901) (90 96 1,4 36 1,6	1) 10																														
Total Files Total Autobil Forecast Total Violance	504 504 0	an an	1,600	1,738 1,747 12	1,658 1,266 1,668 1,266 10 3	1,26	1,255 0 1,258 1 2	1,362	1381 1,160 1388 1,160 3	1,162 6,16 1,167 6,31	10,000 14,904 1 47	7,803 7,890 67	7,000 7,000 (2)	368 7,6 68 7,5 (321) (35	12																														
	Savings Subsess		Recurrent/	Current Pla	n PYE Current	Personal PT	Rick of Under Delivery	Scheme Identified	Date	Scheme			Mark Category		1	П				Т	П			_	П			Т	П			Т	Т	YTD Assess	Arrest		Mer Jun	$\top$	den .	a	na Nov	Des .	an I		Total eventure
Organization Division Business Unit	Number (i.e. D&1 onesiribi)	Scheme / Opportunity Title	Recurrent	Annual Sur Plan (1000 C	rene Personal rene Personal re	Schemes ently £300	Schemes antly)	or in Year (AS enty in Year)	Enhance Expended 1 (1) (1) (1) (1) (1) (1) (1) (1) (1) (	MAC rating Service Area (no.) 12 & Ado)	Subama Typa	Definition	47	tor Plan May Pla £'000 £'000	e Jun Plan 1'000		_	Sap Plan Out		Dec Plan £'000		ran Kar F		Tan Apr Austrus E'000	COOD A		CANTE Aug Aut				_	Par Park Aug Por	E'000				May Jun Variance Variance 1900 1900	_	Variance E 200	_	Dat Now Variance COOD	Vertence V	Jan Pe Variance E300 C C C C C C C C C C C C C C C C C C	once Variance	madi COOD
Carolf & Volv Esides and P. Properly Carolf & Volv Esides and P. Properly	CRPSS	Rates - LINS.	×	261 :	981 981 961 961	261		Month 1 Month 1	01-3621 01-3621 01-3621 01-3621	Green PastTenStatemCorporate  Green (FastTenStatemCorporate)  Non Climat Support  Non Climat Support	Extates Extates	Zarina Carch Releasing Zaring Carch Releasing	Non-Pay Non-Pay Non-Pay			221 86	24	26	10 50 24 24	26	24		551 241				220 88 86 26	26	24	26	24 24			120	261		0 0	+:	9		9 0				
Condiff & World States and R. Prispelly Condiff & World States and N. Prispelly Condiff & World States and R. Prispelly Condiff & Worldow and R. Prispelly Condiff & Worldow and Discoulant and East Co.	CEPTS	Rates - Early Rates - Various	NR R	158	198	30		Mode 1 Mode 1	01-34-21 01-34-21 21-04-21 01-04-21	(Facilities Statem Corporate)  Creen (Facilities Statem Corporate)  Kind Medicines Statem Corporate)	Entates ry Madaines	Saving Cash Retrains	Non-Pay Non-Pay			158	0						100				158	-				+	<b>.</b>	158	158			-	9			-			-
Carolf & Vondorer and Yoursaler and Face S	COPPERATO	Increased Shared Care arrangements	× ×	10	10 10	10		Mode 1	11 Oa 21   01 Oa 21 21 Oa 21   01 Oa 21	Red Sections Management (Seconda Case)  Red Planned Care	ry Shillians Management Other	Sector  Cash Releasing Sector  Cash Releasing Sector	Non-Pay Pay : Other (Please				=	_	, ,	-	,	, ,	10			_			-	,	; ;	,	,	·	-	-		+				-		-	-
Candif & Valedon and Washape and Fast C Candif & Washinson and Washape and Fast C Candif & Washinson and Washape and Fast C Candif & Valedon and Washape and Fast C	C1979-0305 Feb. C1979-0307 C1979-03084 C1979-03084	Apprentises and 'grow your own staffing' s. Decime generation, income microwy Agin Walting Agin Walting			36 56 19 129				18-30-31 18-30-31 31-80-31 51-80-31 31-80-31 51-80-31 31-80-21 51-80-31		Other Other Other	Section Control of Control Personnel Control Per	Sanchi Non-Pay Non-Pay	1 1	3		ļ	1	1 1				- 1 - 1	-	3	3	1 1				1 1		1	1	à			曲					##		
Carolff & Volephres and Workingto and Face C	comean	Webline Flaving	NR R	129	109	10	+	Month 1 I	11 Apr 21	Creen Manned Care  Ned Manned Care	Other Other	Saving Saving Cash Releasing Savins	Changes in Staffing Flay Changes in	0 0		+	-	-	-	+		_	129			a	-	+	$\vdash$	-	_	-		129	129	-		+-	-			+-+	-	-	+-
Could A Valentine and Workspie and Fair C Could A Valentine and Workspie and Fair C Could A Valentine and Workspie and Fair C Could A Valentine and Workspie and Fair C	C1999-0211	Datific and Admin efficiencies  Datific  proportionly displays Errord and Pro-	×	-	13 13			Month 1	01-34-21 01-34-21	Green Planned Care	Oliver Oliver	Saving  Cash Melausing Cash Melausing Cash Melausing Cash Melausing Saving  Cash Melausing Saving  Cash Melausing Saving  Cash Melausing Saving  Cash Melausing	Darlos Charges in 2007su		٠.	1	,		2 2	1	1	1 1	30 33	1.			, ,	1.	1	2	1 1	1	1	3	10	1		1:					#		$\Box$
Carolf & Volumer and Womaph and Fair C Carolf & Volumer and Womaph and Fair C Carolf & Volumer and Womaph and Fair C Carolf & Volumer and Womaphi for Its	OFFICE 21	ng apportunity dippaga Erough redditudio Al Purchase Earlings	NA NA	1 100				March 1	11Apr31	Green Planned Care  Creen Planned Care  Streen Planned Care	Ober	Cash Retracing Cash Retracing Saving Cash Retracing	Pay Other (Please Specific)							L		L	-	Ţ,	,						I							1					丁		
	U-PWOST	Zeasonal equality/ments	*		30 30				11 Apr 21 01 July 21	See Married Care  Red Married Care	Imprised management of non- pay, including both traditional	Cash Releasing Saving	Non-Pay Non-Pay			ТΠ	"	"	-	1	T"T		100	1	ΙТ	T	. "	1	ГП	"		1	51		100	· T		1	TТ	• 🗔		T	- [		$\Box$
Carolf & Valence and Workepital for the	OPWIII No	summeri - molese line volume, high salue li		12	13 13	12		Month 1	11 Apr 21	Green Manual Care	Client and	Cash Releasing Saving	Management (Primary & Secondary	$\top$		,	-	1	3 3	1	,	3 3	30		$\vdash$	$\top$	3 3	1	3	3	3 3	1,	,	-	30	•		+	1			1	+	-	+
Carolf & Volumes and Washington for Illa	OPWSS	Posaconacide of gallets	*	24	м ж	38	+	Month 1	11 Apr 21 01 Sep 21	Red Planned Care	Other	Cash-Removing Saving	Secondary Care! Medicres Management (Primary &	-	1	-	1	-		+-		-	U	-	1		-	٠.		1	,   ,	+	-	-	13	•		+-	-	•		+	+	-	+-
Carolf & Volume and Womanglet for the Carolf & Volumes and Womanglet for the	OPRESS?	Medi Management  NR sacancy savings (Admin)	NR		20				21 Apr 21			Cash Meleoling Saving	Secondary Carel Pay : Other (Please			١.	,			+	-:-		20	٠.	,		, ,	1	-			+:						+:				+	+	+ +	++
Carolf & Valeddren and Washington for the	O#W012	Microsop savings (Trecapine)	NR	20	20	_		March 1	21 Apr 21 61 Apr 21		Other	Cash Retrieving Saving	Pay : Other (Please Specify)	2 2	2	2	2	2	2 2	2	2	2 2	20	2	2	2	, ,	,	,	2	2 2	2	2	i	20										
Carolff & Volgaline and Waspapille for Illia	O#W013	Bull purchase Dateley Purgs	NK		30			March 1	21 Apr 21 01 Apr 21	Creen Manuel Care	management of non- pay, including both Valificant procurement and	Cash Releasing Saving	Non-Pay	, ,	,	,	,	,	, ,	,	,	, ,	30	,	,	,	, ,	,	,	,	, ,	,	,		20										
Careff & Valence and Washington for the	Descri	Workforce apportunities	NK.		30 30	30		March 1	21 Apr 21	Red Manuel Care  Creen Manuel Care	Other Other	Saving Saving Cash Releasing	Changes in Station Pay 1 Other (Please		+	-	-	-		+-			- 20					-	-			-		,		-		+-				+-+	+	+-	+-
Carolf & Volation and Womeplat for Illa Carolf & Volation and Womeplat for Illa C Carolf & Volation and Womeplat for Illa C		AL purchase serings E out of digital dictation on time and common	×		, ,	7		Mode 1	21 Apr 21		Other Common Com	Cash Melausing Saving Saving Saving Cash Releasing Saving Cash Releasing Cash Releasing Saving	Specify) Pay: Changes in Staffing	1 1				1					- 1		1				,				1	,	7			1.					1		
Careful & Votabless and Womangood for the	OPWSSS	Special and hor efficiency	NA		20				21 Apr 21 01 Jul 21	Green Married Care	Other	Cash Meteoring Saving				,	,	,		,	,	, ,					, ,	,	,	2	, ,	,	,					1.				-			$\Box$
Carolf & Valedoren and Wassespilal for Illa	O#W622	Drug off patient - Destactionance	×			_		Month 1	01 May 21 01 May 21	Creen Stendpeneri (Seconda Care)	Nanageneri Sterageneri (Secondary Care)	Cash-Removing Saving	(Primary & Secondary Care)	,	,	,	,	,	, ,		,				,	,		١.	,	,	, ,		,	,											1.
Carell & Valenders and Warpoptial for Illa	D#W023	Calleine Val Sharing - NICU	*	**	10 10	10		March 1	11 May 21 01 May 21	Circum Medicines Management (Decordar Care)	Nanagement (Becombay Care)	Cash Releasing Saving	Management (Primary & Secondary Care)			,	,						10						,				,	4	10										
Carelli & Volume and Womaniel for the	Devesor.	Additional Antimentated 2019		12	12 12	12		Month 1	01,3421 01,3421	Comm. Medicines Management (Decordar Cale)	Nanagement (Decoratery Care)	Cash Releasing Staring	Management (Primary & Secondary Care)				.	,		١.												Ι.		,	12										
	Owners .	Formation to see to Promotes	*					March 1	01,346,21	Coren Medicines Management (Seconda Calvi)	Ty Medicines Management (Secondary Care)	Cash Releasing Stating	Management (Primary & Secondary				.	.		Ι.								Ι.				Ι.			.			Τ.							
Condit & Vote does and Vote Supplied for the Condit & Vote does and Vote Supplied for the Condit & Vote does and Vote Supplied for the Condit & Vote does and Vote Supplied for the	D#WSSE D#WSS7	Special authors efficiency	K.	60	60 60	63		March 1	11-Jan 21 01-Jan 21 21-Jan 21 01-Jan 21	Creen Planned Care Creen Planned Care	CBW	Cost Annatance	Pay - Other (Please Sets(b) Non-Pay		- 1		,	10		10	,	10 10				13	1 1	10		10				2	60			Τ.							
Carolf & Voletilers and Working & Oynam  Carolf & Voletilers and Working & Oynam	060001 44	Manimum Review  planning aroundly reviewed in function	NX NX	280	290			March 1	11 Apr 21 01 Apr 21 21 Apr 21 01 Apr 21	Creen Planned Care Creen Planned Care Creen Planned Care	Other Cities	Cash Releasing Cash Releasing Saving Cash Releasing Saving	Flay : Changes in Staffina Flay :	21 21	21	21	21	21	21	21	21	21 21	290	21	21	21	21 21	21	21	21	21 21	21	21	104	290			-							
Carolf & Volation and Workin & Oynam Carolf & Volation and Workin & Oynam	040002	Falls State Workload Review	*		27 27				21 Apr 21		Patient care administration	Saving Cash Reteating Saving	Changes in Staffing Fay - Changes in		1			1		-			17	- 1	1			-	,			-	-	7				+				-	-		++
Carolf & Volume and Woman & Oyum	080004	Annual Leave Purplese	NR		- 10			-	21 Apr 21 01 Apr 21	Green Planned Care		Cash Retracing Saving Cash Retracing Saving			,	,	,	1		1			- 13	1				ļ.		,		1	,					1.				-			
Card S. Valendren and Workloo S. Oynam	060006	Electronic bins Born Baby Records	*			_		$\perp$	11-Apr-21 01-Jun-21	Creen Manuel Care	management of non- pay, including both Faditional accomment and increased	Cash-Removing Saving	Non-Pay		,	,	,	,	, ,		,					,		١.	,	,	, ,	,	,	,											1.
