

# **BNSSG ICS System Finance Report**

## **Month 5 – August 2023**

**Finance, Estates & Digital Committee**

**Thursday 28<sup>th</sup> September 2023**

## Overall Financial Position

- At the end of August (month 5), the system has reported an overall **year to date (YTD) adverse variance against plan of £11.4m** (YTD plan = £14m deficit, YTD actual = £25.3m deficit). This represents a combined provider adverse variance against of plan of £10.1m, and an ICB adverse variance to plan of £1.3m. The system is maintaining a **forecast break-even financial position at year end**, both at system, and constituent organisation level.

### Key Drivers – positive/ (adverse) variance to plan

- Impact of Industrial Action (£5.3m)
- Year to Date Efficiency Plan Under-Delivery (£4.8m)
- Temporary Staffing Costs (£2.0m)
- ICB Primary Care Prescribing (£1.3m)

### Other key variances to plan

- Slippage on investments £2.0m

## Financial Risk

- At system level, **the total gross risk to delivering the reported year-end position is £28.4m (1.4% of the ICB allocation)**, primarily linked to the cost of industrial action (and the associated impact on elective recovery), the risk of non-delivery of this year's savings plan, and temporary staffing costs.
- At this stage, these risks are deemed to be fully mitigated, and the system is reporting a net risk-adjusted forecast break-even position.
- £4.8m of these mitigations (linked to the impact of Industrial Action in June to August) are dependent on a national solution, either through a further reduction in the elective recovery target (as transacted nationally for the impact of April strikes), or a mechanism to reimburse actual costs. A full schedule of risks is shown on [slide 6](#).

## Savings Delivery

- Whilst at the end of August, the system is reporting **delivery of 90% of its year-to-date efficiency plan** (a year-to-date shortfall of £2.6m), performance at constituent organisational level is varied, with three organisations under-delivering against year-to-date savings plans.
- The ability to recover this under-delivery, whilst also identifying and delivering against a higher planned level of savings in the second half of the year will require a significant focus from all system partners.

# Consequences of failure to deliver 23/24 Financial Plan

- The ICB was established with an **accumulated brought-forward debt of £117m** derived from net historical clinical commissioning group (CCG) overspends. If the system and ICB achieve breakeven in 2023/24 (having achieved this in 2022/23), the historic debt will be written off. **Failure to deliver this breakeven requirement will have the balance reinstated and it will therefore become repayable at c£8.9m per year (0.5% of ICB allocation)**
- In-Year deterioration from the planned break-even position triggers several conditions for both ICB and providers within the system:
  - **Provider: double-lock sign-off process for any investments above £50,000** with sign-off required by the organisation and the system
  - **System: triple-lock sign-off process for any investments above £100,000** with sign-off required by the organisation, system and NHSE regional team
  - Additional reporting requirements to NHSE/I
  - Further **restrictions on recruitment, agency, consultancy and bank usage** may be imposed at the discretion of the regional team
- **Capital funding restrictions**
  - C. £5m reduction in system capital funding
  - limited access to national capital funding streams

# 1. System Financial Performance Overview

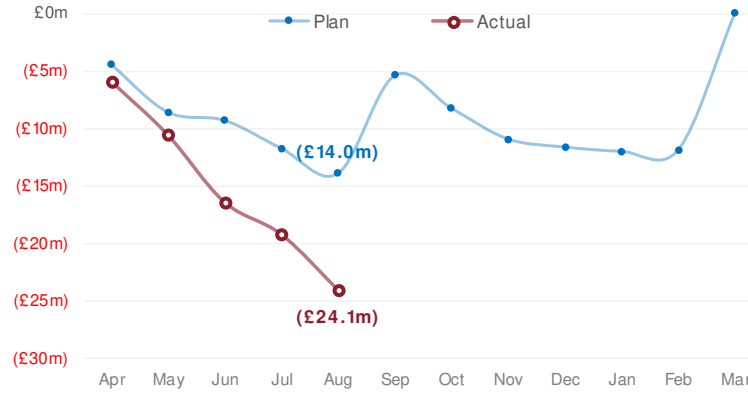
Financial performance  
Forecast surplus / (deficit) v plan

← £0.0m

Organisation	Plan	Actual	YTD Variance	FCST Variance
UHBW	(£7.1m)	(£11.3m)	(£4.2m)	£0.0m
NBT	(£6.9m)	(£11.3m)	(£4.4m)	£0.0m
AWP	£0.0m	(£1.5m)	(£1.5m)	£0.0m
<b>NHS Providers</b>	<b>(£14.0m)</b>	<b>(£24.1m)</b>	<b>(£10.1m)</b>	<b>£0.0m</b>
BNSSG ICB	£0.0m	(£1.3m)	(£1.3m)	£0.0m
<b>Total System</b>	<b>(£14.0m)</b>	<b>(£25.3m)</b>	<b>(£11.4m)</b>	<b>£0.0m</b>
Previous Month		(£7.5m)		£0.0m

Cumulative Surplus / (Deficit)  
Year to Date surplus / (deficit) v plan

↓ (£11.4m)



System Risk  
Unmitigated risk as a % of ICB allocation

↓ 0.0%

Gross Risk	(£28.4m)
Gross Mitigations	£28.4m
<b>Net Unmitigated Risk</b>	<b>£0.0m</b>
<b>Net Risk as a % of ICB allocation</b>	<b>0.0%</b>

<b>Risk adjusted forecast out-turn</b>	<b>£0.0m</b>
Previous Month	(£5.4m)

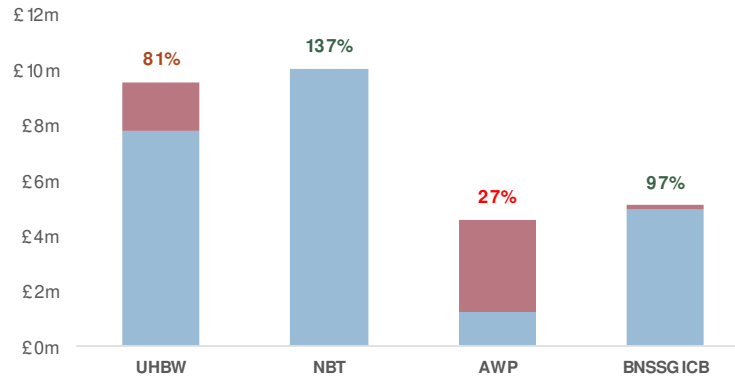
TOTAL Efficiency Delivery by Organisation  
Forecast delivery v plan

↑ (£1.0m)

Organisation	Plan	Actual	YTD Variance	FCST Variance
UHBW	£9.6m	£7.8m	(£1.8m)	(£1.7m)
NBT	£7.3m	£10.0m	£2.7m	£0.0m
AWP	£4.6m	£1.2m	(£3.4m)	£0.0m
<b>NHS Providers</b>	<b>£16.9m</b>	<b>£17.8m</b>	<b>£0.9m</b>	<b>(£1.7m)</b>
BNSSG ICB	£5.1m	£4.9m	(£0.2m)	£0.7m
<b>Total System</b>	<b>£22.0m</b>	<b>£22.7m</b>	<b>£0.8m</b>	<b>(£1.0m)</b>
Previous Month		(£2.1m)		(£1.9m)

