

Finance Report

Governing Body meeting

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5 December 2013

Author(s)/Presenter and title	Jackie Mills, Deputy Director of Finance Brian Richards, Senior Finance Manager
Sponsor	Julia Newton, Director of Finance
Key messages	
<p>This report provides the Governing Body with information on the financial position for the seven months to 31 October 2013, together with an update on the year end forecast position.</p> <p>The CCG's forecast surplus remains at £6m, in line with the position reported to the end of September 2013. The year to date position shows a year to date surplus of £3.5m. There have been no material changes against any of the budget lines at month 7. The main change has been a £0.7m increase in forecast spend on the acute services contract with Sheffield Teaching Hospitals NHS FT. This reflects continued activity pressures for which the CCG is holding contingency reserves.</p> <p>Subsequent to Governing Body's endorsement of a range of winter resilience and innovation initiatives at month 6, these are starting to be actioned and around £0.8m has been deployed from reserves at month 7.</p>	
Assurance Framework (AF)	
<p>Assurance Framework Number: Assurance Framework risks 3.2 and 4.3</p> <p>How does this paper provide assurance to the Governing Body that the risk is being addressed? RAG rated monthly financial performance report with sensitivity analysis to Governing Body on a monthly basis.</p> <p>Is this an existing or additional control: Existing</p>	
Equality/Diversity Impact	
<p>Has an equality impact assessment been undertaken? NO</p> <p>Which of the 9 Protected Characteristics does it have an impact on? There are no specific issues associated with this report.</p>	
Public and Patient Engagement	
<p>There are no specific issues associated with this report.</p>	

Recommendations

The Governing Body is asked to:

- Note the month 7 financial position for the CCG.
- Note the budget changes highlighted in section 4 to the report

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5 December 2013

1. 2013/14 Financial Position

1.1 Executive Summary

Target	Year to Date	Forecast	Key Issues
Deliver 0.5% Surplus (£3.5m) against Commissioning Revenue Resource Limit (RRL)	(£1.9m) Under spend	(£3.5m) Under spend	There are continued acute hospital activity pressures at M7. However, this is offset by under spending on some other budget areas and release of contingency reserves.
Remain within Running Cost Allowance (RCA) – revised at £13m	(£1.6m) Under spend	(£2.5m) Under spend	<p>The CCG has an initial Running Cost Allowance of £14m. As Sheffield CCG is a large CCG we benefit from economies of scale and hence £1m of the allocation was transferred at plan stage to support commissioning activities.</p> <p>Following a full review of commitments at month 6 Governing Body approved the release of nearly £2m uncommitted reserves to support increasing the CCG's overall surplus to nearly 1% in preparation for 2014/15 planning requirements.</p>
Remain within Cash Limit	(£8.1m) Closing balance	Breakeven	NHS E have yet to confirm whether CCGs will have a cash limit in the same way as PCTs but we are monitoring cash spend to ensure it does not exceed the total of the Commissioning RRL and RCA.

1.2 Other Duties

Ensure that 98% of CCG resources are spent recurrently – i.e. to provide a 2% recurrent surplus (£13.8m for Sheffield)	Not measured year to date		At month 6 we submitted a return to NHS England confirming a forecast 2% underlying surplus at year end. This is predicated on no substantial adverse movement in the level of acute hospital activity during the second half of the year.
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Key:

Red	Significant risk of non-delivery. Additional actions need to be urgently pursued.
Amber	Medium risk of non-delivery requires additional management effort.
Green	Low risk of non-delivery – current management effort should deliver success.

2. Revenue Position as at 31 October 2013

2.1 Overview

The financial position at month 7 is detailed in **Appendix A**. This shows a surplus of £3.5m year-to-date (YTD) and forecast outturn (FOT) surplus of £6.0m. However, as discussed below there will be a requirement to manage a range of risks.