Carolf & Valendren and Workins & Oynam	060008 N	bisurge in regards to costs on C Section Pr	×	7	7 7	7		Month 1	21 Apr 21 01 Jun 21	Green Manned Care	Improved management of non- pay, including both Validanal procurement and	Cash Meleoning Saving	Non-Pay			,							,						,				,	2	,										
Carelli & Valence and Wanton & Owner	080009	Marko Pores III	*	•				Month 1	21 Apr 21 01 JA 21	Red Manuel Care	Improved management of non- pay, including both Validated procurement and	Cash Releasing Saving	Non-Pay			١, ١	.	,		Ι,	١, ١	,   ,	١.					Ι,		,		Ι,		,	.			١.					.	.   .	
Smith Western and Washers & Com-	060017	Plamari James				"		March 1	11 Apr 21 01 Jun 21	Green Planned Care		Cash Meleosing Saving	Management (Primary & Secondary Care)		Ι,		ŢТ	, Τ	, [ .	Ţ.,	Ι,Τ	, Γ.	T.,			. T		Τ,		T	, [	Τ,	Ι,		,,	. T				. T			. $\Gamma$	. T .	
Carolif & Walders and Wardon & Oyuan Carolif & Walders and Wardon & Oyuan Carolif & Walders and Wardon & Oyuan	065331 065331	Vending Machine	X X	14	10 10 10 10	10		March 1 1 March 1	11 Apr 21 11 Apr 21 11 Apr 21 11 Apr 21	Green Planned Care Green Planned Care Green Planned Care	Other Other	Cash Rehaving Cash Rehaving Cash Rehaving Saving	Non-Pay Non-Pay Pay - Other (Please		Ħ		Ħ			F		#	100				F	Ħ	H		Ŧ	1	H	H	1		- i	#				-	Ŧ		鬥
Carolff & Volume and Worklos & Oynam	Uw0008	runnid Leave - Consultants				,		March 1	01.2621 01.2621	Creen Medicines Management (Decordar Care)	ry Medicines Management	Cash Releasing Saving	Management (Primary &							Τ,			- 14	Τ,				1				Τ.		1	14	•		T					т.		
Cardiff & Valentines and Warkins & Oysen Cardiff & Valentines and Third Theory	MANUT	Additional Antimiscoloid 2019 Clinical Bloard Management Efficiencies	N.	32	32 32			Month 1	01 Aug 21	Green Clinical Support Creen Clinical Support	Cliwi Pathology -	Cash Retroing Sering Cash Retroing Sering Cash Retroing	Carel Flay Variable Play Flavor	$\Rightarrow$		1	13	3	3 3	3	3	3 3	32		$\vdash$	$\Rightarrow$	13	3	3	3	3 3	3	3	13	32			+	-			-	#		##
Carell & Valegoration and Torotory Medic La Carell & Valegoration and Torotory Medic La	ARE BIO CO and	sleft banover Band replacements at leaser	NE DA						21 Apr 21 01 Apr 21		readeth, productivity  Pathology pathology, workforce modeth, productivity	Saving Cash Retraining Saving Cash Retraining Saving	Parting Pay Other (Peace Specific Pay Other	, ,	2	,		2			2	2 2	23		2				2		, ,	-	2	30	23			+:				-			+
Carolf & Volumenton and Toroitor, Media C	ARREST OF THE	et) and Deplember for Displace registeres on	NR.			-	_	$\rightarrow$	-	Circuit Support			Seeds:	, ,	,	,	,	,						,	,	,	, ,	,			_							1.				-			
Carolf & Vaggestins and Totality Media	ARE BOOK OF	PMI Silveing equipment replacement - will	×		37 28	_		-	01.2621 01.0621	Green Clinial Support	procurement and	Cash Releasing Saving	Non-Pay			,	,	3	, ,	,	,		28				, ,	,	,		, ,	,	3		28			<u> </u>							1.1
	AH SOF	on Walters comband Schooling anguigment regi-	×	1 1	n n				11 Apr 21	Creen Cloted Support	management of non- pay, including both traditional procurement and Other	Cash Releasing Saving	Non-Pay	, ,			,			1		<u>.</u>	2	1			, ,	<u> </u>			<u>.</u>	<u></u> ,	<u>_</u> ,_	L.				1.				<b>↓</b> ,↓		٠.	<u> </u>
70%	AND COLL DO	Visiblese review (FEA - 7 is 2)	*	31	21 21	31		Mode 1	11 Apr 21	Green Clinical Support	Olive Olive	Cost Assistance Cost Assistance Cost Assistance	Non-Pay Pay : Changes in 2360na	, ,	,	,	,	1	, ,	,	,	, ,	21	,	,	1	, ,		,	,	, ,	,	,		21										
-23	). ).	Other savings for ADMITTED leading	*		0 0				21Apr21		palmage, worklove models, productivity Publishings palmage, worklove	Cost Assistance Cost-Releasing	Non Pay Non Pay		+	+		$-\Gamma$		+-	$\vdash \vdash$			+-		- [		+-	$\Box$		- [	1		-				+-				+		-	+-
0		Cannal Pers	NX NX						11 Apr 21		Pathology - pathol	Cash Retrocky Saving Cash Retrocky Saving Saving	Non-Pay	, ,	1		1	1	, ,	1		, ,	20	1	1	2	1 1	1	,	2	, ,	1	1		20			1:					#		$\Box$
		741		,		,		March 1	11 Apr 21	Clean Cloud Support	Other Expressed management of non- pay, including both Vadifical	Cost Assistance	Non-Pay							1			Τ,									T						T					$\Box$		
Carolf & Volumenton and Torotory Medical Carolf & Volumenton and Torotory Medical		on State for 72 for indeed 20 for, reduce b	K N	-	20 18	- 25		March 1	11 May 21 01 May 21		procurement and Publishings pathways, workforce models, productivity Other	Cost Annalance Cash Seleating	No. East		2		2	1		1		, ,	38	T:		3	1 1			2	, ,		2		,			1							Ħ
Carolf & Volumentos and T disal Bods of 1 Carolf & Volumentos and T & Polant Add	MID LL ES	Augustus and a second	NA NA	2 4	- 4	F		Month 1	21-Jan 21 01-Jan 21	Green Clinical Support  Clinical Support	Other	Zering Cash Releasing	Pay - Variable Pay Pay - Other		-	-	-			-			-	-		2		-				1		-	7			+	-	.		-	干	1	H
Carolf & Volumention and T& Patient Add	OPAID HIS	Pentana apinanajipana itanana mana ni itana itanananajifanya ayan	NR ats		٠			Month 1	21 Apr 21	Red Clean Support	Other	Cash Meleasing Saving	Ray - Changes in 33dfing Fay -		i	i							ı.	i				·				1	i	i				1.	-			1	1		
Carolf & Volumention and T B. Polimi Add Carolf & Volumention and T B. Polimi Add Carolf & Volumention and T B. Volumes II		er expension of CIT (Climat Momette To Regulator of Band Though by J. 17 sele. Cleanous Mortenance (Larried)	× ×		8 8	T .		Month 1	21 Apr 21	Onen Classel Support  Classel Support	Other Other	Cost Assistance Cash Releasing Saving	Changes in 33dSeg Flay Changes in 13dSea		-	1 :	4	-		1	-			1	+++	4		+		4		1	4	21				+-				+++	+		
Carolf & Volumenton and T & Polinic Adj Carolf & Volumenton and T Medicines M Carolf & Volumenton and T Medicines M		Relation of Bank Phone (p.2.17 ale Cleanour Markenana (seried) PMV Cardas income (year 1 of 2)	NX.	14	14			Month 1 I	018w21 018w21 01Aw21 01Aw21 01Aw21 01Aw21	Red Clima Suppli Creen Planned Care	Other Other	Saving Cost Melausing Saving Cost Assistance Cost Melausing Saving	Non-Pay Pay 1 Other (Please Service)	1	,	Ţ,		,	, ,	1			14	Ť	,	,	, ,	Ť.			, ,		Ţ		14			#					$\equiv$		
Carolf & Volumeston and T. Medicines M	CD736	Vacantins	NK	10	10			Month 1	11 Apr 21	Green Planned Care	Other	Cash Releasing Saving	(Please Specify)	,	-	1	, [			1.		. Г.	10		,	, Т		1.	L . I	, [	, Г,		,		10	. T				. T					

9/13

acell & Welgrachia and Th. Ministres M. CDT 18 — A lis provide Tracking for levell & Volc procles and Th. Ministres M. CDT 18 — Additional or acell & Volc procles and Th. Physios & C. CDT 18 — Exh. purchase and acell & Volc procles and Th. Physios & C. CDT 18 — Exhaustic acell & Volc procles and Th. Physios & C. CDT 18 — Exhaustic	Michael Mindell (1994)	Model	Other Prisone Carch Research Court Services Saving Residuing AU Carch Research	Pay - Variable Pay Non Pay Non Pay Son Pay Fay - Variable Pay Non Pay Non Pay			1 1	2 13			1 1 1	1 1	1 1	10 32 26 61		1 1		2 2		1 1		2
eriff Livergradies and T. Physics E.C. (2012) Straining in Result in artific Livergradies and T. Physics E.C. (2013) Francescol series.		March 1 913-071 C1-3x-21 Green Chical Spport  March 1 913-071 C1-3x-21 Green Chical Spport  March 1 913-072 C1-3x-21 Green Chical Spport	Radinity AID Cash Releasing Story  Sites Cash Releasing	Pay - Yarable Pay Son Pay				1 1					1 1	1 1		1 1				1		=
	Account of Control Con	Moth 91 Am 2 (1) Am 2 (2) Am 2 (2) Am 2 (3) Am 2 (4) Am 2	Other Cesh Retenting Other Cesh Retenting Other Cesh Retenting	Non-Pay Non-Pay Non-Pay															##	##	##	#
and 5 Value position and 1 Physics 5C CD15 Procurement springs and 5 Value position and 1 Physics 5C CD15 Procurement springs Pi and 5 Value position and 1 Physics 5C CD15 Sourcement springs - Smith	- CHE Ministral LSE	March   21-Jun 21   21-Jun 21   Comm   Comm   Expent	Other Cash Silvaning Other Cash Releasing Other Cash Releasing	Non-Pay Non-Pay Non-Pay				1 1					11	1 1						11		#
and E Volgmeins and T Physics &C (2017) Princement states and E Volgmeins and T Thompson THE COSTON Turns and E Volgmeins and T Thompson THE COSTON Additional In- stance of E Volgmeins and E Volgmein THE COSTON Service Transport	Project   Proj	Mode 1 01-Jun 21 01-Jun 21 Green Circus Support  Mode 1 01-May 21 01-May 21 Green Circus Support  Mode 1 01-Jun 21 01-Jun 21 Green Circus Support	Other Cash Melhaning Other Other Designed Orthodoxy Other Ot	Play - D Variable Play 0	3 1 1 1			9 20					1 1	9 10 3 3			-					-
will & Valegorias and T. Therapies. INEX PROSES synchrology Service Lea	Dipatents search for TK 17 17 17	Mords 1 (1869-21 (1869-21 Coses Coses Tappoli Mords 1 (1869-21 Coses) Coses Coses Tappoli	Other Cash Rebacing Cash Rehaving Ballin Cash Rehaving Cash Rehaving	Non-Pay 0 Pay - Variable Pay 0	0 1 3 3	1 1 1 1	1 1	0 17 0 17		8 3	1 1 0 0		1 1	N 17							-	
and 5 Voluments and 7 Theorem FMEX PROSES Statemay have un and 5 Voluments and 7 Theorem THEX PODES Palent Booking Price and 5 Voluments and 7 Theorem THEX PODES Mad of Service	Ings - D. Matricel  10	March 1 61 May 21 01 May 21 Green Clinical Support  March 1 01 May 21 01 May 21 Green Clinical Support	Other Cash Streets Color Cash Streets Color Sales	Variable Pay 0 Non-Pay 0 Pay : Variable Pay 0	1 1 1 1	+++++	1 1	9 5	1 1	3 3	1 1 1 1	3 3	1 1	1 1	-	1 1					+++	9
and A Volegonia and T. Theopies. THIN SLTD. Shill ble C Four Band	7103 State Sand 6	Month 1 01-May-21 01-May-21 Ones Clinical Support	Other Cash Releasing Other Cash Releasing Strong Other Cash Releasing Strong Other Cash Releasing Strong Other Cash Releasing Strong Other Cash Releasing Other Cash Releasing	Play - Changes in 33dfing 0	1 0 0 0				. 1					2 1								
and 5 Value and 1 Tensors THE S. TO. Bell on 1 State Sens	10-3.7ate/face(7 K 4 6 6 6 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	March 1 01-Och 21 01-Och 21 Green Clinical Support  March 1 01-May 21 01-May 21 Green Clinical Support	Other Cash Methoding Saving Other Cash Methoding	Changes in Electric C Non-Pay C		<del></del>							1 1	1 1	-	1 1						-