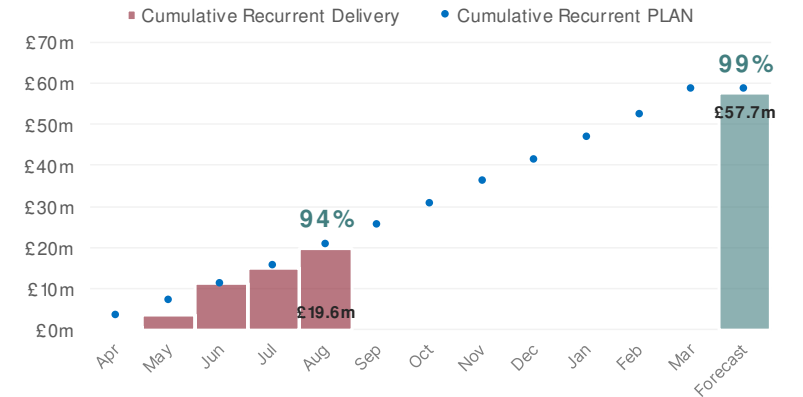
System Efficiency Delivery  
Year to Date and forecast delivery v plan

↑ 90%



System RECURRENT Efficiency  
Cumulative YTD and forecast delivery v plan

↑ 99%



## 2. System Financial Performance Overview (2)

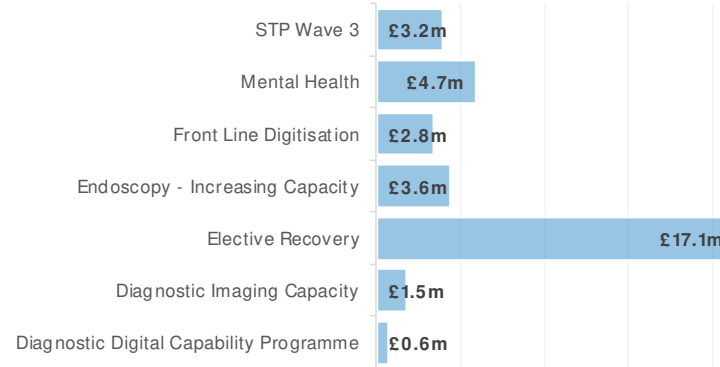
Capital Departmental Expenditure Limit - PLAN

**£152.8m**

	Provider	ICB
Operational Allocation	£68.5m	£1.7m
Fair Shares Prior Year Performance	£5.1m	-
Less transfer to the ICB Allocation	(£1.8m)	£1.8m
<b>23/24 Capital Allocation</b>	<b>£71.8m</b>	<b>£3.5m</b>
Loan and Other Sources	£17.8m	-
<b>National Funding Sources</b>	<b>£49.4m</b>	-
PFI capital charges (e.g. residual interest)	£10.3m	-
<b>TOTAL CDEL</b>	<b>£149.4m</b>	<b>£3.5m</b>

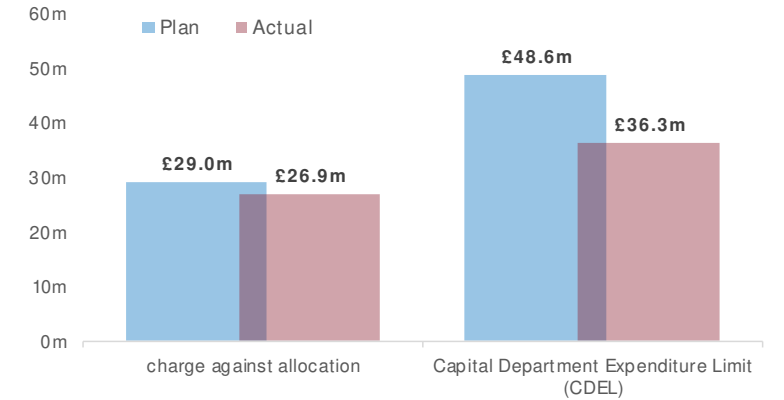
National Capital Funding Sources (Forecast Spend)

**£34.9m**



Year to Date Capital Expenditure v Plan  
YTD Variance to capital plan

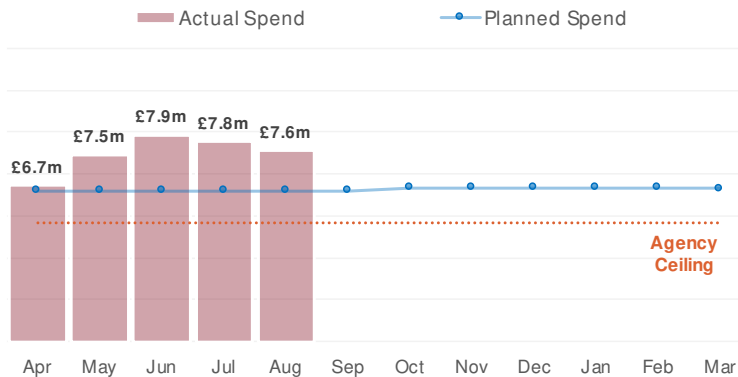
**-£12.4m**



System Agency Expenditure

YTD **Over** / **Underspend** (-) v Plan

**£4.4m**



Better Payment Practice Code (BPPC)

Number of organisations missing BPPC target

**2**

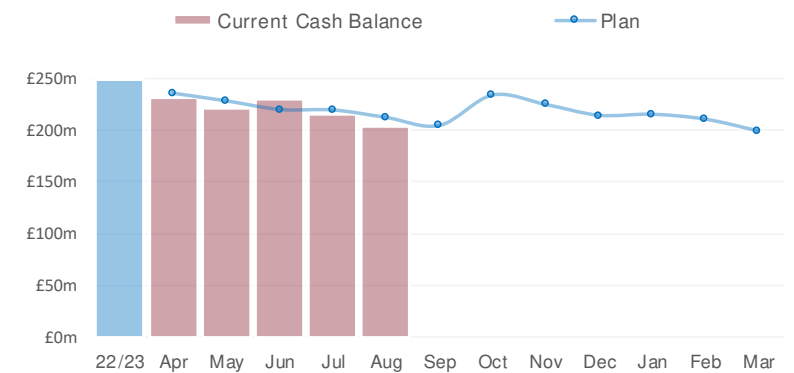
Target = 95%

Organisation	Current Month		Year to Date	
	%	Achieved?	%	Achieved?
UHBW	89.3%	<b>N</b>	90.1%	<b>N</b>
NBT	92.3%	<b>N</b>	91.8%	<b>N</b>
AWP	99.6%	<b>Y</b>	99.5%	<b>Y</b>
BNSSG ICB	99.2%	<b>Y</b>	98.4%	<b>Y</b>
<b>System Average</b>	<b>95.1%</b>	<b>Y</b>	<b>95.0%</b>	<b>N</b>

Cash Balances

Cash and cash equivalents year to date variance v plan

**-£4.3m**



# 3. Key Financial Performance Indicators

## 1. Overall financial performance

		Plan	Actual	Variance	% variance	Previous Month	Variance by Organisation			
							UHBW	NBT	AWP	BNSSG ICB
1.1 Overall Variance from Plan	Year to Date	(£14.0m)	(£25.3m)	(£11.4m)	82%	(£7.5m) ↓	(£4.2m)	(£4.4m)	(£1.5m)	(£1.3m)
	Forecast	£0.0m	£0.0m	£0.0m	0%	£0.0m ←	-	-	-	-
1.2 Net Unmitigated Risk	Net Unmitigated Risk	-	-	£0.0m		£5.4m ↓	Measured at system level			
	(as a % of ICB allocation)	-	-	0.0%		0.3% ↓				

