

Public Finance Meeting

Wed 24 August 2022, 14:00 - 16:00

Agenda

14:00 - 14:00
0 min

1. Standing Items

1.1. Welcome and Introductions

Rhian Thomas

1.2. Apologies for Absence

Rhian Thomas

1.3. Declarations of Interest

Rhian Thomas

1.4. Minutes of the previous Committee meeting – 27 July 2022

Rhian Thomas

 1.4 Draft Public Finance Minutes July 22MD.pdf (9 pages)

1.5. Action log following the meeting held on 27 July 2022

Rhian Thomas

 1.5 Action Log - Following Meeting in JuneMD.NF.pdf (1 pages)

1.6. Chair’s Actions since previous meeting

Rhian Thomas

14:00 - 14:00
0 min

2. Items for Review and Assurance

2.1. Financial Report – Month 4

Robert Mahoney

- Including the Finance Risk Register

2.2. Funding Resource Map

Hywel Pullen

14:00 - 14:00
0 min

3. Items for Approval / Ratification

14:00 - 14:00
0 min

4. Items for Information and Noting

4.1. Financial Monitoring Return – Month 4

Mohamed Sarah
16/08/2022 16:51:10

Robert Mahoney

-  4.1 Month 4 Monthly Financial Monitoring Return Covering Report.pdf (2 pages)
-  4.1a CV Financial Monitoring Returns 2022-23 - Month 4.pdf (13 pages)
-  4.1b 2022-23 MMR Template - Cardiff & Vale UHB Month 4.pdf (4 pages)

14:00 - 14:00
0 min

5. Agenda for Private Finance Committee Meeting

Rhian Thomas

5.1. Approval of Private Minutes

5.2. Update on the Financial Plan

14:00 - 14:00
0 min

6. AOB

14:00 - 14:00
0 min

7. Review and Final Closure

7.1. Items to be deferred to Board / Committee

Rhian Thomas

7.2. Date, time and venue of the next Committee meeting:

Wednesday 28th September 2022 at 2pm Via MS Teams

14:00 - 14:00
0 min

8.

To consider a resolution that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest [Section 1(2) Public Bodies (Admission to Meetings) Act 1960]

Mohamed Sarah
16/08/2022 16:51:10

**Draft Minutes of the Finance Committee Meeting
Held On 27 July 2022 at 2pm
Via MS Teams**

Chair:		
Rhian Thomas	RT	Independent Member - Capital and Estates
Present:		
John Union	JU	Independent Member – Finance
David Edwards	DE	Independent Member – ICT
In Attendance:		
Charles Janczewski	CJ	UHB Chair
Abigail Harris	AH	Executive Director of Strategic Planning
Catherine Phillips	CP	Executive Director of Finance
Hywel Pullen	HP	Interim Deputy Director of Finance (Strategy)
Mike Bond	MB	Managing Director – Acute Services
Tim Davies	TD	Head of Corporate Business
Observers:		
Darren Griffiths	DG	Audit Wales
Secretariat		
Sarah Mohamed	SM	Corporate Governance Officer
Apologies:		
Nicola Foreman	NF	Director of Corporate Governance
Robert Mahoney	RM	Interim Deputy Director of Finance (Operational)

Item No	Agenda Item	Action
FC 27/7/001	Welcome & Introduction The Committee Chair (CC) welcomed everyone to the meeting.	
FC 27/7/002	Apologies for Absence The Finance Committee resolved that: a) Apologies were noted.	
FC 27/7/003	Declarations of Interest The Finance Committee resolved that: a) No Declarations of Interest were noted.	
FC 27/7/004	Minutes of the meeting Held on 29 June 2022 The minutes of the meeting held on 29 June 2022 were received. The Finance Committee resolved that:	

	a) The minutes of the meeting held on 29 June 2022 were held as a true and accurate record of the meeting.	
FC 27/7/005	<p>Action Log following the meeting held on 29 June 2022</p> <p>The Action Log was received.</p> <p>The Finance Committee resolved that:</p> <p>a) The Action Log was up to date.</p>	
FC 27/7/006	<p>Chairs Action since previous meeting</p> <p>There had been no Chair's actions taken since the last meeting.</p>	
	Items for Review and Assurance	
FC 27/7/007	<p>Financial Report – Month 3</p> <p>The Financial Report – Month 3 was received.</p> <p>The Interim Deputy Director of Finance – Strategy (IDDFS) presented the Financial Report for Month 3 and highlighted the following:</p> <ul style="list-style-type: none"> • At the end of June, the Health Board had submitted a revised IMTP where further savings were identified. • At the end of month 3, the Health Board had a overspend of £5.877m. That was due to operational pressures of £1.602m and £4.275m which related to three months' worth of the planned deficit of £17.1m. <p><u>Finance dashboard</u></p> <ul style="list-style-type: none"> • Delivering the draft financial plan was rated red, due to the operational deficit being £1.6m after three months. • It was noted that the Health Board was on track to deliver the living within the capital resource limit. • The underspend in terms of the capital was noted. • If the plan was to be delivered on a recurrent basis, the underlying deficit would reduce from £29.7m to £20m by the end of financial year. That 	