Section 11 Tempor Delta 1200 Periode of American Conference of Tempor Delta 1200 Periode of American Conference of Tempor Delta 1200 Periode of American Conference of Tempor Delta 1200 Periode Office Offic	Learn Scheme	Month 1 01-May-21 01-May-21 Green Clemes Support  Month 1 01-Apr-21 01-Apr-21 Green (Facilitat-Statement Corporate)	Other Saving Color Saving Saving	Variable Play 0 Non-Play	3 2 2 2	2 2 2 2	2 2	2 28		2 2	2 2 2 2	2 2	2 2	1 2							-	g g g g g g g g g g g g g g g g g g g
and & Valence Send Sends O DISS NOTE SUPPOR	TERMINATION R 23 23 23 23 23 23 27 27 28 28 28 28 28 28 28 28 28 28 28 28 28	March 1 01 Apr 21 01 Apr 21 Green   Part Climat Support	Other Cash Rebucking Saving Cash Rebucking Savins	Non-Pay Non-Pay	1 1 1 1	1 1 1 1	3 3	3 23		1 1	1 1 1 1	3 3	3 3	11 11		0 0				0 0	-	-
well & Valence in Secularity of Free \$10000 VAT NO.	EATE NR. 18 19 19 19 190 190 190 190 190 190 190 19	Mode 1 01-May-21 01-Apr-21 Comm. Non-Climical Support	Clear Carth Resisting Sering Color Carth Resisting	Non-Pay Non-Pay			F. F.		-			<b>—</b> — —										-
See St. S. Weller and Workshift Reserve CORPOI Rules - Cli See St. S. Weller and W. Weller Reserve CORPOI Rend - Clin	16.7E	March 1 01.4pr.21 01.4pr.21 Green Vol Clinic Report  March 1 01.4pr.21 01.4pr.21 Green Vol Clinic Report  March 1 01.4pr.21 01.4pr.21 Green Vol Clinic Report  Vol Clinic Report	Entains Cash Walkacong Saving Entains Cash Makeacong	Non-Pay Non-Pay 36 Non-Pay 42	N N N N	3 3 3 3	- 1	363	14 14	36 36	N N N	34 34		E 10			-		-			-
And I A Value an	Reds K 277 277 277 277 277 277 277 277 277 2	March 1 01-Apr-21 01-Apr-21 Green (Facilities Corporate)  March 1 01-Apr-21 01-Apr-21 Green (Facilities Corporate)  March 1 01-Apr-21 01-Apr-21 Green Annua Service Annua	Enland Saving Enland Saving Solver Cash-Releasing	Non-Pay 22 Non-Pay	21 22 23 22	22 23 39 28 90 160 60 160	26 25 160 160	26 277 160 1,600	22 20	22 23 160 160	22 22 28 19 160 160 160 160	28 26 180 180	25 24 180 180	108 277 485 1,80						1 1		-
Self & Valled Control Woman Revenue CORPOR Bed Managers	No.   No.   277	Mode 1 013021 013021 01800 Across Service Areas Mode 1 013021 013021 01800 Across Service Areas Mode 1 0140-21 0140-21 01800 Unachebide Care	Client Cash Releasing Client Cash Releasing Ward nursing Teacher Teach	Non Fey Fey : Changes in		1 1 1 1 1		1 8		1 1	7 7 7 7	1 1	7 7	9 2				-	+		+	-
and 5 vote Medicine is and Asole MEDII Re-alignment of ATI and 5 vote Medicine by and Asole MEDII Re-alignment of ATI	- 2 mode clause NK 1 1	Mode 1 01 Apr 21 01 Apr 21 Green Unached de Care	Other Cash Releasing Ward nursing Cash Releasing Salving Ward nursing Salving Ward nursing Cash Releasing Salving Ward nursing Cash Releasing Salving Cash Releasing Cash Releasing	Stating 7 Pay: Changes in Stating 2	2 2	+		- 20	2 2	2											1:	-
and E Valo Medicine Syand Asiale MEDES Workforce review	of ANT motion NR 163	March 1 01-Apr-21 01-Apr-21 Green Unached Lare	Want nursing Cesh Releasing Saving	Pay : Charges in Stating 13		9 9 9	13 13	13 183	13 13	13 13	n n n n	13 13	13 13	66 193								
and 5 van Medice of and Asule MEDIS Consulted Name and 5 van Medice of and Asule MEDIS Annual Inter	NK   11   11   11   12   13   14   14   15   15   15   15   15   15	Modh 1 0146y31 0166y31 Green UnabhildeCare  Modh 1 014p31 014p31 Green UnabhildeCare	Ward nursing Saving Other Cash Selecting	Changes in 33dSng Non Fey 0		<del></del>		0 2						7 7	-					+ +	-	+
and 5 year Medican count Assis MEDIA Workson and	10K 4 6 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Modb 1 01Apr 21 01Apr 21 Green Unabhebbel Care  Modb 1 01Apr 21 01Apr 21 Green Unabhebbel Care	Salving Salving  Cash Missearing Cash Missearing Salving Cash Missearing Salving Cash Missearing Salving Salvi	Changes in Tageton 1		<del></del>			1		<del>                                     </del>	1 - 1 - 1			-		1.		$\rightarrow$		+	-
and 5 Vale Medicine by and Asiale MEDET Workloom review - 5	100 27 27 27 27 27 27 27 27 27 27 27 27 27	Mode 1 01Apr 21 01Apr 21 Green Deschedung Care  Mode 1 01Apr 21 01Apr 21 Green Unabhelded Care	Ward narray Cash Releasing	Stating 2 Flay: Changes in		+ + + + + +	1.	2 27	1 1		2 2 2	1 1		1 2			1:		+++		+++	-
Self & Vale - Medicine - up and Asiale - MEDDS - Workforce review - N and & Vale - Medicine - Up and Asiale - MEDDS - Workforce re-	ine ALC NR 2	Mode 1 (01Apr 21 (01Apr 21) Green Unabhelded Care  Mode 1 (01Apr 21) (01Apr 21) Green Unabhelded Care	Clies Cash Releasing Improved management of non-	Non-Pay 0		+++++	1 1 1	3 3	1 1 1	+ + + +		1 1 1	4 1	1 1 1	1	3 8	1	* *	1 1		+++	+
and 5 to Medicine is and Aside MED 10 Efficiency	MATERIA .		management of non- join, including both Saving Validational Society and Separated Separated	nuin Play				10 100		10 10			10 10					-   -			+	
Self & Valv. Medicine by and Asule SED11 Tournsont on	K 3 3 3 3	Mode 1 01 Apr 21 01 Apr 21 Green Unsubstitute Care	management of non- pay, including both Saving Saving procurement and	Non-Pay 0		1.   .   .   .								l				.   .				
Jarolf & Valo Medicine by and Anale MED11 Teaminged by soulf & Valo Medicine grated Medic MED01 Blaf annual ha	NN G G	Mode 1 51 Apr 31 51 Apr 31 Green Planned Care  Mode 1 51 Apr 21 51 Apr 21 Green Planned Care	Other Cash Rebasing Improved management of nair- pay, including both Saving	Non-Pay 6											•						T-	-
and a total Medican spoint Medic MESSE Verticin matterance of	eng seler wasely		proceed and Supreme			<del></del>			+ + + -	<del>                                     </del>	<del>                                     </del>	++++			-		-				+	-
and A Valo Medican graded Medic MECCS Districts glucon morth	N 20 20 20 20	Modb 1 01-Apr-21 01-Apr-21 Green Planned Care	management of non- pay, including both Cash Meleuring Salifland Saving procurement and	Non-Pay 2		2 2 2	, ,	2 20	2 2	, ,	2 2 2	, ,	, ,	1 20								
	NR 41 41	Mode 1 01-Apr-21 C1-Apr-21 Green Planned Care	management of non- pay, including both Cash Retenting Easting	Non-Pay														.   [	.			
area a year Medicine Agolded Medicin MECOL Bulk Purchase Hor	n Yard egyption()	Mode 1 01-Apr-21 01-Apr-21 Green Planned Care	procurement and improved of non- pay, including both Yadissay Yadissay	Non-Pay	2 1			· ·		27 16								1	-	<u> </u>	1.	-
and 5 Val Medican spided Medic MECOS Bulk Purchase - D	Malades Puraya.	March 1 97-Jun 21 97-Jun 21 Green Planned Care				+++++	+++			23 1		+++		- "	+++		-		$\rightarrow$	-+-	+	-
Self & Vale - Medicine - Insid Board N - MEDIT - AND Visited po- cent & Vale - Medicine - Inside Medicine - MEDIT - Workson	of 6 months	Mode 1 01 Apr 21 01 Apr 21 Green Planned Care	announteed and Clear Carch Reheaving Saving Vanif number	Staffing Play - Changes in Staffing 0					1					2 .					-		+:-	-
celf & Vol. Medicine diabed Mich MCD13 Medicines many	Special CP K 13 13 13 13 13 13 14 14 15 15 15 15 15 15 15 15 15 15 15 15 15	Modi 1 01-6p-21 01-6p-21 Green Mediones Management (Secondar Gare) Modi 1 01-3e-21 01-3e-21 Green Mediones Management (Secondar	y Meliones Cash Releasing Management Saving y Meliones Cash Releasing	Non-Pay Non-Pay				1 0	1 1	1 1		1 1	1 1	1 0					-			-
201.00	x 0 0 0 0	Mode 1 014pr 21 014pr 21 Green Plannet Care	Reporting management of non- pay, including both Cash Releasing Earliest Saving	Non-Pay																		$\overline{}$
self & voc. Medicine state of their MED15 age - Oyropus contract - 8	Indiscopes & Electron	March 1 (21 Apr 21 Chapt 21 Green Planned Care	procurement and Improved	Non-Pay		+++++	<del>                                     </del>		<del>                                     </del>	<b>-</b>				3 0	-							-
self & Vale Medice sales Ship MEDN seminary of Brandonson	PK NA NA NA NA	Mode 1 01 Apr 21 01 Apr 21 Green Planned Care  Mode 1 Sept Medicine Management (Secondar	management of non- pay, including both Saving Saving Fallished Saving Saving Ty Stabilizes Cash Releasing	Non-Pay				. 14						4 14								
CONTROL Medicine dished Medicine Medici	Standard A Francis   X 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Much 1 Stage	y Shistores Cash Retraining States (Salaria States)  Shistores Salaria Salaria (Salaria Salaria Salari	Non-Pay Non-Pay			<b>.</b>		<del></del>	<b>.</b>				1 1	-	1 1	1		-			
and E Valo Medicine stated Medic MECOS Consultat C and E Valo Medicine stated Medic MECOS Medicines Management	minor Enroll 8 8 6 8 8 8 A A A A Enroll 9 8 8 8 8 8 A A A Enroll 9 8 A A Enroll 9 8 A A Enroll 9 A Enroll	Mode 1 01-Apr 21 01-Apr 21 Green Manda Care Mode 1 01-Apr 21 01-Apr 21 Green Care Care Care Care Care Care Care Care Care	y Shebizines Cesh Mebassing Migralamines Cesh Mebassing Cesh Mebassing Cesh Mebassing Cesh Mebassing Medium Cesh Mebassing Melanganeed Cesh Mebassing Soring Cesh Mebassing	Non-Pay Non-Pay	3 3 3 3	1 1 1 1	, ,	2 20	- ·	100	1 1 1 1	, ,	, ,	10 20							-	9
cent & Vale Mental Health IC / FNC (MS SR4031 CHC Assesser	M 100 100 100 100 100 100 100 100 100 10	Mode 1 01-Apr-21 01-Apr-21 Green Media/Health  Mode 1 01-Apr-21 01-Apr-21 Green Media/Health	CHC Cash Releasing Saving Cash Releasing	Funded Marking Care B ORC and		<del></del>		R 100						4 100								-
	#10 money   NE   4   4   4						9 9	9 97 4	111	1 1	0 0 0	2 2	9 9	1 1					###	##	_	#
Sent & Vale Mental Health ( Adult Sents   MHOC   Sentan Review - non-or-	100   100	Model   0.1 day 21   0.5 Apr	Other Cash Releasing Other Cash Releasing Other Cash Releasing Saving	Pay - Other (Please Specify)				1 8						2 8								
posit & Vol. Menda Heads & Adult Sents 18400 Subbres Review - non-de posit & Vol. Menda Heads & Color Peak 184013 Staff Sent aud & Vol. Menda Heads Sating Sent 184010 Staff Sent	NE	Month 1 31 Apr 21 61 Apr 21 Green Montal Health Month 1 31 Apr 21 61 Apr 21 Green Montal Health Month 1 91 Jan 21 61 Apr 21 Green Montal Health	Other Cash Releasing Other Cash Releasing Other Cash Releasing Zaving	Non-Pey 3		<del></del>		- 1	1 1	1				2 2	1	3 8		1 1			+++	-
The second secon	- Opping February   F.   20   20   20   20   20   20   20   2	Note 1 Acr 1 Sac 2 See 5 Note 1 Acr 2 Sac 2 See 5	OC Cesh Schooling OC Cesh Schooling OC Cesh Schooling	Specific Spin Pay 17 Spin Pay 8 Non Pay			1 1		<del>- 7 - 7</del>				1 1	1 1					###	##	##	#