## 2. Efficiency plan delivery

		Plan	Actual	Variance	% delivery	Previous Month	UHBW	NBT	AWP	BNSSG ICB
2.1 Annual Efficiency Plan	Year to Date	£26.5m	£23.9m	-£2.6m	90%	90% ↑	-£1.8m	£2.7m	-£3.4m	-£0.2m
	Forecast	£74.4m	£73.4m	-£1.0m	99%	97% ↑	-£1.7m	£0.0m	£0.0m	£0.7m
2.2 Recurrent Efficiency Plan	Forecast	£58.6m	£57.7m	-£0.9m	99%	98% ↑	-£1.1m	£2.2m	-£2.7m	£0.7m

## 3. System capital

		Plan	Actual	Variance	% delivery	Previous Month	UHBW	NBT	AWP	BNSSG ICB
3.1 Capital Departmental Expenditure Limit (CDEL)	Year to Date	£48.6m	£36.3m	£12.4m	75%	68% ↑	£4.0m	£8.7m	(£0.4m)	-
	Forecast	£149.4m	£136.0m	£13.4m	91%	90% ↑	-	£15.3m	(£1.9m)	-
3.2 Charge against Capital Allocation	Year to Date	£29.0m	£26.9m	£2.1m	93%	94% ↓	£4.1m	(£2.3m)	£0.4m	-
	Forecast	£71.8m	£71.8m	£0.0m	100%	100% ←	-	-	-	-

## 4. Key Financial Performance Indicators (2)

### 4. Liquidity (cash)

		Plan	Actual	Variance	%	Previous Month	
4.1 Cash Balances v Plan	Year to Date	£211.5m	£203.4m	(£8.1m)	-4%	5%	↓
	Forecast	£198.5m	£220.6m	£22.1m	11%	11%	↓

### Variance by Organisation

	UHBW	NBT	AWP	BNSSG ICB
Year to Date	£9.7m	(£5.7m)	£6.7m	-
Forecast	£16.1m	£0.0m	£6.0m	

### 5. Other Key Financial Indicators

		Target Spend	Forecast / Actual	Achieved?
5.1 Mental Health Investment Standard	Forecast	£179.0m	£179.0m	Y
5.2 ICB Running Cost Allowance	Forecast	£18.9m	£18.9m	Y
5.3 Better Payment Practice Code	Number of Orgs Missing Target			2

	UHBW	NBT	AWP	BNSSG ICB
5.1 Mental Health Investment Standard	-	-	-	Y
5.2 ICB Running Cost Allowance	-	-	-	Y
5.3 Better Payment Practice Code	N	N	Y	Y

### 6. Workforce

		Plan	Actual	Variance	%	Previous Month	
6.1 Agency Expenditure v Plan	Year to Date	£33.0m	£37.5m	£4.4m	13%	13%	↓
	Forecast	£79.7m	£88.2m	£8.5m	11%	10%	↓
6.2 Agency Expenditure v Agency Ceiling	Year to Date	£29.1m	£37.5m	£8.4m	29%	28%	↓
	Forecast	£69.9m	£88.2m	£18.3m	26%	26%	↓

	UHBW	NBT	AWP	BNSSG ICB
6.1 Agency Expenditure v Plan - Year to Date	(£1.7m)	£1.8m	£4.4m	-
6.1 Agency Expenditure v Plan - Forecast	-	-	£8.5m	-
6.2 Agency Expenditure v Agency Ceiling	Measured at system level			

## 5. System Financial Risk

Organisation / System-wide	Description of Risk	Likelihood	Impact before mitigations £'000K	Mitigations £'000K	Description of mitigating actions being taken by the system	Financial Impact after mitigations £'000K	Prior Month Net Risk £'000K
NBT & UHBW	ESRF & Industrial Action May-Aug	High	(£4.8m)	£4.8m	Further national adjustment to ESRF targets	£0.0m	(£3.6m) ↓
AWP	Industrial Action - AWP	High	(£0.5m)	£0.5m	Divisional Recovery Plans / Slippage on Service Developments	£0.0m	£0.0m ←
ICB	ESRF - Independent Sector Over-performance	High	(£5.0m)	£5.0m	ESRF over-performance	£0.0m	£0.0m ←
System Wide	Under-delivery of In-Year Savings	Medium	(£8.6m)	£8.6m	Divisional Recovery Plans / Slippage on Service Developments	£0.0m	£0.0m ←
NBT	Temporary Staffing Pressures	Medium	(£4.0m)	£4.0m	Divisional Recovery Plans / Slippage on Service Developments	£0.0m	£0.0m ←
ICB	Prescribing run-rate	Medium	(£4.0m)	£4.0m	Divisional Recovery Plans / Slippage on Service Developments	£0.0m	£0.0m ←
System Wide	Winter Pressures / Discharge to Assess risk pool	Medium	(£1.5m)	£1.5m	Winter Pressures / D2A Risk Pool	£0.0m	£0.0m ←
System Wide	Microsoft 365 license	Removed	£0.0m	£0.0m	Risk removed	£0.0m	(£1.8m) ↓
<b>Total Gross (Risk) / Mitigations</b>			<b>(£28.4m)</b>	<b>£28.4m</b>	<b>Total Net Risk</b>	<b>£0.0m</b>	<b>(£5.4m) ↓</b>