<p>Mohamed Sarah 16/08/2022 16:51:10</p>	<p>had been assessed as red at the moment and was connected to achieving recurrent savings.</p> <ul style="list-style-type: none"> • There have been concerns regarding the creditor payments. The level of compliance remained at 92.3%. The IDDFO was undertaking work in that area. • It was noted that the Health Board remained within the cash limit. With a planned deficit of £17m, it would need to receive cash by the year end. The exceptional inflationary pressures were £13m and Finance were anticipating funding from WG to cover both areas of expenditure. • That anticipation was based on a letter received from WG in mid-March. <p><u>Table 4 key cost pressures within delegated positions</u></p> <ul style="list-style-type: none"> • Some of the cost pressures did not result in a budgetary surplus because in the past year there had been budgetary underspend in some of these areas. • Increased expenditure had meant that the budgetary underspend had reduced. Therefore, it was not possible to offset budgetary overspend in other places. • There was a WHSCC LTA performance of £1m. Across Wales a financial framework had been agreed for organisations providing activities for others. The Health Board provided services to WHSCC and to neighbouring Health Boards. • The Health Board's level of activity had not yet recovered to 90% of the outturn activity delivered before the pandemic. • The Health Board's plan was to improve on recovery of the services. <p>The CC queried if there was a degree of pragmatism in the contract in relation to circumstances that would afford the Health Board no liability for penalties or anything to reconcile any payments owed, and queried what would the potential exposure be for the year.</p> <p>The IDDFS responded that £1.64m related to the first three months of the year. In terms of the WHSCC contract, there were some specialities, such as Cardiac and Surgery, where the level of activity had not recovered. That had an impact on patients waiting for surgery, which then impacted upon the income received by WHSCC.</p>	
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	<p>The IDDFS added that since the Health Board's recovery had improved then the financial performance would improve.</p> <p>It was noted that within the WHSCC contract there was an ability to make representation where there were specific circumstances in place which were unusual and the financial arrangement could be improved.</p> <p>Due to the pandemic, the framework in place meant the Health Board was not penalised. The Health Board was planning to achieve its 100% target.</p> <p>The CC queried current contractual arrangements that were put in place last year. Was the Health Board being paid to do work which it could not do, and then was being penalised. The CC queried what the plan was.</p> <p>The IDDFS responded that the key action was that the organisation was trying to recover its services operationally and the position should improve.</p> <p>The Director of Operations – Surgery Clinical Board (DOOSCB) stated that he requested that the teams pull together some trajectories. Some risks, in particular workforce, were noted. Within Children and Women, there were paediatric and anaesthetic issues. The workforce constraints from the theatre perspective were considerable.</p> <p>The Executive Director of Finance (EDF) commented that they needed to focus on all the headings within the table and not just LTAs.</p> <p>The EDF added that within the agreement made for this year there was a no stabilisation clause. If the Health Board was not getting paid, then another organisation would be.</p> <p>The Health Board could ask for recognition that the loss of income would be someone else's gain.</p> <p>The DOOSCB commented that it was key to show improvement for both patients and the financial position. It was important to see the improving picture throughout the year.</p> <p>The UHB Chair stated that the action points identified were vague. Once the HB were on a slippery slope it was difficult to claw itself back.</p>	
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<p>Mohamed Sarah 16/08/2022 16:51:10</p>	<p>The EDF responded that it was high level and vague. The team was at the start of reviewing those areas with the operational team. So far, they were clear on the problems, but not clear on the solutions.</p> <p>The IDDFS presented the planned deficit graph. The blue line showed the situation if the operational deficit remained.</p> <p><u>Exceptional costs</u></p> <p>It was noted that the first exceptional cost was energy costs. The IDDFS advised that he had received information that energy costs would be lower than had been forecast. He received subsequent information that it would be higher. That reflected the volatility within the market place. The forecast would be maintained at the higher end.</p> <p>The IDDFS advised that the Real Living Wage paid to staff was not included in the figure of £2.9 m. WG had confirmed to all Health Boards that when the pay settlement was agreed it would provide for the Living Wage costs.</p> <p>The UHB Chair expressed concern with regards to how WG would be able to provide funding for extraordinary costs. It would be helpful to get some assurance and commitment in writing from WG.</p> <p>The IDDFS responded that the Health Board had received a letter from the Chief of WG in mid-March which confirmed that the Health Board should anticipate that WG would fund exceptional costs. On that basis the Health Board had prepared the plan. The IDDFS added that the Finance team did submit monthly reports to WG.</p> <p>The EDF advised that last year the Health Board had received £140m Covid 19 funding in revenue. This year the Health Board was looking for £60m. The Health Board had received an allocation of recovery for £22m.</p> <p>The EDF added that the WG had been clear to the Directors of Finance that it did not have the money to cover all the costs of each Health Board.</p> <p>The Independent Member for Finance (IMF) queried whether the Covid costs would be paid in tranches similar to last year.</p>	
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The EDF responded that it was not the Health Board's position because WG were waiting for downward pressure on the resources. The EDF added that they would get more assurance if the cash was flowing.

Table 6: Summary of Forecast COVID 19 Net Expenditure

The table highlighted the national COVID 19 programmes. It was anticipated that the Health Board was spending £60 million across all the areas.

The IDDFS added that financial risk was discussed. WG was providing a challenge to the Health Board in terms of schemes included in COVID response.

Table 7: Summary Financial Position for the period ended 30th June 2022

It was noted that the summary financial position was set out by Income, Pay and Non-Pay. It was broken down by Clinical Boards and there were further details within the appendices.

The CC commented that it helped to have a summary and further details in the report.

Key Financial Assumptions and Risks

The IDDFS stated that the Health Board was anticipating £35.067m to support the ongoing additional COVID costs and to fund achieving the Cleaning Standards.

The IDDFS added the Health Board was forecasting £21m to cover national COVID programmes and exceptional cost pressures of £30m.

Table 9: Risk Register @ June 2022

There were ratings of red noted against the risk related to having an approved financial plan and achieving revenue break even duty.

It was noted that the Health Board was within its capital resource limit.

There were a group of risks which supported the financial performance, such as the operational delegated position, saving programme, existing from COVID response costs and the 1-year LTA framework.

Savings programme

It was noted that the Health Board was close to achieving the £16m. There was a clear distinction of achieving a greater amount of that non-recurrently. It needed to be a focus of the organisation in order to achieve its current savings target of £12m.

The UHB Chair stated that the savings gathered so far of £16m would not be enough to cover what had been forecast. Also, the Health Board had identified £3m to reduce the deficit from £20m to £17m and £1.6m in overspend that needed to be recovered. The UHB Chair queried how that was being factored into the savings plan.

The IDDFS responded that there was a £3.7m reduction from the first plan submitted to WG and then the plan submitted in June. Page 19 of the report had highlighted the areas that would be targeted. They would be incorporated into the month 4 report and would show a £19.7m target reflecting the revised financial plan. The operational position needed to move into a place of clear remedial action.

The CC asked if assurance could be given that the £13.7m had been fully scoped and those delivering the plan were committed.

The IDDFS responded that the ideas and plans were developed through ME. A team would support the Executives in each of the areas.

The Finance Committee resolved that:

- a) The reported overspend of £5.877m due to £1.602m of operational pressures and a planning deficit of £4.275m was noted.
- b) The financial impact of COVID 19 which was assessed at £16.028m was noted.
- c) The additional Welsh Government COVID 19 funding of £16.028m assumed within the position was noted.
- d) The financial impact of Exceptional inflationary pressures which was assessed at £3.939m was noted.
- e) The additional Exceptional inflationary pressures of £3.939m assumed within the position was noted.