Table A: Summary Position at 31 October 2013

Category	Annual Budget £'000s	Year to Date Variance £'000s	Forecast Variance £'000s	Forecast Variance %
Acute Services	373,750	2,227	3,555	1.0%
Mental Health Services	74,116	(66)	5	
Primary and Community Services	80,660	(166)	(170)	-0.2%
Continuing Healthcare	49,758	(171)	(293)	-0.6%
Prescribing	87,626	(485)	(814)	-0.9%
CSU Programme Costs	3,812	0	0	
Reserves	9,161	(1,235)	(2,237)	-24.4%
Planned Surplus	3,500	(2,042)	(3,500)	
Commissioning Budget	682,383	(1,938)	(3,455)	-0.5%
Running Costs (see section 2.2.10)	13,070	(1,581)	(2,545)	-19.5%
Total Budget 2013/14	695,453	(3,519)	(6,000)	-0.9%

2.2 Key Issues

2.2.1 Acute Hospital Activity: Contract monitoring information from **Sheffield Teaching Hospitals** for October showed a similar overall position to that reported to the end of September, with an overall adverse variance of £2m (1.1%). Within this position, there has been a significant increase in the level of elective spend (mainly in relation to outpatients), with an offsetting improvement on non elective spend. However, the forecast outturn position has deteriorated further (by £700k) as provision has been made for the conversion of some of the outpatient activity into inpatient activity before the end of the financial year, together with a review of the expected impact of QIPP schemes. This increase in spend can be covered by the utilisation of contingency reserves.

In terms of **Sheffield Children's**, there has been a deterioration in the year to date over performance (from a 0.7% over-trade at month 6 to 1.2% over-trade at month 7), mainly as a result of additional outpatient activity as well as an increase in the number of emergency admissions. The forecast overspend has therefore increased to £328k (compared to £182k at month 6).

2.2.2 The **ISTC and Extended Choice** forecast position has broadly remained in line with the previous month. There is still an increase in Outpatient First activity but inpatient activity has levelled off. The challenge now shifts to Providers maintaining the waiting times within 18 weeks.

2.2.3 In relation to both the acute and mental health **Individual Funding Requests** the forecasts are held at breakeven. However, if numbers remain in line with current activity then a benefit in the region of c£400k could be expected.

2.2.4 **Ambulance Services:** There is a continued underspend on the main A&E contract, however this has reduced slightly due to over performance against plan for activity in October on responses within 20 minutes, 30 minutes and telephone assessments within 60 minutes (categories - G1, G2 and G4).

2.2.5 **Continuing Health Care (CHC):** Spend increased in October as a result of a positive number of net new clients becoming eligible for CHC compared to a negative run rate for first 6 months. This was partially offset by a reassessment of forecast spend against the FNC budget. At month 4 £1m budget was transferred from CHC to FNC to cover an expected increase in the proportion of clients becoming eligible for FNC as opposed to CHC which is not materialising which may link to the replacement of the home of choice initiative with the new re-ablement pathway. Taken together forecast spend against these two areas is comparable with last month.

2.2.6 **Prescribing:** Information on actual costs has been received for the first 6 months. A prudent estimate has been included for October which has the highest number of prescribing days and is the first month to see the impact of the Cat M price changes. Overall this results in a small increase in the year end under spend. The Medicines Management team's estimate for October based on their usual sample of items would give a lower figure. Further benefits may also be realised in month 8 when we see the actual impact of the Cat M. price changes.

2.2.7 Quality Innovation, Productivity & Prevention (QIPP)

The table below outlines the current position in relation to savings secured against each of the QIPP programme lines.

Programme	Net Savings Plan (Full Year) £'000	Net Variance (YTD) £'000	Forecast Variance Positive figure = Adverse Variance £'000
Reducing Variations in Elective Care	(900)	127	458
Right First Time (Urgent Care)	(900)	346	833
Effective Use of Medicines	(900)	(96)	(200)
Continuing Health Care & End of Life Care	(2,800)	(155)	(200)
Total	(5,500)	222	891

Savings year to date are £222k or 7.3% below plan. This position has deteriorated slightly since month 6 (£94k or 3.8%), which was expected as a larger proportion of QIPP savings are phased into the latter 6 months of the year. In terms of NHS England's performance 'Dash board' ratings for CCGs, we would be rated as amber-green Year to Date.