Gross Risk as a percentage of ICB allocation -1.4%

Net Risk as a percentage of ICB allocation 0.0%



# Appendix 1

## System I&E Summary

### (ICB & Combined Provider)

	YTD Plan £m	Actual £m	Variance £m	Full-Year Plan £m	Forecast £m	Forecast Variance £m
<b>ICB Revenue Resource Limit</b>	<b>£894.2m</b>	<b>£894.2m</b>	<b>£0.0m</b>	<b>£2,092.1m</b>	<b>£2,092.1m</b>	<b>£0.0m</b>
<b>BNSSG ICB Expenditure</b>						
Acute Services	(445.7)	(445.0)	0.6	(1,054.2)	(1,053.4)	0.8
Mental Health Services	(95.9)	(95.5)	0.4	(228.6)	(228.6)	(0.0)
Community Health Services	(96.1)	(96.6)	(0.6)	(218.3)	(218.5)	(0.2)
Continuing Care Services	(47.6)	(52.8)	(5.2)	(114.0)	(123.5)	(9.5)
Primary Care Services	(76.2)	(77.3)	(1.1)	(182.4)	(188.0)	(5.6)
Primary Medical Services	(74.4)	(74.1)	0.3	(173.4)	(173.4)	(0.0)
Delegated Dental, Ophthalmic and Pharmacy Services	(35.2)	(33.6)	1.6	(84.3)	(84.3)	(0.0)
Other Commissioned Services	(4.5)	(4.9)	(0.3)	(10.9)	(11.4)	(0.5)
Other Programme Services	(0.0)	(0.2)	(0.2)	(2.9)	(2.8)	0.1
Reserves / Contingencies	(10.7)	(7.5)	3.2	(4.2)	10.8	15.0
<b>Total ICB Programme Expenditure</b>	<b>(886.3)</b>	<b>(887.6)</b>	<b>(1.3)</b>	<b>(2,073.2)</b>	<b>(2,073.2)</b>	<b>(0.0)</b>
ICB Running Costs	(7.9)	(7.9)	(0.0)	(18.9)	(18.9)	0.0
<b>Total ICB Net Expenditure</b>	<b>(894.2)</b>	<b>(895.5)</b>	<b>(1.3)</b>	<b>(2,092.1)</b>	<b>(2,092.1)</b>	<b>(0.0)</b>
<b>ICB surplus / (deficit)</b>	<b>£0.0m</b>	<b>(£1.3m)</b>	<b>(£1.3m)</b>	<b>£0.0m</b>	<b>£0.0m</b>	<b>£0.0m</b>
<b>Combined Provider I&amp;E</b>						
Operating income from patient care activities	879.0	893.0	14.0	2,130.6	2,138.7	8.1
Other operating income	78.4	88.8	10.4	182.4	187.0	4.5
<b>Total Operating Income</b>	<b>957.4</b>	<b>981.8</b>	<b>24.4</b>	<b>2,313.0</b>	<b>2,325.7</b>	<b>12.7</b>
Substantive staff including on-costs	(555.4)	(555.7)	(0.2)	(1,308.3)	(1,293.5)	14.9
Bank staff including on-costs	(25.3)	(43.9)	(18.6)	(63.2)	(85.3)	(22.0)
Agency / contract	(33.5)	(37.6)	(4.1)	(80.8)	(89.3)	(8.5)
Other Staff Costs	2.4	0.8	(1.7)	5.9	5.9	0.0
Other Operating Expenditure	(330.9)	(345.0)	(14.1)	(802.9)	(804.1)	(1.3)
<b>Total Operating Expenditure</b>	<b>(942.7)</b>	<b>(981.5)</b>	<b>(38.7)</b>	<b>(2,249.3)</b>	<b>(2,266.3)</b>	<b>(16.9)</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>14.7</b>	<b>0.4</b>	<b>(14.3)</b>	<b>63.7</b>	<b>59.4</b>	<b>(4.3)</b>
Net Finance Costs	(30.0)	(25.2)	4.8	(72.1)	(67.4)	4.7
Other Adjustments to Financial Performance	1.4	0.8	(0.6)	8.4	8.0	(0.5)
<b>NHS Provider surplus / (deficit)</b>	<b>(£14.0m)</b>	<b>(£24.1m)</b>	<b>(£10.1m)</b>	<b>£0.0m</b>	<b>£0.0m</b>	<b>£0.0m</b>
<b>SYSTEM FINANCIAL PERFORMANCE</b>	<b>(£14.0m)</b>	<b>(£25.3m)</b>	<b>(£11.4m)</b>	<b>£0.0m</b>	<b>£0.0m</b>	<b>£0.0m</b>

## Appendix 2

### System Capital Summary

### (Combined Provider)

	YTD Plan £m	Actual £m	Variance £m	Full-Year Plan £m	Forecast £m	Forecast Variance £m	UHBW Forecast Variance £m	NBT Forecast Variance £m	AWP Forecast Variance £m
<b>Gross capital expenditure</b>									
Property, land and buildings	26.4	20.8	5.6	73.9	72.5	1.4	(2.3)	8.7	(4.9)
Plant and equipment	14.0	9.7	4.4	37.9	34.4	3.5	(1.2)	4.7	0.0
IT	4.4	1.4	3.0	14.8	13.2	1.6	0.0	1.6	0.0
Other	0.3	1.1	(0.8)	14.6	11.6	3.0	0.0	0.0	3.0
<b>Gross capital expenditure</b>	<b>45.1</b>	<b>33.0</b>	<b>12.1</b>	<b>141.2</b>	<b>131.7</b>	<b>9.5</b>	<b>(3.6)</b>	<b>15.0</b>	<b>(1.9)</b>
Less grants, donations and peppercorn leases	(0.1)	(1.0)	0.9	(0.2)	(4.1)	3.9	3.6	0.3	0.0
<b>Total charge against CRL including IFRS impact</b>	<b>45.0</b>	<b>31.9</b>	<b>13.1</b>	<b>141.0</b>	<b>127.6</b>	<b>13.4</b>	<b>0.0</b>	<b>15.3</b>	<b>(1.9)</b>
Less PFI capital (IFRIC12)	(0.7)	(0.3)	(0.4)	(2.0)	(2.0)	0.0	0.0	0.0	0.0
Plus PFI capital charges on a UK GAAP basis (e.g. residual interest)	4.3	4.6	(0.3)	10.3	10.3	0.0	0.0	0.0	0.0
<b>Total Capital Departmental Expenditure Limit (CDEL)</b>	<b>£48.6m</b>	<b>£36.3m</b>	<b>£12.4m</b>	<b>£149.4m</b>	<b>£136.0m</b>	<b>£13.4m</b>	<b>£0.0m</b>	<b>£15.3m</b>	<b>(£1.9m)</b>
<b>Funding sources of CDEL</b>									
Self Financed - Depreciation less PFI/Finance Lease payments	23.1	20.7	2.4	56.2	57.5	(1.3)	(1.3)	0.0	(0.0)
Self Financed - other internal capital cash	9.4	11.5	(2.1)	21.5	20.2	1.3	1.3	(0.0)	0.0
Capital loan repayments	(2.4)	(2.8)	0.4	(5.8)	(5.8)	0.0	0.0	0.0	0.0
Excess Sources	(1.1)	(2.5)	1.4	0.0	0.0	0.0	0.0	0.0	0.0
Purchase of Financial Assets	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sale of Financial Assets	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Sub total: Net Internal Sources</b>	<b>29.0</b>	<b>26.9</b>	<b>2.1</b>	<b>71.8</b>	<b>71.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Loan and Other Sources	2.0	3.8	(1.8)	17.8	18.9	(1.1)	0.0	(1.1)	0.0
National Sources	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Charge against Capital Allocation (including impact of IFRS 16)</b>	<b>31.0</b>	<b>30.6</b>	<b>0.4</b>	<b>89.6</b>	<b>90.7</b>	<b>(1.1)</b>	<b>0.0</b>	<b>(1.1)</b>	<b>0.0</b>
less Impact of IFRS 16	(2.0)	(3.8)	1.8	(17.8)	(18.9)	1.1	0.0	(1.1)	0.0
<b>Charge against Capital Allocation (before impact of IFRS 16)</b>	<b>£29.0m</b>	<b>£26.9m</b>	<b>£2.1m</b>	<b>£71.8m</b>	<b>£71.8m</b>	<b>£0.0m</b>	<b>£0.0m</b>	<b>£0.0m</b>	<b>£0.0m</b>
<b>Other Funding Sources</b>									
Screening - Diagnostics Programme	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Diagnostic Digital Capability Programme	0.1	0.0	0.1	0.6	0.6	0.0	0.0	0.0	0.0
Diagnostic Imaging Capacity	0.2	0.0	0.2	1.6	1.5	0.2	0.0	0.2	0.0
Elective Recovery/Targeted Investment Fund	10.4	0.0	10.4	25.0	17.1	7.9	0.0	12.9	(4.9)
Endoscopy - Increasing Capacity	2.3	0.0	2.3	8.5	3.6	4.9	0.0	4.9	0.0
Front Line Digitisation	0.0	0.0	0.0	2.8	2.8	0.0	0.0	0.0	0.0
Mental Health	0.3	0.7	(0.4)	4.7	4.7	0.0	0.0	0.0	0.0
STP Wave 3	0.0	0.4	(0.4)	6.2	3.2	3.0	0.0	0.0	3.0
PFI capital charges (e.g. residual interest)	4.3	4.6	(0.3)	10.3	10.3	0.0	0.0	0.0	0.0
<b>Sub Total Other Funding Sources</b>	<b>17.6</b>	<b>5.6</b>	<b>12.0</b>	<b>59.7</b>	<b>45.2</b>	<b>14.5</b>	<b>0.0</b>	<b>16.4</b>	<b>(1.9)</b>
<b>Total Capital Departmental Expenditure Limit (CDEL)</b>	<b>£48.6m</b>	<b>£36.3m</b>	<b>£12.4m</b>	<b>£149.4m</b>	<b>£136.0m</b>	<b>£13.4m</b>	<b>£0.0m</b>	<b>£15.3m</b>	<b>(£1.9m)</b>