	<p>f) The forecast deficit of £17.1m, which was consistent with the Final Financial plan and was a reduction of £3.7m from the £20.8m included within the initial Draft Financial Plan, was noted.</p> <p>g) The additional £3.7m of recurrent Savings Plans required to deliver the revised Financial plan was noted.</p> <p>h) The 2021/22 brought forward Underlying Deficit of £29.7m and the forecast carry forward of £20.0m to 2022/23 was noted.</p>	
<p>FC 27/7/008</p>	<p>Escalation of Corporate Directorates and Clinical Boards (Verbal)</p> <p>The Escalation of Corporate Directorates and Clinical Boards Verbal update was received.</p> <p>The DOOSCB advised the Committee on the following:</p> <ul style="list-style-type: none"> • Medicine and Mental Health were in a limited position. Medicine was in a difficult position dealing with Urgent and Emergency Care. • The workforce pressures were concerning. • A lot of good work was being undertaken to reduce the current response costs. • There were clear plans in workforce. • It was slightly unstable in Medicine. The Director of Operations was also leaving and recruitment adverts would be published. <p>The EDF stated that in terms of the CHC (Continuing Health Care) the team had carried out a lot of work with regards to repatriating and achieving better cost quality models.</p> <p>The DOOSCCB stated there were weekly operational meetings.</p> <p>The CC commented that the table in the pack could be expanded a bit. For example, what was meant by limited assurance.</p> <p>The UHB Chair stated the length of stay in Mental Health was the highest in Wales. There was an opportunity to pay attention to that.</p> <p>The DOOSCCB responded that the Operational Director for Mental Health Clinical Board was undertaking a focused piece of work in relation to Mental Health.</p> <p>The Finance Committee resolved that:</p>	

	a) The Escalation of Corporate Directorates and Clinical Boards Verbal Update was noted.	
	Items for Information and Noting	
FC 27/7/009	Financial Monitoring Return – Month 3	
	Agenda for Private Finance Committee Meeting	
FC 27/7/010	<ul style="list-style-type: none"> i. Approval of Private Minutes ii. Health & Wellbeing Centres – CRI iii. IMTP Financial Element (Verbal) 	
FC 27/7/011	Any Other Business No Other Business was discussed.	
	Review and Final Closure	
FC 27/7/012	Items to be deferred to Board / Committee No items were deferred to Board/Committee.	
	Date & time of next Meeting Wednesday 24 August 2022 at 2pm Via MS Teams	

Mohamed Sarah
16/08/2022 16:51:10

Public Action Log

Following Finance Committee Meeting
27 July 2022
(For the Meeting 24 August 2022)

Completed actions					
REF	SUBJECT	AGREED ACTION	ACTIONED TO	DATE	STATUS/COMMENTS
FC 25/5/007	Planned deficit graph	An easy to read planned deficit graph will be introduced at the end of month 3.	Rob Mahoney	27/7/2022	Complete This was discussed in the July meeting.
Actions in progress					
REF	SUBJECT	AGREED ACTION	ACTIONED TO	DATE	STATUS/COMMENTS
FC 27/4/010	High level resource map	A high-level resource map on funding sources to be shared with the Committee	Hywel Pullen	24/8/2022	UPDATE BY 24 August 2022 On August agenda (item 2.2)
Actions referred to Board/Committees					

Mohamed Sarah
16/08/2022 16:51:40

Report Title:	2022-23 Month 4 Monthly Financial Monitoring Return			Agenda Item no.	4.1
Meeting:	Finance Committee	Public	X	Meeting Date:	24 th August 2022
Status (please tick one only):	Assurance	x	Approval	Information	x
Lead Executive:	Executive Director of Finance				
Report Author (Title):	Deputy Director of Finance				
Main Report					
Background and current situation:					
SITUATION WHC (2022) 013 - Welsh Government 2022/23 Monthly Financial Monitoring Return Guidance requires the UHB to provide a main Committee of the Board with copy of the monthly Financial Monitoring Return (consisting of the Narrative, Table A and Tables C,C1,C2 & C3) in order to provide the Committee with transparency on the submission made to the Welsh Government.					
Executive Director Opinion and Key Issues to bring to the attention of the Board/Committee:					
The extract from the UHB's Monthly Financial Monitoring Return is provided for information and assurance.					
Recommendation:					
The Committee is requested to:					
NOTE the extract from the UHB's Monthly Financial Monitoring Return.					
Link to Strategic Objectives of Shaping our Future Wellbeing:					
<i>Please tick as relevant</i>					
1. Reduce health inequalities		6. Have a planned care system where demand and capacity are in balance			
2. Deliver outcomes that matter to people		7. Be a great place to work and learn			
3. All take responsibility for improving our health and wellbeing		8. Work better together with partners to deliver care and support across care sectors, making best use of our people and technology			
4. Offer services that deliver the population health our citizens are entitled to expect		9. Reduce harm, waste and variation sustainably making best use of the resources available to us		x	
5. Have an unplanned (emergency) care system that provides the right care, in the right place, first time		10. Excel at teaching, research, innovation and improvement and provide an environment where innovation thrives			
Five Ways of Working (Sustainable Development Principles) considered					
<i>Please tick as relevant</i>					
Prevention	Long term	x	Integration	Collaboration	Involvement
Impact Assessment:					
<i>Please state yes or no for each category. If yes please provide further details.</i>					
Risk: No					

Safety: No	
Financial: Yes	
As detailed above.	
Workforce: No	
Legal: No	
Reputational: Yes	
Yes, if forecast financial position is not delivered.	
Socio Economic: No	
Equality and Health: No	
Decarbonisation: No	
Approval/Scrutiny Route:	
Finance Committee	Date: 24 th August 2022

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THE WELSH GOVERNMENT FINANCIAL COMMENTARY

FINANCIAL POSITION FOR THE FOUR MONTHS PERIOD ENDED 31st July 2022

INTRODUCTION

The UHB's 2022/23 financial plan is structured in three parts in line with Welsh Government guidance as follows:

- Core Financial Plan including recovery
- National inflationary pressures which are out of the direct control of individual Health Boards.
- Ongoing COVID response costs.

The UHB's initial core plan incorporated:

- Brought forward underlying deficit of £29.7m
- Allocations and inflationary uplifts of £29.8m
- Capped cost pressures and investments of £36.9
- A £16m (2%) Savings programme

This resulted in a 2022-23 planning deficit of £20.8m.

The initial plan was subject to further development during quarter 1 of 2022/23 when further Financial Recovery Plans totaling £3.7m in 2022/23 were identified, resulting in a revised planning deficit of £17.1m.

In line with guidance from Welsh Government, the UHB's plan also anticipated Welsh Government funding for the three National Inflationary Pressure exceptional costs as outlined below:

- 1) Energy costs where the planning assumption was based on a mid-range estimate from Shared services at £20.9m.
- 2) Employers NI cost of £6.9m.
- 3) The impact of paying Real Living Wage (RLW) for staff working within social care and Third Sector currently estimated at £2.9m.

The exceptional forecast costs have varied from the planned figure in year and remain as informed estimates at present. The energy cost forecasting is particularly volatile and is based, in common with other LHBs on the latest Shared Services estimates in conjunction with the British Gas advisors.

In line with Welsh Government advice, it is assumed that the costs of the RLW paid to staff directly employed by the UHB will be funded through the 2022-23 pay award funding following the outcome of the pay negotiation exercise.

In addition to the core plan the UHB anticipates funding for:

- Ongoing Covid local response costs as defined by updated 2022/23 Welsh Government allowable definitions.
- Central Covid programme funding as informed by the Welsh Government Allocation Letter to include TTP, MVC, PPE and Flu costs incurred within health boards.