SIGHT A VANISHING WAS TOO CHEET PROCEEDING TO THE WAY AND CHEET AND AND AND THE CHEET PROCEEDING THE PROCEEDING THE STREET AND	FIF's trainer   10	Mode 11/de 21 11/de 21 State 24 State 2	OSC Cash Rebustro OSC Cash Rebustro OSC Cash Rebustro OSC Cash Rebustro	Non-Pay 1 100-Pay 1 Non-Pay 8	1 1 1 1 1 1 2 2 2 2	14 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 2 2	1 10 11 10 21 20		1 1	16 16 16 16 23 23 23 23	1 1 14 14 22 23	1 1	0 10 F 20 F 20			i				##	▦
audit & Weinardy and title CHC FIFE PCCCCCC2 but PEARages CHC dates and & Weinardy and title CHC FIFE PCCCCCCC3 strong home CHC dates and & Weinardy and interest CHC PCCCCCCCC strong home CHC date and & Weinardy and interest CHC FIFE PCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCCC	Intere of placement use NPR 150 150 150 150 150 150 150 150 150 150	Mush 1 91Ap-21 81-Ap-21 Green OFC Mush 1 91Ap-21 81-Ap-21 Green OFC Mush 1 91Ap-21 81-Ap-21 Green OFC	ORC Cash Rebusing ORC Cash Rebusing ORC Cash Rebusing ORC Cash Rebusing	Non-Pay 5 Non-Pay 3 Non-Pay			7 7	1 10	1 1	7 7	1 1 1 1	7 7	1 1	1 1		1 1				1 1	##	1
and A. Volensely and John Carell New PCICNING . Optimisation of Ch.	Dated schedule R 4 4 4 4	Model 01 Apr 21 01 Apr 21 Green Proceedings  Model 1 01 Apr 21 01 Apr 21 Green Procedings  Model 1 01 Apr 21 01 Apr 21 Green Procedings	productivity Sering Improved management of non- Cash Releasing	Nun Pay 0		<del></del>								1 4							+ + +	-
and 5 Valencity and Irons Cardil Not PCICNW33 General non-pa	yellolenies NK 1 1	Mode 1 01 Apr 21 01 Apr 21 Green Prescribing)  Mode 1 01 Apr 21 31 Jul 21 Green Recording  Mode 1 01 Apr 21 31 Jul 21 Green Recording	management of non- pay, including both Saving Saving Vaciforal Saving Saving Community and Community said Costs Releasing	Fay :		+++++			1			+++-		1.	-			-   -	$\rightarrow$		+	
izedf & Volenardy and Index Cardiff Not PCCNW33 Narring reds izedf & Volenardy and Index Cardiff Sto. PCCSESS Optimization of Str and & Volenardy and Index Cardiff Sto. PCCSESS Chical Set	ng and	Mode 1 01 Aur 21 01 Aur 21 Green Primary and Connecting Care (San	sourcement and Cosh Releasing producting producting Taxing Taxing Cosh Releasing producting staff Cosh Releasing producting Taxing Cosh Releasing Cosh Releasing	Slatting 1 Non-Pay 0	1 1 1			1 4					9 1	1 1 2 4 5 80								-
con a variety and to be Could be PCCSSS Cheed bed	R 80 80 80 80 80 80 80 80 80 80 80 80 80	Mode 1 01 Apr 21 01 Apr 21 Green Circuit Support  Mode 1 01 Apr 21 01 Apr 21 Green Primary and Community Care (Sail Primary and Community Care (Sail Primary Care)	Color Cash Reliaving  Community staff Cash Releasing productinly Saving	rein Pay 7 Pay : Changes in 3365ng 2				2 20			, , , ,		, ,	2 2								
	K 10 10 10 10	March 1 01-Jun-21 01-Jun-21 Green Princet/and Community Care (East Prescribing)	primary care unds primary care unds purchase care unds purchase care decider Casch-Releasing sentimes (e.g. Saurog	Non-Pay																		
cent & Valencely and Islam Carolf Sto. PCCSSSS Review of CAVP by cent & Valencely and Islam Carolf Sto. PCCSSSS NV Pression	rodulium saniums. ng Zadiulum X 26 81 26 81	March 1 01-Out-21 01-Out-21 Anster Carri	practice	Non-Pay		1 1 1 1	1 1	1 10			1 1 1 1			3 10								-
will & Volenarity and Index Carell Ste. PCCEESS 160 Prescribe will & Volenarity and Index Carell Ste. PCCEESS Windhose will & Volenarity and Index Carell Ste. PCCCASI Optimation of St	No.	March 1 01.7ep-21 01.0cl/21 Annier Prescriptor March 1 01.4pr-21 01.4pr-21 Coses Prescriptor Prescriptor	y Mehines Cash Resource Management Barring Community stell Cash Resource productivity Barring Community stell Community stell Control Resource productivity Record	Non-Pay Non-Pay 0		+ + + + + + + + + + + + + + + + + + + +	1 1	1 7			1 1 1	1 1	1 1	0 7						-	0	-
	X 10 10 10 10	Made 1 01:Sep-21 01:Sep-21 Green Principles of Community Care (East Principles)	Imposition of non- pay, including both Saving Saving	Non-Pay																	$\top$	$\neg$
and 5 Valencely and bits coallies Vale PCCVACE OAPOS Dress and 5 Valencely and bits coallies Vale PCCVACE Deplies service	ings Project  NK 9 9	Mode 1 91 Apr 21 01 Apr 21 Green Principles of Community Care (Exc	encomment and	Fay: Changes in Slatting 1		+++++		1 10	1,1.	1 , 1 ,	1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1			1 1			1 :				+:+	-
and & Volencely and Forgulation Vol. PCCVADD Daylors serve	es skill mix 10 10 10 10	Mode 1 01-Apr-21 C1-Apr-21 Green Precising) and Community Care (Sac Precising)	Community staff Cash Releasing producting Starring	Pay : Changes in 23dfing													ı.					
	NA 60 60	Modit 1 01-Jun-21 01-Jun-21 Green Aurora Service Areas	management of non- pay, including both Zaring Fadilland	Non-Pay														, J . T	, J . T			, [
Only and market makes on PCCCBST1 Consider Reliable or	**Directing spend NW 80 80 80	Modil: 1 21-Jun 21 C1-Jun 21 Green Accord Service Asses	Improved and Improved of non- pay, including both Saving Saving	Non-Pay						"				1 "		-   -	1	1 1	-1-1		11	
and 5 Valence); and blood Shard Ma PCCCSSF2 Agin as and 5 (SHard) and blood Shard Ma PCCCSSF2 Contin and Sharp, and blood Sharp Case PCCMSD (Share achiev	Allong  LOB N 23 66 23 23  LOB N 3 5 3 3	Madb 1   21 Jun 21   E1 Jun 21   Steen Preciding   State   Preciding	Penaling Cash Relating Penaling Cash Relating	Non Pay Non Pay	<del></del>	<del></del>		3 80 2 23 1 8		2 3			1 1	10 50 7 22 0 1		1 1				-	±₩	-
	one land		Presiding Cash Releasing	Non-Pey Non-Pey Non-Pey Non-Pey																		#
TO SHARE THE PROPERTY OF PERSONS ASSESSED TO SHARE THE PERSONS ASSESSED	1000  1000	Model 1 (*) Siry 21 (*) Siry 21 Green Francisco Model 1 (*) Siry 21 (*) Siry 21 Green Francisco Model 1 (*) Siry 21 (*) Siry 21 Green Francisco Model 1 (*) Siry 21 (*) Siry 21 Green Francisco	Presiding Cash Researcy Presiding Cash Researcy Presiding Cash Researcy Cash Researcy Cash Researcy	Non-Pay Son-Pay Son-Pay									1								##	#
ACCIONATE DESCRIPTION OF THE PROPERTY OF THE P	IN 188 188 188 188 188 188 188 188 188 18	Month 1 01 Apr 21 01 Apr 21 Green (Validate England En	Entates Saving  Better management of prinsip care sends outline contractor Centre Personnel	non-Pay 36		* * * *	14 14	12 188	1 1	36 36	* * * *	* *	16 12		1				-+-		+++	-
To San Waller	NV 80 80	norm 1 01-Jun 21 01-Jun 21 Green Prescribing Care (Exil	include sand units outside sendouter centions (e.g. Santing GPOOK Managed gradities Cash Releasing	d Services		+	$\perp$					$\perp$									$\perp . \perp$	
ment & Comments and Comments an	Sing circle. NPE 0 0 0 Inc. Inc. Inc. Inc. Inc. Inc. Inc. Inc.	Morth 1 Red Across Service Areas  Morth 1 01-Jan-21 01-Jan-21 Green Across Service Areas	Wand nursing Cash Releasing September of noisy pay, including both Sadisonal Saving Sadisonal Saving	Variable Play 0	<del>-   •   •   •</del>	+ + + + + + -	+++-	·   ·	1.1.	·   ·		+++-		1 1	+ 1	-   -	1.	·   ·	+++	-+-	+++	-
and a transmiss investment and come and			procurement and Inspressor	- en reg	n 2 2	20 20 20 20	2 2	20 200	+	20 20	2 2 2 2	20 20	20 20	60 200							+	
	uling shrelufations. NF 34 34	Modb 1 91 Apr 21 01 Apr 21 Green Across Service Areas	management of non- pay, including both Saving Validation Saving	Non-Pay				3 34						M 34								
and A Videously Decomposites Decomp CARD 201 P C 7	Contacts NK 0 0	Mode 1 Red Across Service Areas	Improved of non- pay, including both Cash Releasing saddenal Saving	Non-Pay																		
and A van material form patter forms COSC 200			processed and	-	-	+ + + + + + + + + + + + + + + + + + + +		H . H .		-	<del></del>	+ + + + +		T . T .			T .			-+-	+++	-
Sent A Video and A Video and A Device State Service COVO 2008	Spany x a a	Mode 1 01 Apr 21 01 Apr 21 Green Access Service Arms	management of non- pay, including both Cash Releasing	Non-Pay	'						1 1 1	1 1 1		1 1	1 1	1		1 1				
and A Volumental Terror edita Terror COVE DE C	∑	March 1 (27 Apr 21 (21 Apr 21 Creen Access Service Areas March 1 (31 Apr 2) (31 Apr 21 Creen Access Areas Access	Improved improved of non- per, including both Saddand Saving Saddand Saving Saving Social Saving Saving Saving Saving Saving Saving Saving Saving Saving Saving Saving Saving Saving Saving Savin	Non-Pay 4	5 5 5 5		4 4	1 5	4 4	4 4 50 50	1 1 1 1	4 4	1 1	-	+			$\sqcup$			+	+
Date Prince	The control of the co	Models 1         \$1.4pc21         \$1.4pc21         Cleans         Across Service Assas           Models 1         \$1.4pc21         \$1.4pc21         \$5.4pc23         \$6.6pc         Across Service Assas           Models 1         \$1.4pc21         \$1.4pc21         \$6.6pc         Across Service Assas           Models 1         \$1.4pc21         \$1.4pc21         \$6.6pc         Across Service Assas	Improved management of nam- pain, including both Carch Retrieuring Saving  Saving Saving Saving Saving Saving  Saving Pessent Saving Pessent Saving  Improved Saving Pessent Saving Saving  Improved Saving Saving Saving  Saving Saving Saving Saving  Saving Saving Saving Saving  Saving Saving Saving  Saving Saving Saving  Saving Saving  Saving Saving  Saving Saving  Saving	Non-Pay 6 50 Non-Pay	* * * *	+ + + +	1 1	1 1	5 5	* *	1 1 1	1 1	1 1	-					##	#	#	#

10/13 62/65

1 1 1		Posse	december standings - bulk pumbase  december should find	Ι. Ι		T . T	Mort	e.1 (1.4µ-21 E	144-21	Creen Across Service Areas	Improved management of non- pay, including both	Cash Meleasing Saving	Non-Pay																T				$\neg$	П	$\neg$					$\neg$
Carolf & Volumental Service Co.	Distriction CRI	OKIT 001	ement savings - Connect officiencies NR	_	_		+	++	+		procurement and Improved			-															2				-		-					-
Constit & Value and a Service Co	DOMESTIC CO.	No see		+	-	$\vdash$	Marile	.1 01Apr21 01	1.Apr-31	Creen Access Service Areas	programmed and Suproced	Cash Reteating Saving	Non-Pay 3										,																	
Carolf & Valoresiana Service O	Dilladi Care CRI	Procurence ONIT 003	ment savings - Product saturatisation K			10	Manth	a.1 01Apr21 01	1.Apr-21	Creen Across Service Areas	management of non- pay, including both Stafforad procurement and	Cash Reteating Saving	Non-Pay			, ,						, , ,			,		,		١.											