## Appendix 3.1

### System Efficiency Delivery

#### (Combined Provider)

	YTD Plan £m	Actual £m	Variance £m	Delivery %	Full-Year Plan £m	Forecast £m	Variance £m	Forecast Delivery %
<b>Provider Pay Efficiencies</b>								
Agency - price cap compliance	1.3	0.9	(0.4)	70%	3.3	2.4	(0.9)	73%
Agency - eliminate off framework supply	0.3	0.0	(0.3)	0%	1.4	1.2	(0.3)	81%
Bank - rate review	0.0	0.0	0.0	-	0.0	0.1	0.1	100%
Establishment reviews	2.7	2.9	0.2	107%	8.7	5.6	(3.1)	65%
E-Rostering	0.0	0.0	(0.0)	40%	0.1	0.0	(0.0)	50%
Digital transformation	0.0	0.0	(0.0)	0%	0.0	0.0	0.0	100%
Service re-design - pay	2.0	0.6	(1.4)	31%	8.6	9.1	0.5	106%
Other - pay	0.1	0.0	(0.1)	0%	0.3	0.9	0.6	340%
Unidentified - pay	0.4	0.0	(0.4)	0%	1.0	0.9	(0.1)	90%
<b>Total Provider Pay Schemes</b>	<b>6.8</b>	<b>4.4</b>	<b>(2.5)</b>	<b>64%</b>	<b>23.4</b>	<b>20.3</b>	<b>(3.1)</b>	<b>87%</b>
<b>Provider Non-pay Efficiencies</b>								
Medicines optimisation	1.1	1.0	(0.0)	97%	2.7	3.0	0.3	111%
Procurement (excl drugs) - non-clinical	1.5	0.6	(0.9)	38%	3.8	2.5	(1.2)	68%
Procurement (excl drugs) - medical and clinical	4.0	1.9	(2.1)	47%	9.9	5.5	(4.4)	55%
Estates and Premises transformation	0.8	0.9	0.1	107%	2.2	2.1	(0.2)	92%
Fleet optimisation	0.0	0.0	0.0	127%	0.1	0.2	0.1	153%
Pathology & imaging networks	0.3	0.7	0.4	245%	1.3	1.6	0.3	121%
Net zero carbon	0.0	0.0	0.0	-	0.0	0.2	0.2	100%
Corporate services transformation - non-pay	0.0	5.3	5.3	52770%	0.1	5.5	5.3	4871%
Digital transformation	0.0	0.0	(0.0)	30%	0.3	0.4	0.2	163%
Service re-design - Non-pay	0.8	0.9	0.1	107%	2.0	1.1	(0.9)	54%
Other - Non-pay (balance - please provide description)	0.2	0.1	(0.1)	48%	0.4	3.3	2.8	728%
Unidentified - non-pay (please provide commentary)	1.7	0.0	(1.7)	0%	4.0	1.2	(2.8)	29%
<b>Total Provider Non-Pay Schemes</b>	<b>10.4</b>	<b>11.3</b>	<b>1.0</b>	<b>110%</b>	<b>26.8</b>	<b>26.4</b>	<b>(0.4)</b>	<b>99%</b>
<b>Provider Income Efficiencies</b>								
Income Private Patient	0.1	0.3	0.2	344%	0.3	0.9	0.7	361%
Income Overseas Visitors	0.0	0.1	0.1	455%	0.1	0.1	0.0	100%
Income Non-Patient Care	4.1	2.9	(1.2)	70%	11.2	8.8	(2.4)	78%
Income Other (balance - please provide description)	0.1	0.1	0.0	101%	0.5	3.6	3.1	684%
Unidentified - Income (please provide commentary)	0.0	0.0	0.0	-	0.0	0.5	0.5	100%
<b>Total Provider Income Schemes</b>	<b>4.3</b>	<b>3.3</b>	<b>(1.0)</b>	<b>77%</b>	<b>12.1</b>	<b>13.9</b>	<b>1.8</b>	<b>115%</b>
<b>Total Combined Provider Efficiencies</b>	<b>£21.5m</b>	<b>£19.0m</b>	<b>(£2.4m)</b>	<b>89%</b>	<b>£62.3m</b>	<b>£60.5m</b>	<b>(£1.7m)</b>	<b>97%</b>

## Appendix 3.2

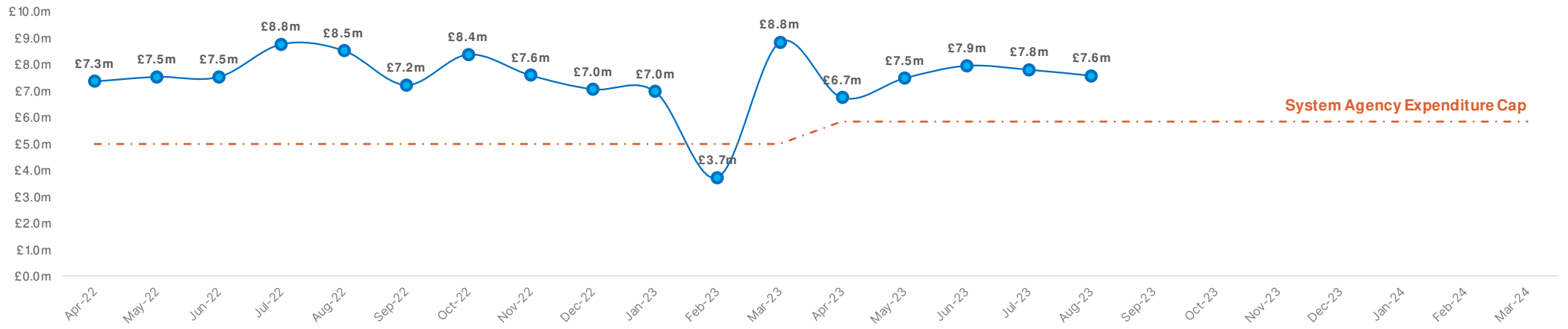
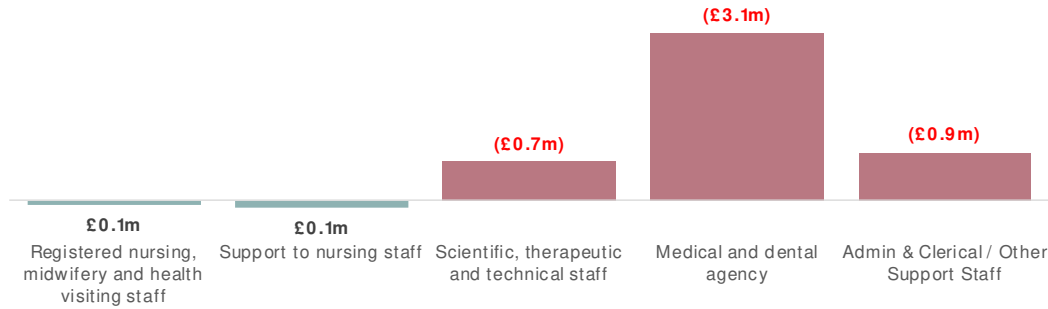
### System Efficiency Delivery (ICB)