At Month 6 we undertook a full re-evaluation of the QIPP programme through the clinical portfolios and Planning & Delivery Group which suggested a year end

shortfall of £891k (16.4%) against the £5.5m planned net savings. We have retained this estimate at Month 7.

2.2.8 2% Non-Recurrent Reserve (£13.8m): We have now deployed £9m into budgets which includes a proportion of the winter resilience and Innovations funding. There remains about £1.5m to allocate on these initiatives with the balance being held for potential Q4 pressures and issues

2.2.9 General Contingency Reserve: At month 7 we have a contingency reserve of £2.3m of which £2.2m is currently “released” to offset forecast pressures in acute activity, mainly at STH FT.

2.2.10 Running Costs: The position against the £13.1m running cost budget is summarised in the table below.

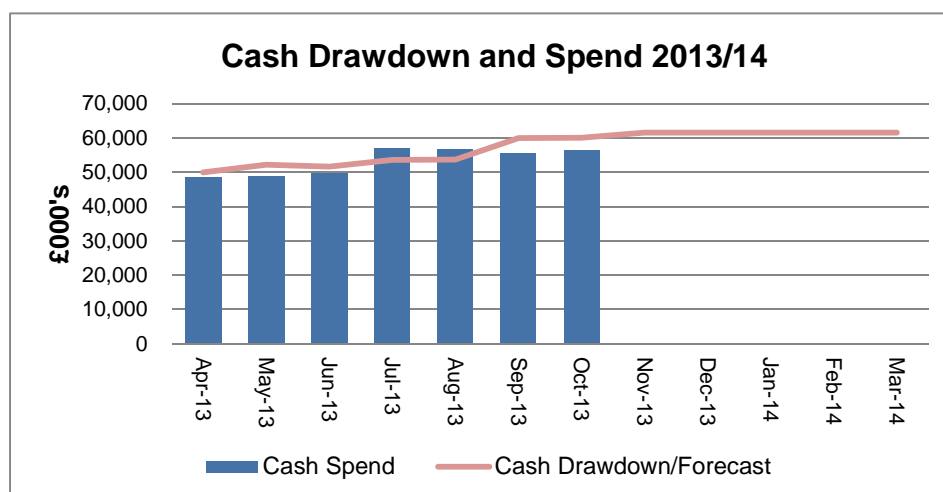
Category	Annual Budget £'000s	Year to Date Variance £'000s	Forecast Variance £'000s	Forecast Variance %
Pay	4,671	(149)	(248)	-5.3%
Non Pay	7,399	(345)	(501)	-7.8%
income	(1,190)	(15)	0	
Running Costs Reserve	2,190	(1,072)	(1,796)	-82.0%
Running Cost Budget	13,070	(1,581)	(2,545)	-19.5%

Further slippage on running cost has been identified in both pay and no pay area. This has allowed us to slightly increase the forecast underspend on the running costs by £0.1k compared to the position reported at month 6.

3. Cash Position as at 31st October 2013

The CCG’s indicative anticipated cash limit at month 7 stands at £695.1m (**Appendix B**). . Based on the first 7 months actual cash spend in 2013/14 will be less than the anticipated cash limit. An element of the difference will be the planned £6m surplus as well as the level of creditors at year end.

The total cash used to the end of October was £373.1m (53.7%), against a cash drawdown from the Department of Health of £381.2m. The closing bank balance at the end of month 8 was £8.1m.