Carolf & Volumental Servic Col Carolf & Volumental Servic Col	ORNECHH CRO	OUT OOL Tempora	inary Pay - Consulted Medical Rola R Efficiencies R Imporary Pay - Junor Medical NR	120 0 80	130 130	120	Month	11 01Apr21 01 0.1	1-Apr-21	Cirem Across Service Areas Red Across Service Areas	management Medical staff management	Zaving Cash Rebusing Zavins	Pay - Variable Pay 10 Pay - Variable Pay	10	10 10	1 1 10 10	10 10	10 10	10	10 1	10 10	0 10	10	10 10	10	10 10	10	10 10	80	120		0						0	0 0	9
Carolf & Volumental Service Co	Distanciana CRI	OUT DOE: TOWN			80 80	80	Month	11 01Apr21 01	1-Apr-21	Creen Across Service Areas	Ward nursing Medicines	Zacing Zacing	Pay - Various Pay 4 Management	-															- 21	80										-
Could & Valencial allows Cri- Could & Valencial Servic Cri	ORNE Care CRI	our out	K Made Management massed Commercial Train Source MR		۰		Marile	-1		Red Steduces Management (Secondar) Care)	7 Steduines Stenagement (Secondary Care)	Cash Reteating Saving	Management (Primary & Smandary Care)																											
Cardiff & Volenciated Service Cri	Official Care CRI	ORT 011 Increased W	WHISE activity - recovery plan actions NR Temp administration posits NR	0		$\vdash$	Month	0.1	_	Red Community Red Across Service Areas	Esternal - Sum other LHBs & Trickle CRev	Cash Releasing	Fay -									_		_								4		-	-					-
			NA.				Mod	n.1		Ned Care) Management (Secondary Care)	management of non- pay, including both	Cash Reteating Saving	Management (Primary & Secondary																											
Cardiff & Volumental Service an	and Climat HAS	ASM 002 Meds Mar	Smagenesi - Clinial Trafs (Cance)	100	so so		Month	++	$\overline{}$	Crean Standard Management (Secondary Care)	programmed and	Cash Releasing Saving	Carel Medicine Management						-		++	_		_					-	-		4		-	-+			-		-
Carolf & Volumental Service or	and Clinial HAS	ASM DES No.	Seds Management - Humecare	-	_				_		procurement and		Secondary Carel Medicres						- 13	10				_	-	3 3	13	10 10				0								
Self & Volentia Service	and Citrosic MAR	ASM SEE Media Minor	K Ingeneral - Bis sinder Procuration	120	130 130	120	Month	di 1 01.4pc 21 01	1-Apr-21	Green Medicines Management (Secondary Care)	pay, including both traditional procupement and	Cash Releasing Saving	(Primary & Secondary Care) 10	12			10 10			10 1						20 10	10	10 10		120										
Carolf & Volumental Service as	and Clemat HAS	ASSESSE STREET Public	Steam Findow - ASS, E and of area Local R	1			Mort	a1 01-24-21 E	1-0x021	Circen Accion Service Areas	Stiproved management of non- pay, including both	Cash Reteating Saving	Non-Pay				, ,	l , l ,	-,-	7					1,1	, ,	1,	, ,	1.	-	•	•		-				- 1	•	-
Carolif & Volumental Service or	and Clinial HAS	ASM DDS PA	Procurement - Band Contract	$\perp$	10 10		Mark	a.1 010a21 01	1 day 21	Creen. Across Service Areas	procurement and		Non-Play	_						,	+	-			,		1		2	-			-							-
Carolif & Volumental Services	and Clevial HAE	AMAZON PO	R Progressed - External Tests	+	_	10	March	.1 01-04-21 01	$\rightarrow$		programmed and improved	Cash Reteasing Saving	Non-Pay				, ,			,			$\vdash$		,	, ,	,	, ,												
Court & Street Street			K Select Select 1 to Select		eo eo		Month	h 1 01 Apr 21 01	1.Apr 21	Creen Access Service Areas	management of non- pay, including both traditional	Cash Reteating Saving	Non-Pay	1.1	.   .	.   .		l . l .	1.1		.   .	.   .		.   .			١. ١		١.	_	.		.   .				١. ١	.		.
Carolf & Volumental Service an	and Clinial HAB	ABM 013 Blue	Turblese Efficiencies - Medical NY				Month	e-1 01-Apr-21 01	1-Apr-21	Green Across Service Areas	management management improved	Zaring Zaring	Pay . Variable Pay 5	i	1 1	1 1	1 1	1 1	- 1				-			1 1	-		26					-	-					
Carolf & Volumental Service	and Clevad HAE	AMERICA IN	NA Modelnia Efficiencias - Other				March	.1		Red Across Service Areas	pay, including both traditional procurement and	Cash Retraining Saving	Non-Pay 0																											
Could A Volumental Services Could A Volumental Services	and Cleved HAS and Cleved HAS	ASM 210 No.	Post Service - Name	1	0		Month	<u></u>	$\rightarrow$	Red Across Service Areas Red Across Service Areas	Ward nursing In Other In Engineer	Same nume Denesion	Variable Play 0	-					-	1	+++						-	1 1	+ :	1	-	1	##	- 8	==		+	-		1
Carolf & Volumental Service as	and Circuit MAS	ASM 018 Procurences	K serii - Reduce Caneral Christi Supples		30 30	30	Month	11 010421 01	1-Jun-21	Green Across Service Areas	pay, including both traditional procurement and	Cash Reteating Saving	Non-Pay																	30										
	T		NA.		-		Mode	m.1 01Apr21 01	1.Apr-21	Green Medicines Management (Secondar) Care)	management of non- pay, including both traditional	Cash Retracing Saving	Management (Primary & Secondary							T			ΙТ		ΙТ		$  \neg  $				Т				, T		ΙŢ	Т	Т	T
Carolf & Volumental Service on Carolf & Volumental Service Carolf & Volumental Service	and Chrose HAS and Chrose HAS accompanies Miles	ASM 219 Medi ASM 220 Position BUR 001 No.	ob Meageneri - Capitiumik ne penedin - Proposinja Lide - K Rukhira Elizander - Narang - NK y Revins - Haalishe (Ruka) Berise - K	100	10 10 100 5 5	-	Month Month	A1 01Apr21 0	1-Apr-21 1-Apr-21	Green Aurosa Service Areas Green Aurosa Service Areas	Story In Vand nursing	Carlo Balancia	Fay - S	1		1 1			- 1		9 1	#		ш.				1 1	- 4	100		1	+++	- 1						+
Cardiff & Volumented Services Cardiff & Volumented Services	normania Mil	BUT 003 Palway N	y Review - Headanhe (Bolis) Zervise K - Open Water Zestroning (Boold Press) K	0	1 1		Mode	-1 01.6p=21 01 0-1	144-21	Steen Across Service Areas Red Planned Care	nanagement Attenuatives to surgery	Sacres Cash Melaures Saures Cost Assistance	Pay: Variable Pay 0 Commissione d Sentices	-					-		-		4			0 0		0 0		100 3 0			0 0			0 0		0		-
Carolf & Volumental Services Carolf & Volumental Services	nuculation MIU	BUT 000 Income	Cyan Maler Zelenning (Social Press)     K     inne generation - Sproof Relati     K     generation - Natura Metala Sneptio     K     Fallmara Society - SH	190 1000 100 100 100 100 100 100 100 100	0		Month	6.5	J	Red Commissioning Ned Commissioning	External - Sum other Dr. LNDs & Truch External - Sum other Dr. LNDs & Truch External - Sum other Dr. LNDs & Truch	Cost Assistance										$\pm$					0	0 0		3	0	0			0		0		0 0	-
Could & Volumental Services	nominae Mu	EUR 007	Fallway Review - DK K	1		1	Mode	11 01Apr 21 01	1-04-21	Creen Across Service Areas	Databases	States	Pay - Various Pay Securios Management	+					-	-				Ŧ	-	-	-	-		-			-	-	-					-
Carell & Volumental Services	nationalessee Allia	EUR 009	Management - Clinical Trials (MS) NR  Intel Efficiencies - Shelical Vecanity	1 1			Mush	.1		Red Shebires Management (Secondary Care)	pay, including both traditional procurement and Medical staff	Cash Releasing Saving	Management (Primary & Secundary Care) Pay:	$\perp$				.   .			$\perp \perp$		$\sqcup$					0 0												
Carolf & Volumental Services	notational MIC	BUR 011		10	200 200		Month			Creen Across Service Areas  Creen Across Service Areas	management of non- pay, including both	Saving  Cash Rebosing Saving	Variable Play 1	1		1		T . T .	+ +			-			+++			1 1	+ +	10			-		-+		1 .	-		a
Could & Votercial of Security Could & Votercial of Security	nonimon Mil	EUR STI				+	Med	8.1			Selfand processes and Should start	Cash Retraining	Non-Pay			u u	0 0		-					77 17	-	u u	- v	0 0	-	200			-		+		1 .	+	.	-
Carolf & Votercialist Servicinu	eurosienae MEU	BURGIT Full					Month	41		Red Aurion Service Areas Red Aurion Service Areas	management management improved	Zarry Cash Measury Zarry	Non-Pay 0	-					-						-		-			-				-				-		0
Carolf & Volumental Service	nationaleman MEG	EUR 018 Tooling Po	Prameworks - Reducing SLA (MR)	20	20 20	20	Month	a.1 01Apr21 01		Creen Across Service Areas	management of non- pay, including both Statistical procurement and	Cash Reteating Saving	Non-Pay 2	,		, ,	, ,		,	, .		, ,	,		,	, ,	,			20										
Could & Volumental Secondary Could & Volumental Secondary	noncember Mill	EUR 219 Minay Res	Index - Epitopsy CP (Date on symptoms K Datesy Review - Epitopsy Reviewy K	0			Month	8.1	_	Red Across Service Areas Red Across Service Areas	nanagement Stratus staff nanagement	Sectory Sectory Centor Retaining Sectory	Non-Pay Non-Pay																											
			*				Month	A1		Red Across Service Areas	management of non- pay, including both Validational	Cash Meleoring Saving	Non-Pay																											
Carolf & Volumental Servicino	europieros MEU	EUR 023 Process	nies of MCT Staffing - reuntingy NR	0			Month			Red Across Service Areas	Status stat management Improved	Zach Releasing Zacing	Pay - Variable Pay														-		÷					-						
Carolf & Volumental Service S	Services Mar PSMS	MODEL TO THE PERSON	NA Martine on our saving constants				Month			Creen Across Service Areas		Cash Reteating Stating	Non-Pay		.   .						.   .	.   .							١.				.   .				١. ا	.		.