The UHB submitted a final financial plan for 2022/23 at the end of quarter 1 with a planned deficit of £17.1m.

At month 4 the UHB is reporting an overspend of £7.999m against its submitted draft plan. This is due to £2.299m of operational pressures and a planning deficit of £5.700m, which is four twelfths of the planned deficit of £17.1m identified in the 2022/23 financial plan.

In addition, the UHB reports that it has incurred additional costs in the year to date for which it anticipates funding of:

- Exceptional Cost Pressures £5.238m
- Local Covid response including Cleaning Standards £12.891m
- Central Welsh Government Covid Programmes £6.825m
- Welsh Government Specific Covid Funding streams £1.023m

BACKGROUND

The Board agreed and submitted a revised draft financial plan to Welsh Government at the end of June 2022. A summary of the core draft plan submitted is provided in Table 1.

Table 1: 2022/23 Core Draft Plan

	2022/23 Plan £m
Underlying deficit from 2020/21 Plan	(4.0)
Adjustment for non-recurrent items in 2020/21 and 2021/22	(25.7)
b/f underlying deficit	(29.7)
Allocation uplift (including LTA inflation)	29.8
Capped cost pressures assessment recurrent	(31.8)
Capped cost pressures assessment non-recurrent	(1.1)
Investment reserve	(4.0)
2022/23 Planned Surplus/(Deficit) before efficiency programme	(36.8)
Efficiency Programme of 2%	
Recurrent cost improvement plans (1.5% in 22/23)	12.0
Non Recurrent cost improvement plans (0.5% in 22/23)	4.0
Planned Surplus/(Deficit)	(20.8)
Financial Recovery Plans	3.7
Planned Surplus/(Deficit)	(17.1)

This represents the core financial plan of the Health Board which:

- delivers the best possible end of year position of a £17.1m deficit in 2022/23
- reduces the UHBs underlying deficit from £29.7m to £20.0m in 2022/23 and over the subsequent two years removes the underlying deficit;
- manages exceptional cost pressures and reduces and exits the significant costs introduced as a result of the pandemic, limiting any impact on the underlying deficit.

The UHB expects to incur additional costs and funding in respect of:

- Exceptional costs from National Inflationary pressures.
- Local Covid response costs
- Welsh Government national COVID programmes.

These financial monitoring returns have been prepared within the framework of the UHB's submitted Draft Core Financial Plan, which includes a planning deficit of £17.1m for 2022-23. This report details the financial position of the UHB for the period ended 31st July 2022.

The UHB has separately identified non COVID 19 and COVID 19 expenditure against its submitted plan in order to assess the financial impact of COVID 19. Specific Covid funding related to the Dental Income Target (£1.859m), Long Covid (£0.749m), Anti-viral (£0.250m) and Nosocomial Covid 19 (£0.520m) costs is included within Table B3 alongside associated costs.

A full commentary has been provided to cover the tables requested for the month 4 financial position.

The response to the queries raised in the month 3 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 4 for which the following should be noted:

- It is assumed that LTA inflation of £7.827m that will be passed to the UHB from other Health Boards;
- The UHBs initial £16m 2022/23 savings target is reported on lines 8,9 & 13;
- The forecast position reflects the assessed COVID 19 response and national programme costs in Table B3 and assumes that additional Welsh Government Funding will be provided to match the costs;
- The bought forward underlying deficit is £29.7m as outlined in the draft financial plan.

The identification and delivery of the initial £12m (1.5%) recurrent savings target and the further £3.7m of recurrent transformational schemes is key to delivery of the planned in year and underlying position.

OVERVIEW OF KEY RISKS & OPPORTUNITIES (TABLE A2)

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

The following risks are reported:

- Management of Operational Pressures (including prescribing) - £5.0m
- Shortfall Against Planned Savings Delivery £1.5m
- Outcome of LTA Framework £4.0m
- Exceptional energy costs are greater than estimated - £4.0m
- Funding for Covid Non Programme Areas (including Cleaning standards) - £34.836m

- Funding for Exceptional Cost pressures (Energy, NI Levy & RLW) - £37.241m

The Risks are partially offset by the following opportunities:

- Potential Slippage on Investments - £0.2m
- Overperformance Against savings delivery - £1.0m
- Exceptional energy Costs are lower than estimated - £4.0m
- Reduced Response Costs due to a better COVID situation - £4.0m

The funding for Covid non programme areas and Operational Exceptional costs, is anticipated at Risk.

ACTUAL YEAR TO DATE (TABLE B AND B2)

Table B confirms the year to date deficit of £7.999m and reflects the analysis contained in the annual operating plan in Table A. A summary of the year to date position and the forecast year end deficit of £17.100m is shown in Table 2 below.

Table 2: Summary Financial Position for the period ended 31st July 2022

	Month 4	Forecast Year-End Position £m
COVID 19 Additional Expenditure	20.739	58.790
Exceptional Inflationary Pressures	5.238	37.241
Gross additional COVID and Exceptional Inflationary Pressures £m	25.976	96.031
Welsh Govt FUNDING for additional COVID and Exceptional Inflationary Pressures	(25.976)	(96.031)
Planned deficit	5.700	17.100
Operational position (Surplus) / Deficit	2.299	0.000
Financial Position £m (Surplus) / Deficit £m	7.999	17.100

The month 4 deficit of £7.999m comprised of the following:

- £5.700m planned deficit (4/12th of £17.1m);
- £2.299m adverse variance against plan.

The operational variance deteriorated from Month 3 (£1.602m deficit) mainly due to pressures in nursing, medical staffing, WHSCC LTA performance, mental health continuing healthcare placements and primary care prescribing.

The UHB faces a significant challenge as it continues to deliver services from an operational footprint that is still predominantly designed to address Covid demands and infection control. The contractual obligations to deliver improved throughput has re-introduced pre-pandemic performance arrangements for under delivery of patient activity. In particular, WHSSC commissioned specialties operate to sensitive contract parameters that include high marginal

rates for under and over performance. The challenge for the UHB is to deliver improved patient throughput from a Covid service footprint whilst Covid continues to influence patient admissions and discharges and impact staff availability.

The UHB has seen an increase in prescribing growth in the first 2 months of the year, complicated by the change in prescribing length together with an increase in NCISOs in July. This is not yet reflected in the financial forecast until further months' information is available for review but is noted as a risk

It is assumed that the recently announced 2022/23 pay award will be fully funded. At this stage, the impact of the award is not included in the pay expenditure forecast.

The UHB plans to recover the adverse operational variance of £2.299m as the year progresses and to deliver its planned deficit position of £17.1m.