ICB Efficiencies	YTD Plan £m	Actual £m	Variance £m	Delivery %	Full-Year Plan £m	Forecast £m	Variance £m	Forecast Delivery %
All-age Continuing Care - Commissioning/Procurement	1.3	0.7	(0.6)	54%	3.1	3.2	0.1	102%
Primary Care Prescribing	1.1	2.2	1.0	192%	2.7	4.8	2.1	179%
Non-NHS Procurement	1.5	1.5	0.0	100%	3.7	3.7	0.0	100%
Running cost review	0.2	0.2	0.0	100%	0.5	0.5	0.0	100%
ICB efficiency impacting providers outside system:	0.3	0.3	0.0	101%	0.7	0.7	0.0	101%
Unidentified	0.6	0.0	(0.6)	0%	1.5	0.0	(1.5)	0%
<b>Total ICB Efficiencies</b>	<b>£5.1m</b>	<b>£4.9m</b>	<b>(£0.2m)</b>	<b>97%</b>	<b>£12.2m</b>	<b>£12.9m</b>	<b>£0.7m</b>	<b>106%</b>
<b>TOTAL System Efficiencies</b>	<b>£26.5m</b>	<b>£23.9m</b>	<b>(£2.6m)</b>	<b>90%</b>	<b>£74.4m</b>	<b>£73.4m</b>	<b>(£1.0m)</b>	<b>99%</b>

# Appendix 4

## System Agency Staff Expenditure

## & Performance v Agency Ceiling



	Year to Date		Forecast	
Plan	£33.0m		£79.7m	
Year to Date / Forecast Spend	£37.5m		£88.2m	
<b>Variance to Plan</b>	<b>(£4.4m)</b>	<b>13%</b>	<b>(£8.5m)</b>	<b>11%</b>
<b>Variance to System Agency Ceiling</b>	<b>(£8.4m)</b>	<b>29%</b>	<b>(£18.3m)</b>	<b>26%</b>
<b>Target Agency Spend as a % of Total Pay</b>	<b>4.7%</b>		<b>4.7%</b>	
<b>Actual Agency Spend as a % of Total Pay</b>	<b>5.9%</b>		<b>6.0%</b>	

Staff Group	YEARTO DATE									FORECAST					
	Plan £m	Actual £m	Variance £m	Variance %	UHBW £m	NBT £m	AWP £m	Plan £m	Forecast £m	Variance £m	Variance %	UHBW £m	NBT £m	AWP £m	
Registered nursing, midwifery and health visit	23.1	23.0	0.1	0%	1.6	0.5	(2.1)	55.4	55.8	(0.4)	1%	0.0	3.3	(3.7)	
Support to nursing staff	3.8	3.6	0.1	-4%	0.2	0.6	(0.6)	9.0	10.2	(1.2)	13%	0.0	0.0	(1.2)	
Scientific, therapeutic and technical staff	0.5	1.2	(0.7)	145%	(0.2)	(0.5)	(0.0)	1.2	1.7	(0.5)	43%	0.0	(0.5)	(0.0)	
Medical and dental agency	5.0	8.0	(3.1)	62%	(0.2)	(1.7)	(1.2)	12.3	16.8	(4.5)	36%	0.0	(1.8)	(2.7)	
Admin & Clerical / Other Support Staff	0.7	1.6	(0.9)	118%	0.2	(0.6)	(0.5)	1.8	3.7	(1.9)	109%	0.0	(1.0)	(0.9)	
<b>Total Agency Spend</b>	<b>33.0</b>	<b>37.5</b>	<b>(4.4)</b>	<b>13%</b>	<b>1.7</b>	<b>(1.8)</b>	<b>(4.4)</b>	<b>79.7</b>	<b>88.2</b>	<b>(8.5)</b>	<b>11%</b>	<b>0.0</b>	<b>0.0</b>	<b>(8.5)</b>	

Agency costs as % of gross staff costs	3.9%	4.6%	13.8%	4.7%	4.0%	13.0%
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## Appendix 5 Statement of Financial Position

	UHBW			NBT			AWP			BNSSG ICB		
	March 2023 £m	Current Month £m	Movement £m	March 2023 £m	Current Month £m	Movement £m	March 2023 £m	Current Month £m	Movement £m	March 2023 £m	Current Month £m	Movement £m
PFI / LIFT Assests	0.0	0.0	0.0	294.7	292.0	(2.6)	35.9	34.3	(1.7)	0.0	0.0	0.0
Other property, plant and equipment	577.1	577.2	0.1	188.8	198.2	9.4	142.3	142.9	0.6	0.0	0.0	0.0
Leased Assets	99.2	109.3	10.1	8.7	11.4	2.7	17.5	17.1	(0.4)	0.0	0.0	0.0
Receivables due	1.8	1.8	0.0	1.4	1.4	0.0	0.2	0.2	0.0	0.0	0.0	0.0
Other non-current assets	20.0	18.6	(1.5)	17.6	17.1	(0.6)	2.1	1.7	(0.4)	0.5	0.3	(0.1)
<b>Total non-current assets</b>	<b>698.2</b>	<b>707.0</b>	<b>8.8</b>	<b>511.2</b>	<b>520.0</b>	<b>8.9</b>	<b>198.0</b>	<b>196.2</b>	<b>(1.8)</b>	<b>0.5</b>	<b>0.3</b>	<b>(0.1)</b>
Inventories	15.0	15.6	0.6	10.0	9.9	(0.1)	0.2	0.2	(0.0)	0.0	0.0	0.0
Receivables due	68.1	55.8	(12.3)	68.0	70.7	2.7	20.9	21.2	0.2	18.3	6.8	(11.5)
Cash and cash equivalents	128.0	105.6	(22.4)	104.0	65.9	(38.1)	17.0	31.9	14.9	0.1	(7.4)	(7.5)
Other current assets	(4.8)	(4.8)	0.1	(10.7)	(10.8)	(0.1)	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total current assets</b>	<b>206.4</b>	<b>172.3</b>	<b>(34.1)</b>	<b>171.4</b>	<b>135.7</b>	<b>(35.7)</b>	<b>38.2</b>	<b>53.3</b>	<b>15.2</b>	<b>18.4</b>	<b>(0.6)</b>	<b>(19.0)</b>
Trade and other payables	(164.4)	(135.7)	28.7	(121.9)	(93.9)	28.0	(37.9)	(53.9)	(16.0)	(131.5)	(118.3)	13.2
Borrowings	(12.5)	(12.8)	(0.3)	(17.1)	(17.8)	(0.8)	(3.0)	(2.9)	0.1	(0.1)	0.0	0.1
Provisions	(0.3)	(0.3)	0.0	(4.1)	(4.0)	0.1	(3.7)	(3.7)	0.0	(13.3)	(10.2)	3.1
Other liabilities	(8.5)	(17.3)	(8.8)	(17.2)	(30.2)	(13.0)	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total current liabilities</b>	<b>(185.7)</b>	<b>(166.1)</b>	<b>19.6</b>	<b>(160.2)</b>	<b>(145.9)</b>	<b>14.3</b>	<b>(44.6)</b>	<b>(60.5)</b>	<b>(15.9)</b>	<b>(144.9)</b>	<b>(128.5)</b>	<b>16.3</b>
Borrowings	(133.3)	(140.5)	(7.2)	(355.2)	(353.1)	2.1	(50.5)	(49.5)	0.9	0.0	0.0	0.0
Other non-current liabilities	(3.9)	(3.8)	0.1	(6.8)	(7.2)	(0.4)	(1.2)	(1.2)	0.1	0.0	0.0	0.0
<b>Total non-current liabilities</b>	<b>(137.2)</b>	<b>(144.3)</b>	<b>(7.1)</b>	<b>(362.0)</b>	<b>(360.2)</b>	<b>1.7</b>	<b>(51.7)</b>	<b>(50.7)</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total net assets employed</b>	<b>£581.7m</b>	<b>£568.9m</b>	<b>(£12.8m)</b>	<b>£160.4m</b>	<b>£149.6m</b>	<b>(£10.8m)</b>	<b>£139.9m</b>	<b>£138.3m</b>	<b>(£1.5m)</b>	<b>(£126.0m)</b>	<b>(£128.8m)</b>	<b>(£2.8m)</b>
Public dividend capital	326.6	326.2	(0.4)	469.1	469.4	0.3	141.4	141.4	0.0	0.0	0.0	0.0
Income and expenditure reserve	143.6	132.2	(11.4)	(376.7)	(387.7)	(11.0)	(79.5)	(80.1)	(0.6)	0.0	0.0	0.0
Revaluation reserve	111.3	110.4	(0.9)	68.0	68.0	0.0	77.9	77.0	(0.9)	0.0	0.0	0.0
I&E Reserve General Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(126.0)	(128.8)	(2.8)
Other reserves	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total taxpayers' and others' equity</b>	<b>£581.6m</b>	<b>£568.9m</b>	<b>(£12.8m)</b>	<b>£160.4m</b>	<b>£149.6m</b>	<b>(£10.8m)</b>	<b>£139.9m</b>	<b>£138.3m</b>	<b>(£1.5m)</b>	<b>(£126.0m)</b>	<b>(£128.8m)</b>	<b>(£2.8m)</b>