Earl I Waspe land		15189 A	Auditory Rob Purchase NY NY Water Contract Auditory 8	191 191 4	10 101 4	501	March March March	6.1 01Apr21 01 6.1 01Apr21 01 6.1 01Apr21 01	1-Apr-21 1-Apr-21	Creen Planned Care Creen Planned Care Creen Planned Care	Ober Ober	Cash Releasing Cash Releasing Saving	Son Pay 18 Son Pay 8 Pay 1 Ollow (Please	-					-	-	, y	-	-				-		3	- 81	+	1		-	7	1 1	-	-		=
Could & Value age of Sentence Could & Value age of Sentence Could & Value age of Sentence		ILP0327 ILP0328 ILP0329	Admin vacancy NO Endourse Income NA 38 US Income NR	45 25 25 25 25 25 25 25 25 25 25 25 25 25	- 1		900 900	6-1 01-May-21 01 6-1 01-May-21 01	May 21	Diesi Plaviel Care Diesi Plaviel Care	Other St. Other St. Outpatient pathways :	using Galeration	Specify 2	2 8 8	1 1	1 1	1 1	1 1	- 1	1	2		13	1 1	1	: :		1 1	1	1	i	1	<u> </u>	1	-	1 1	9	1	2	3
Carl I Value and Services	making IV	ILPICOS SCI. (see	ee or symptom) outputted efficiency It besting for Colombial patients It. Marche 100 700 Marchesance NR		50 50 5 1 17 187 187 187 187 187 187 187 187 18		Maril Maril	1 11AH21 E	1.Apr.21	Red Pleased Care Red Green Pleased Care	reduced fallow up rate Other	Cash Releasing Cash Releasing	Non-Pay 0	-		1 1			-								-	3 0	+	1					0 0	1 1	1			
	O Marage St.	LPGS selection LPGSS Fuller LPGSS Fuller	offs after contribution to directionale con- strain detection from process of lates 505.  Such Energies (EU) Sections 1 1 months 505.  Such Energies (EU) Sections 1 1 months 505.	18	- 4		- No.	A1 814081 P	14031	Steen Plannel Care Steen Plannel Care	98m 98m 98m	Sering Cesh Schooling Cesh Schooling Cesh Schooling	Variable Play Non-Play Non-Play Non-Play	-	2 0 9 7	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			-	-		1	- 0	7 7			=		# 65	100					#			#		$\Rightarrow$
	vy Manager II. vy Manager II. vy Manager II. vy Manager II.	IURGS2 Public IURGS3 Public IURGS3 Public Bulk 3	For Bulk Savings SRX - 7 morths SR Further Bulk Savings Stellal SR - When Bulk Savings auditology SR B. Savinus Moon Healthuger - 12 morth SR	30 80 127	30 80 107		Marie Marie Marie	/1 013m31 01 /1 013m31 0 /1 013m31 0	1 Jun 21 1 Jun 21 1 Jun 21	Green Planned Care Green Planned Care Green Planned Care Green Planned Care	Olivi Olivi Olivi	Cash Releasing Cash Releasing Cash Releasing	Non Pay Non Pay Non Pay Non Pay		14 1 20 7 20 II		1 1	4 4	- 7	4	2 0 17	20 20 20 21			1	1 1	- 6	4 4	1 1	10 10 10					Ħŧ					₽
	ry Manager II. ny Manager II. ny Manager II.	URSS Fuller Bu	er Eult Santege Odegra - Erspelles - NY. Bult Santege Allines Bult - Erspelles - NY. Further Eult Santege Stylen - NY.	8 9	9 60 9 9		March March March		Jun 2    Jun 2    Jun 2	Creen Planned Care Creen Planned Care Creen Planned Care	Other Other Other	Cash Releasing Cash Releasing Cash Releasing	Nun Pay Nun Pay Nun Pay		7 1	1 1						- 7		1 1					- B	8 5 7			#		#					$\equiv$
	ry Manager III.	DRDS Rec	none of materialness controls NS	22	22		March	a 1 01.3m21 01	1.6xr-21	Green Players Care  Creen Players Care	Store Supramed management of non- pay, including both	Cash Rebasing Saving	Sun Fay		2							- 27							-	2					_					-
Carell & Valency and Benniness	A 2020 4.1 20.0	SLPS313 Japany Bulk S	IX Circles - Meditorics - E-month Purchase																				1 1				1 1													
Carolf & Votes agent Demonstra	A 2020 A 2	ILM011	NA.	1 1			+		-		programmed and			-															7	22		•								
				4	4		March		1.Apr 21	Green Planned Care	procurement and	Cash Retraining Saving	Non-Pay 0																2	33										_
			NA.	_	4		Modi	di 01.4pr.21 01	$\rightarrow$		procurement and improved management of non- pay, including both Vaditional procurement and improved		Sun Pay																	4					-					-
Carolf & Volengout Bendulus	A SERVAS DA		NK Lolus Elvara Bub (Um)	-	4 10		Mod	di 01.4pr.21 01	$\rightarrow$	Green Flavord Care	Figuriation productional and expressed expressed frame- poly, including both patients of non- poly, including both patients expressed frame- poly, including both patients frame- frame- frame- frame- frame- frame-  fram	Cash Mehasing Saving Cash Mehasing Saving	Son Pay 0 Non Pay 2 Non Pay	9	0 0	3 0 2 2	2 2	0 0	0		3 8		3	b 0	0.	0 0		0 0	,	4		9					0			
Card & Volume Service		ILM013 Ca	Lelius Etheura Bulk (Clin) NR Currendion Keya Bulk - Panda		10		Month Month	ds.1 01Apr21 01 ds.1 01Apr21 01 ds.1 01Apr21 01	1.Apr-21	Cheen Planned Care  Cheen Planned Care  Cheen Planned Care	a distribution of and superiorist of nature page 1 and	Cash Rehaving Saving  Cash Rehaving Saving  Cash Rehaving Saving	Son-Fay D. Non-Fay 2. Non-Fay 2.	2	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	3 6	2 2	3 2	0	2	3 b 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0	3 3	2	0 0 2 2	0	0 0	2	3 2	2	4 18 10	0	0		9	0	a a	0	3	0 4	0
	. 2004) 20	8.89313 Co	Lolins Stheurs Bulk (Clin)  NY  Convenient Keys Bulk - Panels  X  Tricklys Summarisles Saytra	10 108	10 108	-	Month. Month.	ds.1 01Apr21 01 ds.1 01Apr21 01 ds.1 01Apr21 01	1.Apr-21	Common Planned Care  Common Planned Care  Common Planned Care  Common Planned Care	reactions and and  improved in final  manipulation of infan- manipulation of infan- manipulation of infan- manipulation of infan- infan- infan- manipulation of infan- input manipulation of infan-  input manipulation of infan-	Cash Releasing Serving  Cash Releasing  Serving  Cash Releasing  Serving  Cash Releasing  Serving	Non-Pay 0 Non-Pay 2 Non-Pay 2 Non-Pay 2	2	2 2	2 2	2 2	2 2	2	2	3 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2 2	2	2 2	2	2 2	2	2 2	2	10 100	0	0 0	0 0	3		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0	3	0 0	
Carolf & Voltagout Sentration		8.89313 Ca 8.89314 No	Latin Shees Bulk (Dav)  NN  Carmillon Egys Bulk - Famis  X  Holden Carmonsides Bartes  X  Dublinosy Mad Fan Typs	10 10 10 10 10 10 10 10 10 10 10 10 10 1	10	108 d	Month Month	ds.1 01Apr21 01 ds.1 01Apr21 01 ds.1 01Apr21 01	1.Apr-21	Cheen Planned Care  Cheen Planned Care  Cheen Planned Care	in discharged and improvement of name in the proposal	Cash Releasing Saving  Cash Releasing Saving  Cash Releasing Javing  Cash Releasing Javing  Cash Releasing  Javing  Javing	10   10   10   10   10   10   10   10	2	5 0 2 2 2 2	2 2	3 3	2 2	2	2	2 2	2 2	2	2 2 2	2	2 2	2	2 2	27	100	0	a a a		9	0		0	3 3 3	0 0	
Carell & Volumeyood Services.		ILPG13 Ca ILPG13 No	Lolins Stheurs Bulk (Clin)  NY  Convenient Keys Bulk - Panels  X  Tricklys Summarisles Saytra	10 10 10 10 10 10 10 10 10 10 10 10 10 1	10	-	Month Month	m 1 01Apr21 01 m 1 01Apr21 01 m 1 01Apr21 01 m 1 01Apr21 01 m 1 01Apr21 01	1.Apr-21	Common Planned Care  Common Planned Care  Common Planned Care  Common Planned Care	information and information an	Cash Releasing Serving  Cash Releasing  Serving  Cash Releasing  Serving  Cash Releasing  Serving	Non-Pay 2 Non-Pay 2 Non-Pay 3 Non-Pay 3 Non-Pay 1 Non-Pay 1 Non-Pay 1	2	2 2	, ,	3 2	, ,	2	3		2 2	2	2 2 2	2	2 2	9	2 2	2	33 4 10 10 100	0	3			0		0	9	0 4	
Contil & Volument Services Contil & Volument Services	A 2000 A 1000 A	ELPO15 Co	Latin Shees Bulk (Dav)  NN  Carmillon Egys Bulk - Famis  X  Holden Carmonsides Bartes  X  Dublinosy Mad Fan Typs	100 100 100 a a	10		Month Month	m 1 01Apr21 01 m 1 01Apr21 01 m 1 01Apr21 01 m 1 01Apr21 01 m 1 01Apr21 01	1 Apr 21 1 Apr 21 1 Apr 21	Conn. Planted Care	Minimized and  proposed and  p	Cash Relaxing Basing	Non-Pay	2	2 2 2 1 1 1 1 1 1 1 1	, ,		2 2	2	3		2 2 2 2 1 1 1	2	3 2 2 2 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4		3 3	2	2 2	2 a a a a a a a a a a a a a a a a a a a	125 126 126 126 4	0 0	3		3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	0			a a a a a a a a a a a a a a a a a a a	0 (	a a a
Cardiff & Votorgiad Sentance  Cardiff & Votorgiad Sentance  Cardiff & Votorgiad Sentance  Cardiff & Votorgiad Sentance	A 2000 A 200	BAR013 Ca BAR014 20 BAR014 20	Lotin Rines Rub (Dir)  NR  Catimina Riga Rish - Perek  X  Zalahan Saman Rish Rines  X  Catimina Riga Rish - Rines  X  All Andrew Marie Riga  X  All Andrew Marie Riga  X  All Andrew Marie Riga  X	18 10 10 10 10 10 10 10 10 10 10 10 10 10	10 108 108 6 6 6 4	4 4 30	March March March March March March March March	ab 1	1.4pr21 1.4pr21 1.4pr21 1.4pr21		Sections and Secti	Cash Relaxing Stony	100   100	2	, ,	, ,	2 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	3 3	3	3 3		2 2 2 2 1 1 1 0 0 0 3 3 3	2	2 2 2 1 1 1 1 5 0 3	1		2	1 1	2 2 3 2 2 3	4 128 4 128 128 128 128 128 128 128 128 128 128	0 0	3			0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		0 0 0	a a a a a a a a a a a a a a a a a a a		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Card & Volenged Bestero. Card & Volenged Bestero. Card & Volenged Bestero. Card & Volenged Bestero.	. 2004 20	ILPHO13 CW	Lock March Ed. (Chr.)  Vid. Consider Roy Rol Prob.  K. Soldware State - K. Soldware	100 100 100 a a a a a a a a a a a a a a	10 10 108 6 6 6 4 4 32 32 4 4	4 22	Month Month	ab 1	1.4pr21 1.4pr21 1.4pr21 1.4pr21		Amendment of the company of the comp	Cash Relaxing Soning Cash Relaxing	Non-Pay  Son-Pay  G				, ,	3 2	,	3		2 2 2 2 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0	2	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1		2 2 1 1	, ,	27 2 4 5 4 1 2 4 2	10 100 100 100 100 100 100 100 100 100	0 0 0	3			0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			0 0 0 0		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Could A Valency of Revision	A 2004 10	BL99213 Co	Local Marce Bull (Date)  Very Considera Roya Bull - Propin  K  2004 des Tresson Bull - Roya Bull  K  Continues State  K  Continues State  K  Anti-Continues State  K  Anti-	150 150 150 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	10 108 108 6 6 6 4	4 4 30	March March March March March March March March	ab 1	1.4pr21 1.4pr21 1.4pr21 1.4pr21		Amendment of the company of the comp	Cash Relaxing Stony	100   100					3 3	1 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2				2	, , , , , , , , , , , , , , , , , , ,	,		2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2		2 a a a a a a a a a a a a a a a a a a a	22 d d d d d d d d d d d d d d d d d d	0							3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3		