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 UHB reports that it has incurred the following additional costs:

- Exceptional Cost Pressures £5.238m
- Local Covid response including Cleaning Standards £12.891m
- Central Welsh Government Covid Programmes £6.825m
- Welsh Government Specific Covid Funding streams £1.023m

It is assumed that Welsh Government funding will be provided to cover the COVID and exceptional inflationary costs arising up to month 4 and for the remainder of the year.

PAY & AGENCY (TABLE B2)

The UHB recorded Agency costs of £2.348m in month 4 which is an increase of £0.309m on the £2.039m reported at month 3. £1.345m of the costs reported in month 4 related to registered nursing and midwifery, where the UHB is progressing programmes including overseas recruitment to manage pressures.

COVID 19 ANALYSIS (TABLE B3)

At month 4 Table B3 is projecting net expenditure due to COVID-19 to be £58.790m. This includes expenditure related to the Covid funding for the Dental Income Target (£1.859m), Long Covid (£0.749m), Anti-viral (£0.250m) and Nosocomial Covid 19 (£0.520m) allocations.

The forecast Covid position is breakeven following confirmation/assumed funding matching net expenditure. Overall forecast expenditure has reduced again in month. This is summarised in Table 3 below. The projected year end spend on Welsh Government Covid programmes is based on current projection of activity. Should programmes be reduced or end, the projected expenditure will reduce accordingly.

Table 3: Summary of Forecast COVID 19 Net Expenditure

	Month 4	Forecast Year-End Position	Forecast Year-End Position @ Month 3	Change in Forecast Year-End Position in month
	£m	£m	£m	£m
COVID 19 Testing	0.449	1.652	1.516	0.136
COVID 19 Tracing	2.357	5.493	5.581	(0.088)
COVID 19 Vaccination	2.789	8.656	9.440	(0.784)
Extended Flu vaccination	0.110	1.243	1.243	(0.000)
PPE	1.120	3.532	3.565	(0.033)
Sub Total National Programmes	6.825	20.576	21.345	(0.769)
Cleaning Standards	0.666	3.213	3.251	(0.038)
COVID 19 Local Response	12.224	31.623	31.816	(0.193)
Sub Total Local response including Cleaning Standards	12.891	34.836	35.067	(0.231)
WG Covid Funding; Dental Income Target; Long Covid; Anti-viral; and Nosocomial	1.023	3.379	3.378	0.001
Total COVID Expenditure assumed to be matched by WG Funding £m	20.739	58.790	59.790	(0.999)

This forecast includes funding assumed from Welsh Government COVID Funding totaling £58.790m to match the forecast costs.

The forecast cost of national Covid programmes is £20.576m which is a fall of £0.769m against the £21.345m forecast costs reported at month 3.

The forecast local Covid response costs and Cleaning Standards is £34.836m which is a fall of £0.231m against the comparable £35.067m forecast costs reported at month 3.

The analysis of Covid 19 expenditure included in Table B3 includes spend associated with the following allocations alongside COVID response costs.

- Covid: Adferiad Long Covid - £0.749m
- Covid: Anti Viral Service Cost - £0.250m
- Covid: Investigating And Learning From Cases Of Nosocomial Covid 19 - £0.520m
- GDS loss of dental income - £1.859m

Key Financial Assumptions

- Local response COVID response allocation of £40.6m (costs currently forecast at £34.8m) to support the exit from additional COVID costs and to fund achieving the Cleaning Standards.

The FDU has enquired over the suitability of some of the cost areas that the UHB has designated as a local Covid response cost. The costs queried are additional costs incurred by the UHB as a consequence of operational changes actioned to address risks presented by the pandemic. A response to specific queries has been included in the MMR and an overarching explanation is provided here.

The UHB responded to the pandemic through a wide range of actions including establishing red, amber and green zones across its hospital sites, relocating services and expanding capacity. These arrangements remain in place as the UHB needs to remain COVID ready, as recent waves of COVID have shown. The UHB has a plan to decommission additional ward capacity. However, recent waves of COVID and the pressures in the system as a consequence of COVID, have delayed the ability to decommission additional ward capacity in line with the timescales envisaged.

The UHB is constantly looking to refine its costs downwards, if possible, and the forecast outturn continues to reflect changes in practice where appropriate, which has now given a lower 2022/23 estimate. We are committed to ensure all costs incurred are minimised wherever possible to lessen the burden on the UHB and NHS Wales.

Since the pandemic began in March 2020 the UHB has sought to be consistent in its recognition of schemes put in place in response to COVID. These have been funded over the past 2 prior years and, therefore, our plan for 2022/23, developed in Q4 of 2021/22 was done in alignment with this. At this stage, the UHB has retained the categorisation as COVID response, which was used in establishing the UHB's financial plan and the corresponding £17.1m planning deficit.

The re-categorisation and transfer of Covid Response costs to the operational position would require the UHB to consider the impact on the forecast £17.1m deficit within its revised plan.

- Funding for national programmes on an actual cost basis:
 - Testing costs
 - Tracing costs (allocated from separate fund)
 - Mass vaccination programme
 - Extended Flu Vaccination
 - PPE
- The UHB's plan includes exceptional cost pressures, which are deemed to be outside of the UHB's direct control. The forecast cost will be

subject to review as the year progresses. The plan assumes that additional Welsh Government funding will be provided to mitigate these exceptional inflationary cost pressures set out in the following table below in full.

Table 4: Exceptional Inflationary Pressures

	Month 4	Forecast Year-End Position
Incremental costs in 2022/23	£m	£m
Energy/Fuel	2.695	28.441
National Insurance Levy	1.576	5.900
Living Wage - Social Care	0.967	2.900
Total COVID Expenditure £m	5.238	37.241
Sub Total COVID funding confirmed/assumed £m	5.238	37.241

Note. It is assumed that employer living wage costs will be covered by the 2022/23 pay settlement

The forecast of the incremental cost of energy has increased by £7.144m in month from £21.297m to £28.441m. This is based on latest estimates from Shared Services and is higher than the planning estimate of £20.9m included in the initial draft plan

The forecast of the employers cost of NI levy has decreased by £1.0m from the planning estimate of £6.9m to £5.9m and will continue to be reviewed as the year progresses.

Financial Risks and Uncertainties

The key financial risks for the Health Board within this financial plan are set out below:

- Providing services in a pandemic – The UHB continues to operate in a dynamic environment with considerable uncertainty which affects the availability of its workforce and the planning and delivery of services.
- Achievement of the efficiency plan target – Savings plans delivering 2% need to be in place as soon as possible. There are clear lines of accountability in delivering identified high value opportunities.
- Management of Operational Pressures – The UHB expects its budget holders to manage and recover any operational pressures within the totality of resources delegated to them.
- Inflationary pressures – There are considerable inflationary pressures across the Health Board with pay and energy being the largest. This will affect the UHB directly and also through its supply chain. The UHB will monitor this closely and work with our partners to find a system wide approach to manage the risk.

