

# J2



## AUTOMATED BUDGET STATEMENTS

**NHS GREATER MANCHESTER SHARED SERVICES (GMSS)**

**NORTH WEST, CLINICAL COMMISSIONING GROUP (CCG)**

With special thanks to this team of innovators for taking part in the pilot of this programme and contributing to its development.



**FOR INFORMATION ON THE  
INNOVATION PROGRAMME  
CLICK HERE**

# THE INNOVATORS

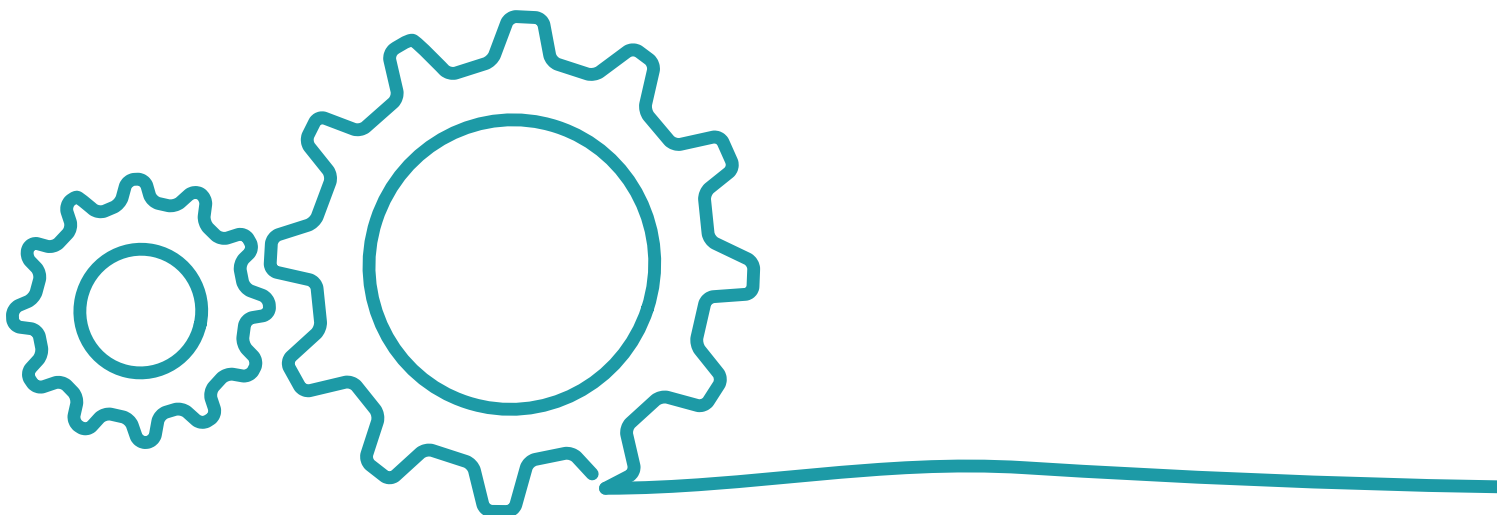
The corporate finance team at Greater Manchester Shared Services (GMSS) provide an internal bespoke management accounts service to the GMSS budget holders as well wider support across Greater Manchester. The team has a varied skillset but one of its strengths is in report writing. This has allowed the team to implement several process improvements within the finance area, but also more widely across the organisation.

## THE PROBLEM

The GMSS corporate finance team needed to deliver an automated solution to provide standard monthly budget statements by cost centre, showing actual variance to budget and forecast. The current process was inefficient and inadequate. There was a real need for accurate and consistent reporting across the organisation.

## THE CHALLENGE

How can we best support GMSS budget holders with accurate financial information so that their decision making increases efficiency, minimises expenditure and at least maintains if not improves, the quality services delivered?



# THE INNOVATION

We created a tool in Excel which takes feeds from the ledger and Electronic Service Record (ESR) systems to create a reporting pack split by cost centre or grouped for a particular budget holder. These reports include an income and expenditure statement by month, year to date position and forecast, a detailed income statement, staff in post list, agency list and detailed contract listing.

The design of the statements and their content were agreed internally as a team with input from the chief finance officer. These were then shared more widely with the GMSS budget holders to present the idea, but also to gather important feedback. The old statements had been in place a long time, so we were expecting some resistance to change however, this was not the case. Each area recognised the need for more consistent reporting.

The feedback we received also led to developments to the reporting pack, namely, to include a contracts page. This page of the report lists all those contracts for the relevant area, annual costs, and relevant contract dates.

Further feedback meant we enhanced the agency reporting, changing it to include flags for when approval dates were coming up or other keys dates around length of service.

Once all these developments were in place and the file is setup with the appropriate parameters (e.g budget holder email address) then the end user is required to only click a button and a PDF budget statement is created for each budget holder and automatically emailed to them.