Careff & Valoragiant Rendering Gentif & Valoragiant Rendering Gentif & Valoragiant Rendering Careff & Valoragiant Rendering Careff & Valoragiant Rendering	A 200041 204 A 200041 204 A 200041 204 A 200041 204	Call (1991) Call (	Lock March Ed. (Chr.)  Vid. Consider Roy Rol Prob.  K. Soldware State - K. Soldware	150 150 150 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	10 10 108 6 6 6 4 4 32 32 4 4	4 22	March March March March March March March March	ab 1	1.4pr21 1.4pr21 1.4pr21 1.4pr21		Amendment of the control of the cont	Cash Relaxing Soning Cash Relaxing	100   100						,			2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	,	, , ,	,		,		2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	120 120 120 120 120 120 120 120 120 120	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0							a a a a a a a a a a a a a a a a a a a		a a a a a a a a a a a a a a a a a a a
Could A Venezuel Innotes	A 2000 A	Call (1991) Call (	Van Harris Maria (1970)  Van Germann Angel Maria (1970)  Van Harris (1	150 150 150 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	10 10 108 6 6 6 4 4 32 32 4 4	4 22	March March March March March March March March	6.1 \$1.46921 \$1.46921 \$1 \$1.46921 \$1.46921 \$1 \$1.46921 \$1 \$1.46921 \$1 \$1.46921	0.4pr-21 0.4pr-21 0.4pr-21 0.4pr-21 0.4pr-21 0.4pr-21		response of an array of the control	Cash Relacing Borry Cash Relacing	100   100						,				,	, ,	,		,	, ,	2 2 a a a a a a a a a a a a a a a a a a	20 4 128 4 4 2 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4								3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3		
	A 2000 A	ELAND 19 Ca   10 Ca	Variation   Vari	10 10 10 10 10 10 10 10 10 10 10 10 10 1	100 100 1000 1000 1000 1000 1000 1000	4 22	March March March March March March March March	6.1 (1.4 p. 27) (1.5 p. 27) (1	6 Apr-21	See Associate Se	And the second s	Cash Manacing Bating Cash Manacing	1   1   1   1   1   1   1   1   1   1						,								, ,		27 2 8 8 9 3 2 10 7	4 128 128 128 128 128 128 128 128 128 128										
	A 2004 24 A 2004	EAROTT AN	Understanding (1972)  Sometic for the first (1974)  Sometic for th	10 10 10 10 10 10 10 10 10 10 10 10 10 1	100 100 1000 1000 1000 1000 1000 1000	4 22	March March March March March March March March	6.1 (1)49-27 (1) (1) (1)49-27 (1) (1) (1)49-27 (1) (1) (1)49-27 (1)49-27 (1)49-2	0.4pr-21 0.4pr-21 0.4pr-21 0.4pr-21 0.4pr-21 0.4pr-21	See Associate Se	A CONTRACT OF THE CONTRACT OF	Cash Relacing Borry Cash Relacing	1   1   1   1   1   1   1   1   1   1				, , ,						,				,		2 2 2 2 2 2 4 4 4	4 102 102 102 102 102 102 102 102 102 102										-
0000 2000	A 2004   20 A 2004   20	18,49013 Ca 18,49014 Page 18,4	Variation   Vari	10 10 10 10 10 10 10 10 10 10 10 10 10 1	100 100 1000 1000 1000 1000 1000 1000	4 22	March March March March March March March March	6.1 (1.4 p. 27) (1.5 p. 27) (1	6 Apr-21	See Associate Se	A second	Cash Manacing Bating Cash Manacing	1   1   1   1   1   1   1   1   1   1				, , ,								,				2 2 2 2 2 2 2 2 4 4 4 4 4 4 4 4 4 4 4 4	4 12 22 22 22 22 22 22 22 22 22 22 22 22										-
0000	- 3304   34 - 3304   34 - 3304   34 - 3304   34 - 3304   34	E-MOTIS C E-MOTI	Understanding (1972)  Sometic for the first (1974)  Sometic for th	10 10 10 10 10 10 10 10 10 10 10 10 10 1	100 100 1000 1000 1000 1000 1000 1000	4 22	March March March March March March March March	6.1 (1.4 p. 27) (1.5 p. 27) (1	6 Apr-21	See Associate Se	A CONTRACTOR OF THE PROPERTY O	Crash Resource Source Crash Resource Source Crash Resource Source Crash Resource Source Crash Resource Source Crash Resource Source Source Crash Resource So	1   1   1   1   1   1   1   1   1   1				, ,										,		2 2 2 2 4 4 4	100 100 100 100 100 100 100 100 100 100										-
Could be seen a seen as		8.8011	understand for the control of the co	100 100 100 100 100 100 100 100 100 100	100 100 1000 1000 1000 1000 1000 1000	4 22	Variable   Variable	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21	See Associate Se	A CONTRACTOR OF THE PROPERTY O	Cert Manage Daling Daling Cert Manage Daling Daling Cert Manage Daling Daling Daling Cert Manage Daling Dal	1   1   1   1   1   1   1   1   1   1																, , , , , , , , , , , , , , , , , , , ,	100 100 100 100 100 100 100 100 100 100										-
Could be visional devices		8.8011	understand for the control of the co	100 100 100 100 100 100 100 100 100 100	100 100 1000 1000 1000 1000 1000 1000	4 22	March March March March March March March March	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21	See Associate Se	A CONTRACTOR OF THE PROPERTY O	Crash Releasing Solving Solvin	1   1   1   1   1   1   1   1   1   1																	100 mg										
Contil & Volumental Bentonia. Contil & Volumental Bentonia. Contil & Volumental Bentonia.		8.8011 Ca 8.8014 ab 9.8014 ab 9.8014 ab 9.8014 ab 9.8014 ab 9.8014 ab 9.8014 ab 9.8014 ab	understand for the control of the co	100 100 100 100 100 100 100 100 100 100	100 100 1000 1000 1000 1000 1000 1000	4 22	Variable   Variable	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21 11.44-21	See Associate Se	Section of the control of the contro	Cert Manage Daling Daling Cert Manage Daling Daling Cert Manage Daling Daling Daling Cert Manage Daling Dal	1   1   1   1   1   1   1   1   1   1																, , , , , , , , , , , , , , , , , , , ,											
		`'o.'	Control for the Control f	* * * * * * * * * * * * * * * * * * *	300 300 300 4 4 4 4 4 4 4 4 4 4 4 4 4 4		Variety   Vari	10   10   10   10   10   10   10   10	15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21	ten Personal de la composición del composición de la composición de la composición del composición de la composición de la composición del composición		Cast howers being the cast the cast of the																	, , , , , , , , , , , , , , , , , , ,											
Could & Volument Sensors. Could & Volument Sensors. Could & Volument Sensors. Could & Volument Sensors.		`'o.'	Control for the Control f	* * * * * * * * * * * * * * * * * * *	100 100 1000 1000 1000 1000 1000 1000	4 22	Variable   Variable	10   10   10   10   10   10   10   10	15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21 15,44/21	See Associate  See As		Cath Steeps Many 1  Cath Steeps Many 1  San Steeps Many 1  Cath St	1   1   1   1   1   1   1   1   1   1																											
Contil & Volumental Bentonia. Contil & Volumental Bentonia. Contil & Volumental Bentonia.		`'o.'	Control for the Control f		300 300 300 4 4 4 4 4 4 4 4 4 4 4 4 4 4		Variety   Vari	10   10   10   10   10   10   10   10	11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21 11.04/21	ten Personal de la composición del composición de la composición de la composición del composición de la composición de la composición del composición		Cast howers being the cast the cast of the																												
	2000 1 10 10 10 10 10 10 10 10 10 10 10 1	0.	Variety   Vari				Variety   Vari	10   10   10   10   10   10   10   10	15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421	See Associate  See As		Cast howers being a control of the c																												
Could a volume from the country of the co	2000 1 10 10 10 10 10 10 10 10 10 10 10 1	0.	Variety   Vari				March   Marc	10   10   10   10   10   10   10   10	15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421 15,4421	See Associate  See As		Cort Roberty Cort																												

11/13 63/65

Carolf & Valoryonale EsecutiviSANSANS	1000002	BAND ID VACANCY / BAVINGS	NR	13	13	-		In Year	01-Apr-21	01-Apr-21	Circum.	Non Clinial Support (Faulties States/Corporate)	Other	Saving Saving Cash Releasing	Yay - Variable Play			- 13								13		$\neg$	13							13	13				. ,				0 0	-		
Carolf & Valoranair Esculo PICANEATS	IC WODGS	URAT EGAN RETREMENT, TU COVENOR P	o NA	2	2					01-Apr-21		Non Clinial Support (Facilities/Existen/Corporate)	Other		Variable Play										,	2									-		2				. /							
Carolf & Voleyanak Esecuti PEANSACE	NODES OF	BMD CINCMICY (BOMGS	NK	7	7			In Year	01-Apr-21	01-Apr-31	Circus.	Non Clinical Support (Facilities Stateles/Corporate)	Other	Zaving Zaving Cash Retriating	Yeay - Variable Play				,							7				,						7	7				. /							
Carolf & Vote comin Energy STANSSATS	C WODGS	NON-PHY SAVINGS	×	,	1 1	- 1				01-Apr-31		Non Clinical Support (Facilities Stateles/Corporate)	Other	Cash Retraining Saving	Non Pay											1											,											
Constit & Valenciale Energy MICANISATI	NODES	BAND STACANCY / SAVINGS	NA.	1	1			In Year	01-Apr-21	61-Apr-21	Creen.	Non Climal Support (Faulties Entern/Coronate)	Other	Sering Cash Releasing Serins	Yay - Yarabe Pay											1											,								0 0			
Carolf & Valenciale Esecutivity (SANCEAT)	IC WODGO	NON-PIKY SAVINGS						In Year	01-Apr-21	01-Apr-21	Green (	Text Clinial Support (Facilities Entates/Corporate)	Other	Saving Saving	Non-Pay			- 2	- 1	1	1 1		- 1	,					2	1	1 1	- 1		1 1	- 1	- 3			0		. ,		-			-		
Carolf & Valegorate Esecutivandormatic	1911	ADED DEST IND	NR	24	24	$\neg$	$\neg$	In Year	01-Apr-21	01-Apr-21	Circum.	Non Clinial Support (Faulties States/Corporate)	Other	Saving Saving	Non-Pay			36								26			24							26	24				. ,				0 0	T .		
															Management																												7			_		$\neg$
		l		13 1	3 13	13		In Year	01-34-21	91-34-21	Coren 2	Prescribing	Prescribing	Cost Assistance	(Primary & Smoondary	- 1						- 1		1 1		- 1				- 1			1 1					l 1									1 1	
Carolf & Votergroot Sentement Surge	31,800.0	Antimostos Serrigo - 0.3	-	-	_	-	-	_			$\rightarrow$		Improved		Carel	-	_		-	-	, ,	-	,	-	-	13	_	+	-		, ,	+ -	,	-		+ -	13			-		-	-	-		+ -	+ +	-
		l		10 1	0 10	10		In Year	01-34-21	91-34-21	Coren P	Planned Care	management of non- pay, including both	Cash Reteasing Saving	Non-Pay									1 1		- 1												l 1									1 1	
Carolf & Valencycol Sensorius, 35511 &	30,99333	Antimicrobial Savings - \$2250											traditional programmed and	Assert				4								10					1 1						10											
						$\neg$									Management																											$\neg$	T			_		_
	1	I			'   '		- 1	In Year	01-34621	91-34-21	Creen 7	Prescribing	Pessing	Cost Assistance	(Primary & Smoothary		- 1					1	1	1 1		- 1	- 1		1 1			1	1 1		- 1	1		ı I				- 1	1 '	1 1	- 1	1 '	1 1	
Cardiff & Volengest Sensor Unitry	30,99331	Antenundrial Seeings - Ward	-		-	+	-	+			$\rightarrow$		+ -		Care  Medicines	_	_				0 0	-	0		0	1	-	+	-		0 0						-					+-	+	-		+ •	+++	
	1	I					- 1	In Year	01-34-21	91-34-21	Conn. 7	Prescribing	Prescribing	Cost Annatance	Management (Primary &		- 1						1	1 1								1			- 1		I	ıl				- 1	1 '	1	- 1	1 '	1 1	
Contif & Votergrad Sense Unday	31,89332	Antonophia Earlings - Class													Secondary Care!																																	