- Develop and deliver a programme of transformational savings – Delivering a programme of the scale needed to address the underlying deficit is a key priority and will be subject to robust management arrangements.
- COVID Response – The UHB needs to exit its COVID 19 response costs in a manageable way for service delivery and within available resources, whilst maintaining the ability to respond to changes in COVID demands.

The Health Board recognises the risks in the draft financial plan and is taking actions in order to ensure that they are appropriately managed and that financial opportunities to support mitigation are fully explored. Additionally, it continues to work to finalise the additional savings of £3.4m and manage the reduction of £0.3m in planned investments required to deliver the revised £17.1m deficit in the draft plan. The progress made in identifying the additional schemes required is outlined in the section below.

Savings Programme 2022-32 (TABLE C, C1 & C2)

At month 4, the UHB is forecasting £17.380m of savings to deliver against the revised £19.400m savings target leaving a further £2.020m schemes to identify.

Overall progress in the identification of savings schemes is outlined in table 5 below:

Table 5: Savings Schemes

	Total Savings Target £m	Total Savings Identified £m	Total Savings (Unidentified) £m
Total £m	19.400	17.380	(2.020)

Progress is continuing to identify a full programme of deliverable savings.

The UHB expects to finalise the balance of savings plans required to deliver the revised planning deficit of £17.1m.

INCOME/EXPENDITURE ASSUMPTIONS (TABLE D)

The UHB progressed LTA discussions in line with the Welsh Government timetable.

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 2022/23 (TABLE E)

Table E outlines the UHB's 2022/23 resource limit.

The DEL anticipated allocations are based on the June 2022 submission and the AME anticipated allocations remain in line with the November 2021 non cash estimates. In addition, anticipated allocation adjustments for IFRS16 Transitioning leases are also now included.

Similar to practice in previous years, the UHB forecast continues to exclude 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 cost, which was assessed at £0.222m in the previous financial year.

BALANCE SHEET - STATEMENT OF FINANCIAL POSITION (TABLE F)

The opening balances at the beginning of April 2022 reflect the closing balances in the 2021/22 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.

The forecast balance sheet reflects the UHB's June DEL non-cash estimates.

CASHFLOW (TABLE G)

The closing cash balance at the end of July was £5.227m.

The UHB is currently predicting a cash shortfall of £17.1m in 2022/23 in line with the forecast deficit.

CAPITAL SCHEMES (TABLES I, J & K)

Of the UHB's approved Capital Resource Limit, 23% has been expended to date.

One scheme is currently classed as medium risk, all other schemes are currently in line with annual forecast.

The digital eye care capital allocation is being reviewed by Welsh Government. This is being closely monitored to ensure the UHB can address any issues they may arise.

Planned expenditure for the year reflects the CRL received from Welsh Government dated 22nd June 2022 - £45.768m, which reflects the reduced Endoscopy allocation of £0.6m.

AGED WELSH NHS DEBTORS (TABLE M)

At the 31st July 2022, there was 1 invoice outstanding for more than 17 weeks. This has since been paid.

OTHER ISSUES

The UHB did not maintain a high accrual level for its Annual Leave Accrual in the 2021-22 position or drawdown additional funding from Welsh Government. Consequently, there is little scope as a working balance for material balance sheet opportunity in this area in 2022-23.

The UHB can confirm that further expenditure was reported against the annual leave "sell back" scheme in month 4. This resulted in a further reduction in respect of the UHBs Annual Leave accrual as follows:

Table 6: Remaining Annual Leave Accrual

	£m
b/f Opening Annual Leave Accrual value	9.308
Annual Leave Paid month 2 2022/23 (Sell Back)	(1.271)
Annual Leave Paid month 3 2022/23 (Sell Back)	(0.033)
Annual Leave Paid month 4 2022/23 (Sell Back)	(0.013)
Remaining Annual Leave Accrual balance after 'Sell Back' @ Month 4 £m	7.991

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 24th August 2022 meeting of the Finance Committee for information.

CONCLUSION

The UHB submitted a draft financial plan at the end of March 2022 and a revised plan at the end of quarter 1 in line with the Welsh Government timetable.

The UHB is committed to achieving in year and recurrent financial balance as soon as possible. The UHB currently has a one year draft financial plan for 2022-23 which aims to deliver financial stability and ensure that the underlying position is reduced and delivers a deficit of £17.1m. This includes an initial savings target of £16.0m and a further target of £3.4m.

The reported financial position at month 4 is a deficit of £7.999m. This is made up of a budget plan deficit of £5.700m and an adverse variance against plan of £2.299m.



.....
SUZANNE RANKIN
CHIEF EXECUTIVE

11th August 2022



.....
ROB MAHONEY
INTERIM DEPUTY DIRECTOR
OF FINANCE (OPERATIONAL)

11th August 2022

Cardiff & Vale ULHB

Table A - Movement of Opening Financial Plan to Forecast Outturn

Period : Jul 22

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 Effect £'000	Non Recurring £'000	Recurring £'000	FYE of Recurring £'000
1 Underlying Position b/fwd from Previous Year - must agree to M12 MMR (Deficit - Negative Value)	-29,700	0	-29,700	-29,700
2 Planned New Expenditure (Non Covid-19) (Negative Value)	-92,708	-1,125	-91,583	-91,583
3 Planned Expenditure For Covid-19 (Negative Value)	-67,582	-67,582		
4 Planned Welsh Government Funding (Non Covid-19) (Positive Value)	77,781	0	77,781	77,781
5 Planned Welsh Government Funding for Covid-19 (Positive Value)	67,582	67,582		
6 Planned Provider Income (Positive Value)	7,827	0	7,827	7,827
7 RRL Profile - phasing only (In Year Effect / Column C must be nil)	0	0	0	0
8 Planned (Finalised) Savings Plan	13,061	7,942	5,120	6,218
9 Planned (Finalised) Net Income Generation	90	0	90	92
10 Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
11 Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0		
12	0	0		
13 Planning Assumptions still to be finalised at Month 1	2,849	0	2,849	5,610
14 Opening IMTP / Annual Operating Plan	-20,800	6,817	-27,617	-23,755
15 Reversal of Planning Assumptions still to be finalised at Month 1	-2,849	0	-2,849	-5,610
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 Other Movement in Month 1 Planned & In Year Net Income Generation	94	65	30	38
19 Other Movement in Month 1 Planned Savings - (Underachievement) / Overachievement	-143	-121	-22	0
20 Additional In Year Identified Savings - Forecast	3,696	1,020	2,675	5,542
21 Variance to Planned RRL & Other Income	0	0		
22 Additional In Year & Movement in Planned Welsh Government Funding for Covid-19 (Positive Value - additional)	-8,794	-8,794		
23 Additional In Year & Movement in Planned Welsh Government Funding (Non Covid) (Positive Value - additional)	0	0		
24 Additional In Year & Movement Expenditure for Covid-19 (Negative Value - additional/Positive Value - reduction)	8,794	8,794		
25 In Year Accountancy Gains (Positive Value)	582	582	0	0
26 Net In Year Operational Variance to IMTP/AOP (material gross amounts to be listed separately)	2,018	2,018		
27 Additional savings to be identified	0	0		
28 Transformational Savings (£3.4M) & Reduction on Investments	300	0	300	300
29 Roundings	3	3		
30	0	0		
31	0	0		
32	0	0		
33	0	0		
34	0	0		
35	0	0		
36 Forecast Outturn (- Deficit / + Surplus)	-17,100	10,382	-27,483	-23,486
37 Covid-19 - Forecast Outturn (- Deficit / + Surplus)	-1			