## Appendix 5 – Statement of Financial Position

	UHBW			NBT			AWP			BNSSG ICB		
	March 2023 £m	Current Month £m	Movement £m	March 2023 £m	Current Month £m	Movement £m	March 2023 £m	Current Month £m	Movement £m	March 2023 £m	Current Month £m	Movement £m
PFI / LIFT Assets	0.0	0.0	0.0	294.7	292.8	(1.9)	35.9	34.3	(1.7)	0.0	0.0	0.0
Other property, plant and equipment	577.1	576.6	(0.6)	188.8	196.3	7.5	142.3	143.2	0.9	0.0	0.0	0.0
Leased Assets	99.2	108.7	9.5	8.7	7.9	(0.7)	17.5	17.2	(0.3)	0.0	0.0	0.0
Receivables due	1.8	1.8	0.0	1.4	1.4	0.0	0.2	0.2	0.0	0.0	0.0	0.0
Other non-current assets	20.0	18.8	(1.2)	17.6	17.2	(0.5)	2.1	1.7	(0.4)	0.5	0.4	(0.1)
<b>Total non-current assets</b>	<b>698.2</b>	<b>705.9</b>	<b>7.7</b>	<b>511.2</b>	<b>515.6</b>	<b>4.4</b>	<b>198.0</b>	<b>196.6</b>	<b>(1.4)</b>	<b>0.5</b>	<b>0.4</b>	<b>(0.1)</b>
Inventories	15.0	15.5	0.5	10.0	10.2	0.2	0.2	0.2	0.0	0.0	0.0	0.0
Receivables due	68.1	45.3	(22.9)	68.0	57.8	(10.3)	20.9	18.1	(2.8)	18.3	7.8	(10.5)
Cash and cash equivalents	128.0	108.1	(19.9)	104.0	75.3	(28.7)	17.0	31.2	14.2	0.1	(1.6)	(1.6)
Other current assets	(4.8)	(4.7)	0.1	(10.7)	(11.1)	(0.4)	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total current assets</b>	<b>206.4</b>	<b>164.2</b>	<b>(42.2)</b>	<b>171.4</b>	<b>132.1</b>	<b>(39.2)</b>	<b>38.2</b>	<b>49.5</b>	<b>11.4</b>	<b>18.4</b>	<b>6.2</b>	<b>(12.2)</b>
Trade and other payables	(164.4)	(121.7)	42.7	(121.9)	(91.7)	30.2	(37.9)	(49.1)	(11.2)	(131.5)	(116.3)	15.1
Borrowings	(12.5)	(12.7)	(0.2)	(17.1)	(17.2)	(0.1)	(3.0)	(2.9)	0.1	(0.1)	0.0	0.1
Provisions	(0.3)	(0.3)	0.0	(4.1)	(4.0)	0.1	(3.7)	(3.7)	0.0	(13.3)	(10.2)	3.1
Other liabilities	(8.5)	(20.6)	(12.1)	(17.2)	(25.5)	(8.3)	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total current liabilities</b>	<b>(185.7)</b>	<b>(155.3)</b>	<b>30.5</b>	<b>(160.2)</b>	<b>(138.3)</b>	<b>21.9</b>	<b>(44.6)</b>	<b>(55.6)</b>	<b>(11.1)</b>	<b>(144.9)</b>	<b>(126.6)</b>	<b>18.3</b>
Borrowings	(133.3)	(139.8)	(6.5)	(355.2)	(351.1)	4.1	(50.5)	(49.8)	0.7	0.0	0.0	0.0
Other non-current liabilities	(3.9)	(3.8)	0.1	(6.8)	(7.2)	(0.4)	(1.2)	(1.2)	0.0	0.0	0.0	0.0
<b>Total non-current liabilities</b>	<b>(137.2)</b>	<b>(143.6)</b>	<b>(6.4)</b>	<b>(362.0)</b>	<b>(358.3)</b>	<b>3.7</b>	<b>(51.7)</b>	<b>(51.0)</b>	<b>0.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total net assets employed</b>	<b>£581.7m</b>	<b>£571.2m</b>	<b>(£10.5m)</b>	<b>£160.4m</b>	<b>£151.2m</b>	<b>(£9.2m)</b>	<b>£139.9m</b>	<b>£139.5m</b>	<b>(£0.3m)</b>	<b>(£126.0m)</b>	<b>(£120.0m)</b>	<b>£6.0m</b>
Public dividend capital	326.6	326.6	0.0	469.1	469.1	0.0	141.4	141.4	0.0	0.0	0.0	0.0
Income and expenditure reserve	143.6	133.9	(9.7)	(376.7)	(385.9)	(9.2)	(79.5)	(79.1)	0.4	0.0	0.0	0.0
Revaluation reserve	111.3	110.6	(0.7)	68.0	68.0	0.0	77.9	77.2	(0.8)	0.0	0.0	0.0
I&E Reserve General Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(126.0)	(120.0)	6.0
Other reserves	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total taxpayers' and others' equity</b>	<b>£581.6m</b>	<b>£571.2m</b>	<b>(£10.5m)</b>	<b>£160.4m</b>	<b>£151.2m</b>	<b>(£9.2m)</b>	<b>£139.9m</b>	<b>£139.5m</b>	<b>(£0.3m)</b>	<b>(£126.0m)</b>	<b>(£120.0m)</b>	<b>£6.0m</b>