									01-24-21	91-94-21	Oren 7	Bassed Care	management of non- pay, including both	Cash Releasing	Non-Pay																									-						T		
l l l	1				1 11			In Year	01-34-31	013431	Comm. /	Planned Care		Saving	Non Pay									1 1		- 1												l 1									1 1	
Carolf & Votorgout Sensorius, 2020 &	11 31,99313	Antimosolod Savings - Marin	-		_	-	-	_	-	-	$\rightarrow$		procurement and Improved			_	_	-			0 0					11	_	-			0 0	-	0			-	- 11				- 4		- 4	-	0 0	- 0	4	-
		l		28 2	8 28	21		In Year	01-34-21	91-34-21	Coren P	Planned Care	management of non- pay, including both	Cash Reteating Saving	Non-Pay									1 1		- 1												l 1									1 1	
Could & Very good Sentence & Othop	31,99314	Antonostos Sarreya - 192											traditional procurement and	asseq						,						20			20	,						- 21	28											
				7 1	1 7			In Year	01-Jun 21	01-88ey-21	Green C	Cleval Support	pathways, workforce	Cash Retrosing Saving	Play - Changes in																												7					
Carolif & Vote annalise and Toroton Med	BLANT CILL III	Matheix rates (2 Band to 1 land t)		10 1		12	-	_		_	-		Patricing 1		Radios	-	,		-			<del></del>	-		-	-		+	-		, ,		-		-		-	-	-	-4		-				+-	+++	÷
Carolf & Valegoration and Torotory Med	AND CILL OF	PCA Release 0.5 Sand 3	К.	10	3 10	13		In Year		01-Jun-21		Clinical Support	pathways, workforce models, productivity	Cash Retracing Saving	Changes in Staffing		- 1	,		1						10				1	1 1	,	,		- 1	3	10			- 4	1 0							
Carolf & Valorance and Torquey Med Carolf & Valorance and T. Therapie. Carolf & Valorance and T. Therapie.	THER COOR	PCA February 3.3 Band 3 and savings from spiriting contract review of p Annual leave purchase	AN K	3 3	1 1	,		In Year In Year	01.Apr-21	01-88ey-21 61-Apr-21	Green C	Clercal Report	Other	Cash Retraining Cash Retraining	Non Pay Non Pay	-			- 1	•	1 1	+ +	-	1 1	1	- î		_		-	9 9	- 1		•	-	-	11		-	-			_=	$\pm \pm$	0 0		$\pm \pm \pm$	÷
		l	NK.					In Year	01-Apr-21	01-Apr-21	Connect Co	Cleval Support	Other	Cash Reteasing Saving	(Please	- 1						- 1		1 1		- 1				- 1			1 1					l 1									1 1	
Carolif & Vote position and T. Therapies.	THER COSE	Vacant Strategy Lead hours	_			_	_	_	-						Pay : Olive			-				-	-		•	-	_	_	-	-		-	-			+ -	-			-		-	+			+	+++	÷
Could & Volumentos and T. Theorem.	THEIR COOR	Returnstantion of mobile phone spend	. к	,		,		In Year				Cleoud Support	Other	Cash Releasing Saving	(Please Specific																																	
Carolf & Van position and 1 Therapies.	THE R CHOICE	Schoolselin of males above same region is affect to the secondary and a \$3500 \$600 \$ date on \$100 to the secondary	- 1	13 1	3 12	13		In Year In Year	01-Apr-21 01-Apr-21	\$1-Apr-21	Creen C	Circuit Support	Other	Cash Selesing Cash Selesing	Non-Pey Non-Pey	+	-	1	-	-	1	-	-	-	1	- is		_	1	-	1 1	-	-	-	-	-	13	$\rightarrow$	- 8	-					1 1	-	_	_
Carolf & Volumeship and T. Theranes.		0.78nde Band 7 still mis						In Year	01-Apr-21	01-Apr-21	Green C	Clean Support	Other	Cash Retraing Savins	(Please																																	
Card & Volumeston and 1 Therapies.	THE R DIETOG	0.16sta Bland 7 eXE mix		., .	2 12	12	-	_	01.Apr.21		Creen C	Clevel Sussel			Specify) Pay - Other - (Species	•		-,-	_		, ,		-					_	-, -			+-			- '	٠,	-			-		-	-	-		$+$ $\cdot$	$+\cdot$	÷
Carolif & Voleymorks and T. Theopies.	THE R DIETOS	0.30e/a Eard 6 eX8 mix		10 1	3 13	13		In Year	01-Apr-21	81-Apr-31	Circum. C	Circuit Support	Other	Cash Releasing Saving	Specific					1						12			4		1 1		,				12											
ll	L						- 1	In Year	01-Apr-21	01-Apr-21	Connect C	Clinical Support	Other	Cash Meleasing Saving	(Please		. 1 .	Ι.	1			Ι.	1 .	1.1					1			Ι.	1		1 .	Ι.	Ι.	1.1				. 1 .	1 . '	1		1 . '	1.1	
Carolf & Volegossius and T. Theograe.	IFER DEFOE	S. Titlede Bland System Chours	-		$\neg$	-	-	-					1		Medicines				-	_		- ·	-					-		-		T .	-			1			-			<del></del>	+			+-	+	_
		l		60 6	0 60	60		In Year	01-34-21	01-34-21	Conn.	Medicines Management (Secondar) Carel	y Medicines Management (Secondary Care)	Cash Retrosing Saving	(Primary & Smoondary									1 1		- 1												l 1									1 1	
Carolf & Volations and Womenstein for III Carolf & Volations and Women & Children	OFFICIA	Additional Artimophism 2019	-		_	_	_	2.00		913621		Manual Page	(secures) Care	Park Melancon	Carel	_						-						_	12			-				1 2	- 10			-:-		-+-	+	+: $+$		++-	+	-
					4 34	36				01-Apr-21		Cleon Support	One.	Cash Retraing Saving	Pay - Other (Please								1					1															+			+-		_
Carolf & Valegoration and T. Therapies.	DEEPHOES	wie Band I Outpatients - shange in working pra				-		11 1620	ungeur.	stronge U1	Comm.	Cena suppor	- Comm		Specific				14	3	3 3	- 1	3	3	3	34				14	3 3	1	3	1 1	1	16	34		0									
		Sele Band E Outpatients - shange in working you		a 6	2 42	42		In Year	01-Apr-21	01-Apr-21	Circum C	Cleoud Support	Other	Cash Meleasing Saving	(Please								l .	1 . 1					1 . 1			Ι.	1 . 1			l		l . I					1 . '			1 . '	1 . 1	
Carrie Company of the Spine	PRINTED	and the state of t				-	-	In Year	01.Apr.21	01-Apr-21	Circum C	Clevel Sussel		Cash Meleosing Saving	Pay : Olive		_			$\rightarrow$			_	-	_	-			-	_		_	-		_	_		_	_				+			_	-	_
Could & Valence by and T. Therapies.	DEKROSS	Output with TREE Mix	- "	~ 3	- 10	10	_		-	_	$\rightarrow$	Carrier auggern			Janes Co.			-		-						10		_	-	-	, ,		-		-	-	- 10							$\vdash$			+	
Carolf & Volumeship and T. Theraire.	DEXPRISE	Leadenin SVI Ma		7 7	7	7	- 1	In Year	01-Apr-21	01-Apr-21	Circum C	Cleoud Support	Other	Cash Meleasing Saving	(Please		. 1 .	Ι.	1			1 .	1 .	1.1		.	- 1		1 . 1			Ι.	1 . 1		Ι.	Ι.	Ι.	1.1				. 1 .	1 . '	1		1 . '	1 . 1	
Carolf & Valogoselius and T. Theopies.	PRIA PROGES	Leasenship SKII Ma	205			_	-		01-Aug-21	91 Aug 21	Circus C	Clevel Sussel	1	Cash Reteasing Saving	Pay - Olive (Please	-	٠,	- t-	<b>,</b>				1 '-		-	-		_				+-				+,	+	L T	-	-			+			+-	+	_
Carolf & Valegoration and T & Patient Ad	er OPASS	Billion		-	,							Case address		Saving	Zpesify)				3	1		-	- 1	-						3	1 1	-			- 1	1							-		0 0		-	
Carolf & Valenditionand Wombal Reven		Central Budget review			1,013		$\rightarrow$			01-Apr-21		(Facilies Balates Coporate)	Other	Earth Retriacing Saving Carch Retriacing Saving	Non Pay	_			622		M 8			. 16		1,013	_	_	_	622	86 86	- 16	.04	ы в		622	1,613						-			-		
Could be vision to the County of the County	1300	PAY SAUNCE VICANCES / TURNOVER	NR NR	217	217	-	-	In Year	01-Apr-21	01-Apr-21	Conn	Payties Esistes Copostel	Other	Zarry	Versite Pay	_		$\rightarrow$	-	- 2	2 2	- 12	32	- 11	- 10	217	_	_	$\rightarrow$	_	28 25	- 10	- 8		- 31	-	217					$\rightarrow$		$\rightarrow$			+	$\rightarrow$
		Percent is UHC Commisments			380	_		o Year	V-149-21				100																																			

12/13 64/65

Period: Aug 21

This table needs completing monthly from Month: 3
This Table is currently showing 0 errors

	This Table is currently showing 0 errors			
Та	ble F - Statement of Financial Position For Monthly Period	Opening Balance Beginning of Apr 21	Closing Balance End of Aug 21	Forecast Closing Balance End of Mar 22
	Non-Current Assets	£'000	£'000	£'000
1	Property, plant and equipment	742,355	755,303	742,500
2	Intangible assets	2,238	1,919	2,053
3	Trade and other receivables	6,649	20,074	6,649
4	Other financial assets			
5	Non-Current Assets sub total	751,242	777,296	751,202
	Current Assets	,	,	, ,
6		16,684	17,709	16,684
7		190,014	195,268	190,014
8				
9		3,637	4,628	566
10		·	·	
11	Current Assets sub total	210,335	217,605	207,264
	Out of the Assets sub total	210,000	217,000	201,204
12	TOTAL ASSETS	961,577	994,901	958,466
	Current Liabilities	, ,	,,,,,	
13	Trade and other payables	219,106	183,332	219,106
14	Borrowings (Trust Only)			
15				
16	Provisions	133,674	136,672	128,537
17	Current Liabilities sub total	352,780	320,004	347,643
18	NET ASSETS LESS CURRENT LIABILITIES	608,797	674,897	610,823
	Non-Current Liabilities			
19	Trade and other payables	8,126	8,024	8,126
20				
21	Other financial liabilities			
22	Provisions	10,514	17,225	18,905
23	Non-Current Liabilities sub total	18,640	25,249	27,031
24	TOTAL ASSETS EMPLOYED	590,157	649,648	583,792
	FINANCED BY: Taxpayers' Equity			
25		479,113	517,027	451,171
26	Revaluation Reserve	111,044	132,621	132,621
27	PDC (Trust only)			
	Retained earnings (Trust Only)			
29	Other reserve			
30	Total Taxpayers' Equity	590,157	649,648	583,792
	EXPLANATION OF ALL PROVISIONS	Opening Balance Beginning of Apr 21	Closing Balance End of Aug 21	Closing Balance End of Mar 22

	Opening Balance Beginning of	Closing Balance End of	Closing Balance End of
EXPLANATION OF ALL PROVISIONS	Apr 21	Aug 21	Mar 22
31 Clinical Negligence	125,293	138,397	129,899
32 Personal & Permanent Injury	5,635	4,930	5,611
33 Defence Fees	2,190	810	819
34 Pensions relating to former staff	1,040	971	1,006
35 Continuing Healthcare Claims	71	54	71
36 Holiday pay on voluntary Overtime provision & provision re time off in lieu	1,668	323	1,668
37 CRC Provision, Cardiff University Energy & Lease Dilapidations provisions	2,701	2,179	2,701
38 Employment Tribunals & HSE Provisions	746	0	746
39 VAT & PAYE Provisions	4,844	6,233	4,921
40 Total Provisions	144,188	153,897	147,442

	,	
ANALYSIS OF WELSH NHS RECEIVABLES (current month)		£'000
41 Welsh NHS Receivables Aged 0 - 10 weeks		2,286
Welsh NHS Receivables Aged 11 - 16 weeks		109
🚜 Welsh NHS Receivables Aged 17 weeks and over		8
-5.6°	_	

ANALYSIS OF TRADE & OTHER PAYABLES (opening, current & closing)	£'000	£'000	£'000
44 Capital - O	22,153	7,538	22,153
45 Revenue 2 4/	205,079	183,818	205,079
ANALYSIS OF CASH (opening, current & closing)	£'000	£'000	£'000
46 Capital	3,004	(2,353)	(1,480)
47 Revenue	633	6,981	2,046

13/13 65/65