# THE LESSONS LEARNT

- **We wouldn't design a report without the end user playing an important role in its design. Through this process we engaged with budget holders to really understand what information they require and for them to understand what information is available. This meant that we were able to create and design one report to standardise the budget packs and yet meet everyone's requirements.**
- **We learnt to really engage with our internal stakeholders. By recognising the need for an automated statement meant that we went out and reviewed what information the budget holders currently received, whether it met their needs and any changes either in content or presentation style which would support them.**

## THE OUTPUTS

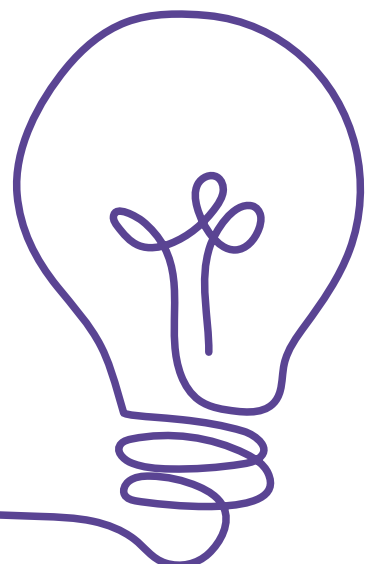
- Accurate information being sent out.
- Automated process saving a significant amount of time.
- More relevant and timely information.

## THE OUTCOMES

- Budget managers receive key information much earlier in the month and much closer to month end close.
- Releases time to invest in budget holder meetings and talking through the position.
- Far fewer errors.

## THE QUICK WINS

- Communicate the proposal early, getting buy in of the idea from those key internal customers.
- Demonstrate the idea to your CFO.
- Consider dual running the old and the new reports to embed them.



# THE REVIEWERS SAID

**“THIS INNOVATION MEETS AND ADDRESSES THE CHALLENGE TO PROVIDE TIMELY, ACCURATE AND USER-FRIENDLY MANAGEMENT INFORMATION TO BUDGET HOLDERS”**

**“THIS IS A POSITIVE DEVELOPMENT THAT SHOULD BE SHARED WIDER FOR THE REST OF THE NHS TO UTILISE.”**

**“REDUCES MANAGEMENT ACCOUNTS TIME WHICH CAN BE REPURPOSED FOR VALUE ADDED ACTIVITIES.”**



# WHAT YOU CAN DO NOW

## SUBMIT INNOVATION

**If you recognise the problem stated and have implemented your own innovation** to overcome it please submit this innovation to the programme and give others more examples to learn from.

## REGISTER INTEREST

**If you recognise the problem stated and would like to know more details about this innovation in particular**, we will be hosting showcase and workshop sessions throughout the year, so all interested staff can gain ideas and inspiration from innovators in a manageable one-to-many format.

## SUBMIT PROBLEM

**If you have a problem but don't currently know of a solution to it**, then please submit it here and in 2022 the Forum intends to crowdsource solutions to problems that don't currently have known innovations.

## LEARN MORE

**If you would like to learn more about about the innovation programme** please click for more details.

## ENDORSEMENT DISCLAIMER

The Finance Innovation Forum's Innovation Programme asks NHS Finance peer reviewers whether the "Innovation overcomes, successfully addresses, or solves the problem identified". The programme does not endorse, recommend or provide any assurance of software used or mentioned in any of the published innovations. If you think a published innovation is being used to falsely validate a commercial product or company please contact [finance.innovation@nhs.net](mailto:finance.innovation@nhs.net)



## IN SEPTEMBER 2021 THE FORUM LAUNCHED...

- A national Innovation Programme for NHS Finance staff to submit their innovations for peer review. Successful innovations will be published and accessible to all on the One NHS Finance website
- A 'Software Skills For Finance Staff' event series taught by NHS Finance for NHS Finance including MS Excel, PowerBI, SQL etc.
- An 'Art of the Possible' briefing which explains two new technologies AI & Blockchain and discusses the opportunity for NHS Finance
- An Automation Group to review and improve the efficiency of existing national processes and returns

## WHAT YOU CAN DO NOW

- Submit your innovations for peer review
- Sign up to be an innovation peer reviewer
- Read Art of the Possible
- Sign up for Software Skills for Finance
- Register your interest in automation and all things innovative

### Innovation Programme



### Software Skills



### Automation sign up



### Be a peer reviewer



### Art of the Possible



## FURTHER INFORMATION

Website: [FinanceInnovation.nhs.uk](https://FinanceInnovation.nhs.uk)

Email: [FinanceInnovation@nhs.uk](mailto:FinanceInnovation@nhs.uk)

LinkedIn: [One NHS Finance](#)

Twitter: [@OneNHSFinance](#)



One NHS Finance brings together the Future-Focused Finance, National Finance Academy, and the Finance Innovation Forum programmes and networks to make sure that everyone working in NHS Finance has access to skills, knowledge, methods, and opportunities to influence and enhance patient services.



Identifying and developing innovative ways of working and new areas of improvement.