## Finance, Estates and Digital Committee OPEN Minutes Thursday 24<sup>th</sup> August 2023, 13:00-15:00 via teams

<b>Members</b> (Quoracy: 3 members required, including one of ICB Non-Executive members; and one of Chief Executive or Chief Finance Officer)		<b>Initials</b>
Steven West	Finance, Estates and Digital Committee Chair	SW
John Cappock	Audit Committee Chair	JC
Sarah Truelove	Deputy Chief Finance Officer and Chief Finance Officer	SaT
Deborah El-Sayed	Director of Transformation and Chief Digital and Information Officer	DES
Joanne Medhurst	Chief Medical Officer – ICB	JM
Brian Stables	Non-Executive Director – AWP	BS
<b>Attending</b>		
Sabrina Smithson	Exec PA (Note Taker)	SS
Helena Fuller	Deputy Director of Business & Planning - ICB	HF
Jackie Shortman	Senior Contract Manager (Mental Health and Learning Disabilities) – ICB	JS
Greg Penlington	Head of UEC - ICB	GP
Lisa Manson	Director of Performance and Delivery – ICB	LM
Dave Jarrett	Director of Integrated and Primary Care – ICB	DJ
Andy Newton	Head of Integrated Care – ICB	AN
Brian Jarvis	Senior Performance Improvement Manager (Integrated Care)	BJ
Glyn Howells	Chief Finance Officer – NBT	GH

Number	Item	Action
2.0	<b>Declarations of Interest</b> <i>To consider declarations of interest and conflicts of interest arising from this agenda</i>	
3.0	<b>Minutes of the previous meeting</b> The minutes were confirmed to be true and accurate with some spelling mistakes which were rectified.	
4.0	<b>Actions from Previous Meeting</b> The actions were reviewed and updated accordingly.	
<b>To Discuss</b>		
6.0	<p><b>Programme of deep dives –</b></p> <ul style="list-style-type: none"> <li>a) <b>Urgent Emergency Care</b></li> <li>b) <b>Home First</b></li> </ul> <p>A paper was circulated to the committee prior to the meeting. GP/CD/AN &amp; DJ highlighted areas of the paper and the following questions/discussions arose:</p> <p>JM asked for clarity on being below the national expected trajectory for virtual wards. DJ reported this is a pattern across the Southwest (SW) and we are part of the SW regional program to look at initiatives and ideas from across country to improve capacity. We recognise that we are not nationally where we should be.</p> <p>JM further commented it was suggested in other committees that we need some improvement trajectory targets where some are partially or not at all met. JM explained we have been observing this pattern for quite some time. Can we shift the way we deliver care, as our current model does not appear to work and we will never close the bed days so we will be procuring more beds and more people getting</p>	



disabled by the process. SW added how we report and track it and would be much easier and faster for us to see our trends and engage with clinicians around it.

ST thanked the team for their work. ST observed we are relying on the benefits being delivered and that means in cash terms, so beds out. ST continued to give the confidence to the acute trusts to take the beds out, we need to be able to see those trajectories and the actuals against it. We are getting there in terms of delivering against that, so that there can be confidence and some of those trembles around reducing the D2A beds shows that we are not quite there yet in terms of everybody getting to that level of confidence. ST suggested this should come back to the committee next month so that we can see that and see what's going in and what is available then in the whole system. CD responded if we do come back in a month's time then we need to escalate from that point.

**Forward Planner – Monitoring and reporting on item to come back next month with beds out trajectories.**

**c) NBT**

A paper was circulated to the committee prior to the meeting. GH highlighted areas of the paper and the following questions/discussions arose:

SW commended the paper and asked for clarity about the Industrial action and elaborated in April there will be a 2% reduction in levels which means effectively we have over delivered in our plan. GH advised we will be entitled to additional ERF to cover that slight complexity. We must be delivering against our overall plan and so we need to reconcile that for ourselves, UHBW, but also some of the ICB commissioned elective work.

ST asked GH to explain the assurance element of financial performance. GH explained this to the committee.

DES asked about the over programmed elements of investment and what are the implications of that. GH advised capital is complicated because there will be a programme and that programme may slip slightly, which means some of it falls into next year versus this year. Considering this, we always over programme and you have got other things that can make sure we don't underspend against capital departmental expenditure limit (CDEL).

GH continued the other reason for over programming is, there's often national funding pots that suddenly become available, and we throw our hat in the ring to get funding for something we already had planned. So, we are not at risk of overspending, and we will manage that completely. SW asked if NBTs board are sighted on the details, and they understand the finances and financial position. GH responded the Boards are fully supportive.

ST flagged the risk of the distraction that industrial action is giving in terms of the recurrent, we know how important it is for our medium-term financial plan (MTFP) to remain deliverable for us to have delivered this year. ST continued and therefore, we just need to be aware and therefore doubling down, in terms of effort on making sure that we do try our best the best we can to keep capacity for developing those plans and delivering them.



<b>Finance Reports</b>	
<b>7.0</b>	<p><b>M4 Finance Report ICB &amp; System inc Capital</b></p> <p>A paper was circulated to the committee prior to the meeting. ST highlighted areas of the paper and the following questions/discussions arose:</p> <p>SW observed the concern on agency spend, it is the baseline and then industrial issues on-top. ST responded the 2 are linked together but there is an increasing focus on this at national level. SW asked how we are doing this within the executive space. ST confirmed working with Jo Hicks (CPO, ICB) on this and Jo has been linking in with Dominic Hardisty (CEO, AWP), but these are early discussions.</p>
<b>To Note</b>	
<b>8.0</b>	<p><b>Receive update from System DoFs Group</b></p> <p>ST provided a verbal update and highlighted the following to the committee:</p> <ul style="list-style-type: none"> <li>- Starting to get more information on the specialised commissioning allocation methodology, which we will be reviewing over the next few weeks. It will mean once we bring together all commissioning allocations we will be broadly on target.</li> </ul>
<b>8.1</b>	<p><b>Receive update from System Digital Delivery Group</b></p> <p>DES provided a verbal update and highlighted the following to the committee:</p> <ul style="list-style-type: none"> <li>- 'Work anywhere' one of the projects we have running so staff can work anywhere especially in GP practices. Now in place for 20 practices and working through the plan for all providers. End of calendar year will be available in all practises.</li> <li>- SDPP programme, we were going to go out with ITT but before it was launched it raised some concerns. We are going through a reset of this and then we will need to take it back through board as OBC did not commit us to any funding. But there will be rescheduling addendum to the OBC.</li> <li>- N365 for GP provider organisations have cost pressures and paying for GP element, so we are putting our order in, but putting pressure on finance teams to really understand every opportunity. ST added there is confidence on what we can do with GPIT.</li> <li>- Risk GPIT EPR procurement, waiting for guidance from the centre about framework and we have written to them as still delayed until end of September. This has meant as we don't have the contract, if we were prepared to take the risk to extend 'centre' own the contract so we are going through the transition.</li> <li>- Technology enabled care and Discovery piece we had a conversation with system executives or chief executives and over the last month we will start to take that discovery process into a space where we start to get some resource around it.</li> </ul>
<b>8.2</b>	<p><b>Receive update from System Estates Steering Group</b></p> <p>A paper was circulated to the committee prior to the meeting, which the committee noted.</p>
<b>Any Other Business</b>	
<p><b>Key messages for ICB Board</b></p> <ul style="list-style-type: none"> <li>- Delivery</li> <li>- Agency spend and how we get to understand our workforce</li> <li>- MTFP ownership</li> </ul>	