	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000	YTD £'000	In Year Effect £'000
1	-2,475	-2,475	-2,475	-2,475	-2,475	-2,475	-2,475	-2,475	-2,475	-2,475	-2,475	-2,475	-9,900	-29,700
2	-7,726	-7,726	-7,726	-7,726	-7,726	-7,726	-7,726	-7,726	-7,726	-7,726	-7,726	-7,726	-30,903	-92,708
3	-5,988	-5,801	-5,822	-5,416	-5,290	-5,480	-5,541	-5,814	-5,731	-5,759	-5,556	-5,385	-23,027	-67,582
4	6,482	6,482	6,482	6,482	6,482	6,482	6,482	6,482	6,482	6,482	6,482	6,482	25,927	77,781
5	5,988	5,801	5,822	5,416	5,290	5,480	5,541	5,814	5,731	5,759	5,556	5,385	23,027	67,582
6	652	652	652	652	652	652	652	652	652	652	652	652	2,609	7,827
7	296	27	-20	-15	-48	-83	5	-25	-38	-27	-27	-45	288	0
8	1,030	1,041	1,087	1,082	1,114	1,149	1,061	1,091	1,105	1,094	1,094	1,111	4,241	13,061
9	7	7	7	8	8	8	8	8	8	8	8	8	28	92
10													0	0
11													0	0
12													0	0
13		259	259	259	259	259	259	259	259	259	259	259	777	2,849
14	-1,733	-1,733	-1,733	-1,733	-1,734	-1,733	-1,733	-1,733	-1,733	-1,733	-1,733	-1,734	-6,933	-20,800
15	0	-259	-259	-259	-259	-259	-259	-259	-259	-259	-259	-259	-777	-2,849
16													0	0
17													0	0
18	0	3	4	4	4	11	11	11	11	11	11	11	11	94
19	-2	-2	-14	-29	-12	-12	-12	-12	-12	-12	-12	-12	-46	-143
20	32	120	220	189	211	191	404	394	448	502	492	492	562	3,696
21													0	0
22	0	-592	-991	-708	-360	-958	-903	-968	-879	-905	-803	-729	-2,290	-8,794
23													0	0
24	-1	592	991	708	360	958	903	968	879	905	803	729	2,290	8,794
25	139	50	328	65	0	0	0	0	0	0	0	0	582	582
26	-155	-458	-427	-360	364	952	739	749	695	67	76	-224	-1,400	2,018
27	-171	171											0	0
28												300	0	300
29	2	0	0	0	0	0	0	0	0	0	0	0	2	3
30													0	0
31													0	0
32													0	0
33													0	0
34													0	0
35													0	0
36	-1,888	-2,108	-1,881	-2,122	-1,425	-850	-850	-850	-850	-1,425	-1,425	-1,425	-7,999	-17,100
37	-1	0	0	0	0	0	0	0	0	0	0	0	-1	-1

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

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			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000			YTD variance as %age of YTD	Green £'000	Amber £'000	non recurring £'000	recurring £'000	
1	CHC and Funded Nursing Care	Budget/Plan	50	50	65	65	65	65	65	65	65	65	65	65	230	750		750	0			
2		Actual/F'cast	50	50	65	72	98	98	98	98	123	140	140	141	237	1,175	20.18%	1,175	0	450	725	1,224
3		Variance	0	0	0	7	33	33	33	33	58	75	75	76	7	425	3.04%	425	0			
4	Commissioned Services	Budget/Plan	4	4	4	4	4	4	4	4	4	4	4	4	17	50		50	0			
5		Actual/F'cast	4	4	4	4	4	4	4	4	4	4	4	4	17	50	33.33%	50	0	0	50	200
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0			
7	Medicines Management (Primary & Secondary Care)	Budget/Plan	74	74	88	101	126	169	168	198	212	198	198	211	339	1,819		1,819	0			
8		Actual/F'cast	74	74	107	91	133	180	179	209	222	217	217	230	347	1,933	17.96%	1,908	25	106	1,828	3,017
9		Variance	0	0	19	(10)	6	11	11	11	11	19	19	19	9	114	2.51%	89	25			
10	Non Pay	Budget/Plan	647	647	656	675	672	673	584	584	584	582	582	582	2,623	7,467		7,467	0			
11		Actual/F'cast	672	738	806	765	763	771	897	898	927	954	945	943	2,981	10,078	29.58%	9,528	550	6,368	3,711	5,483
12		Variance	26	91	150	91	90	98	313	314	343	372	362	361	357	2,611	13.62%	2,061	550			
13	Pay	Budget/Plan	255	265	274	237	246	238	240	240	240	244	244	249	1,032	2,975		2,975	0			
14		Actual/F'cast	260	293	312	311	315	275	275	264	264	268	268	273	1,175	3,378	34.78%	3,378	0	1,918	1,460	1,835
15		Variance	5	28	37	73	69	37	35	24	24	24	24	24	143	403	13.86%	403	0			
16	Primary Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		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	Total	Budget/Plan	1,030	1,041	1,087	1,082	1,114	1,149	1,061	1,091	1,105	1,094	1,094	1,111	4,241	13,061		13,061	0			
20		Actual/F'cast	1,061	1,159	1,294	1,243	1,313	1,328	1,453	1,473	1,541	1,583	1,574	1,592	4,756	16,614	28.63%	16,039	575	8,841	7,773	11,759
21		Variance	30	119	206	161	199	179	391	381	436	490	480	480	516	3,553	12.17%	2,978	575			
22	Variance in month		2.94%	11.41%	18.97%	14.83%	17.85%	15.57%	36.87%	34.95%	39.46%	44.75%	43.92%	43.20%	12.17%							
23	In month achievement against FY forecast		6.38%	6.98%	7.79%	7.48%	7.90%	7.99%	8.75%	8.87%	9.28%	9.53%	9.48%	9.58%								

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Table C1- Savings Schemes Pay Analysis

		Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD Budget/Plan	Green	Amber	non recurring	recurring		
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000	£'000		£'000
1	Changes in Staffing Establishment	Budget/Plan	135	136	135	94	98	98	100	100	100	104	104	109	500	1,314		1,314	0				
2		Actual/F'cast	140	142	153	148	143	119	120	119	119	123	123	128	583	1,575	36.99%	1,575	0	678	897	1,069	
3		Variance	5	7	18	54	45	21	19	19	19	19	19	19	83	262	16.63%	262	0				
4	Variable Pay	Budget/Plan	53	56	56	56	56	56	56	56	56	56	56	57	222	674		674	0				
5		Actual/F'cast	53	56	56	56	56	56	56	56	56	56	56	57	222	674	32.97%	674	0	476	198	202	
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0				
7	Locum	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0				
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0				
10	Agency / Locum paid at a premium	Budget/Plan	4	4	4	10	10	10	10	10	10	10	10	10	22	100		100	0				
11		Actual/F'cast	4	4	4	10	10	10	10	10	10	10	10	10	22	100	22.22%	100	0	0	100	100	
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0				
13	Changes in Bank Staff	Budget/Plan	3	3	3	3	3	3	3	3	3	3	3	3	12	35		35	0				
14		Actual/F'cast	3	3	3	3	3	3	3	3	3	3	3	3	12	35	33.33%	35	0	0	35	35	
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0				
16	Other (Please Specify)	Budget/Plan	60	66	76	74	80	71	71	71	71	71	71	71	276	852		852	0				
17		Actual/F'cast	60	87	95	94	104	86	86	76	76	76	76	76	336	993	33.81%	993	0	764	229	429	
18		Variance	0	21	19	19	24	15	15	5	5	5	5	5	60	141	21.70%	141	0				
19	Total	Budget/Plan	255	265	274	237	246	238	240	240	240	244	244	249	1,032	2,975		2,975	0				
20		Actual/F'cast	260	293	312	311	315	275	275	264	264	268	268	273	1,175	3,378	34.78%	3,378	0	1,918	1,460	1,835	
21		Variance	5	28	37	73	69	37	35	24	24	24	24	24	143	403	13.86%	403	0				

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

	Month		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD Budget/Plan	Green	Amber	non recurring	recurring	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000	£'000	
1	Reduced usage of	Budget/Plan	4	4	4	10	10	10	10	10	10	10	10	10	22	100		100	0			
2	Agency/Locums paid at a	Actual/F'cast	4	4	4	10	10	10	10	10	10	10	10	10	22	100	22.22%	100	0	0	100	100
3	premium	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0			
4	Non Medical 'off contract'	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
5	to 'on contract'	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
7	Medical - Impact of	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8	Agency pay rate caps	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
11	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	4	4	4	10	10	10	10	10	10	10	10	10	22	100		100	0			
14	Total	Actual/F'cast	4	4	4	10	10	10	10	10	10	10	10	10	22	100	22.22%	100	0	0	100	100
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0			

Table C3 - Tracker

This Table is currently showing 0 errors

	£'000	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	Non Recurring	Recurring	FYE Adjustment	Full-year Effect
Savings (Cash Releasing & Cost Avoidance)	Month 1 - Plan	1,030	1,041	1,087	1,082	1,114	1,149	1,061	1,091	1,105	1,094	1,094	1,111	4,241	13,061	7,942	5,120	1,098	6,218
	Month 1 - Actual/Forecast	1,029	1,039	1,074	1,053	1,102	1,137	1,049	1,079	1,093	1,082	1,082	1,099	4,195	12,919	7,821	5,098	1,120	6,218
	Variance	(2)	(2)	(14)	(29)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(46)	(143)	(121)	(22)	22	0
	In Year - Plan	32	120	220	189	211	191	404	394	448	502	492	492	562	3,696	1,020	2,675	2,722	5,397
	In Year - Actual/Forecast	32	120	220	189	211	191	404	394	448	502	492	492	562	3,696	1,020	2,675	2,867	5,542
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	145	145
	Total Plan	1,062	1,161	1,307	1,272	1,325	1,340	1,465	1,485	1,553	1,595	1,586	1,604	4,802	16,757	8,962	7,795	3,819	11,614
	Total Actual/Forecast	1,061	1,159	1,294	1,243	1,313	1,328	1,453	1,473	1,541	1,583	1,574	1,592	4,756	16,614	8,841	7,773	3,996	11,759
	Total Variance	(2)	(2)	(14)	(29)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(46)	(143)	(121)	(22)	167	145
Net Income Generation	Month 1 - Plan	7	7	7	8	8	8	8	8	8	8	8	8	28	90	0	90	3	92
	Month 1 - Actual/Forecast	7	7	7	8	8	8	8	8	8	8	8	8	28	90	0	90	3	92
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	0	3	4	4	4	11	11	11	11	11	11	11	11	94	65	30	8	38
	In Year - Actual/Forecast	0	3	4	4	4	11	11	11	11	11	11	11	11	94	65	30	8	38
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Plan	7	10	11	12	12	19	19	19	19	19	19	19	39	184	65	119	10	130
	Total Actual/Forecast	7	10	11	12	12	19	19	19	19	19	19	19	39	184	65	119	10	130
	Total Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accountancy Gains	In Year - Plan	139	50	328	65	0	0	0	0	0	0	0	0	582	582	582	0	0	0
	In Year - Actual/Forecast	139	50	328	65	0	0	0	0	0	0	0	0	582	582	582	0	0	0
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Month 1 - Plan	1,037	1,047	1,094	1,090	1,122	1,157	1,069	1,099	1,113	1,102	1,102	1,119	4,269	13,151	7,942	5,209	1,100	6,310
	Month 1 - Actual/Forecast	1,036	1,046	1,080	1,061	1,110	1,145	1,057	1,087	1,101	1,089	1,089	1,107	4,223	13,008	7,821	5,188	1,122	6,310
	Variance	(2)	(2)	(14)	(29)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(46)	(143)	(121)	(22)	22	0
	In Year - Plan	171	173	552	259	215	202	415	405	459	513	504	504	1,155	4,372	1,667	2,705	2,729	5,434
	In Year - Actual/Forecast	171	173	552	259	215	202	415	405	459	513	504	504	1,155	4,372	1,667	2,705	2,874	5,579
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	145	145
	Total Plan	1,208	1,221	1,646	1,349	1,337	1,359	1,484	1,504	1,572	1,614	1,605	1,623	5,423	17,522	9,608	7,914	3,830	11,744
	Total Actual/Forecast	1,206	1,219	1,633	1,320	1,325	1,347	1,472	1,492	1,560	1,602	1,593	1,611	5,377	17,380	9,487	7,892	3,996	11,889
	Total Variance	(2)	(2)	(14)	(29)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(46)	(143)	(121)	(22)	167	145

Mohamed Sarah
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