4. Key Budget Movements

In line with the Scheme of Delegation the Governing Body is required to sign off all budget movements over £2m (see appendix D). There have been no budget movements above £2m. However, Governing Body members may wish to note the following budget changes:

- Funding transferred to the Local Authority (£1.1m) in relation to additional costs incurred in relation to the Home of Choice Initiative and funding for community support workers via the GP Associations initiative
- Winter pressures funding to providers £800k (of the £1.8m set aside for this)

5. Recommendations:

The Governing Body is asked to:

- Note the month 7 financial position for the CCG.
- Note the budget changes highlighted in section 4 to the report

Paper prepared by Jackie Mills, Deputy Director of Finance and Brian Richards, Senior Finance Manager

On behalf of Julia Newton, Director of Finance

November 2013

NHS Sheffield Clinical Commissioning Group
Finance Report 2013/14 - Financial Position for Period Ending 31 October 2013

	Year to Date: October				Year End Forecast Out-turn				Forecast Variance @ Month 6
	Budget	Expenditure	Variance Over (+)/ Under(-)		Budget	Forecast	Variance Over (+)/ Under(-)		
COMMISSIONING									
Revenue Resource Limit	395,233	395,233	0	0.0%	682,383	682,383	0	0.0%	
EXPENDITURE									
Acute Services									
Sheffield Teaching Hospitals NHS FT	177,060	179,017	1,957	1.1%	301,562	304,169	2,607	0.9%	1,927
Sheffield Children's NHS FT	17,395	17,599	204	1.2%	29,803	30,131	328	1.1%	182
Ambulance Services	12,334	12,129	(205)	-1.7%	21,186	20,834	(352)	-1.7%	(365)
Other NHS Trusts	6,298	6,108	(191)	-3.0%	10,605	10,359	(246)	-2.3%	(237)
ISTC & Extended Choice	3,165	3,804	640	20.2%	5,356	6,575	1,219	22.8%	1,243
Individual Funding Requests	628	429	(198)	-31.6%	1,224	1,224	0	0.0%	-
Non Contract Activity	2,476	2,496	20	0.8%	4,013	4,013	(1)	0.0%	(116)
Sub Total Acute	219,356	221,582	2,227	1.0%	373,750	377,305	3,555	1.0%	2,634
Mental Health									
Sheffield Health and Social Care NHS FT	41,868	41,868	0	0.0%	72,667	72,667	0	0.0%	-
Individual Funding Requests - MH	295	226	(69)	-23.3%	506	506	0	0.0%	-
Other Mental Health	550	553	3	0.5%	943	948	5	0.5%	5
Sub Total Mental Health	42,713	42,647	(66)	-0.2%	74,116	74,121	5	0.0%	5
Primary & Community Services									
Sheffield Teaching Hospitals NHS FT - Comm	30,633	30,583	(50)	-0.2%	52,514	52,464	(50)	-0.1%	(50)
Sheffield Children's NHS FT - Comm	1,843	1,843	0	0.0%	3,160	3,160	0	0.0%	-
Primary Care Access Centre	1,712	1,712	0	0.0%	2,935	2,921	(14)	-0.5%	(24)
Other Community	691	694	3	0.5%	1,184	1,190	6	0.5%	6
St Lukes Hospice	1,455	1,455	0	0.0%	2,496	2,496	0	0.0%	-
Voluntary Organisations	391	391	(0)	0.0%	672	672	0	0.0%	(10)
Enhanced Services	2,370	2,407	37	1.6%	4,262	4,331	69	1.6%	64
111	655	550	(105)	-16.1%	1,123	1,018	(105)	-9.4%	(105)
Optometry	155	178	24	15.2%	265	275	10	3.9%	40
Pharmacy	255	244	(12)	-4.6%	363	351	(12)	-3.3%	(10)
Local Authority									
Section 256 - Grants	2,099	2,099	0	0.0%	4,720	4,720	0	0.0%	-
Section 75 - LD Pooled Budget	1,561	1,561	0	0.0%	2,676	2,676	0	0.0%	-
Section 75 - Equipment Service Pooled Budget	1,058	1,058	(0)	0.0%	1,814	1,814	0	0.0%	-
Other Commissioning	1,470	1,407	(63)	-4.3%	2,476	2,402	(74)	-3.0%	(69)
Sub Total Primary & Community Services	46,348	46,182	(166)	-0.4%	80,660	80,490	(170)	-0.2%	(159)
Continuing Healthcare									
Continuing Care	26,059	26,221	162	0.6%	43,707	43,984	277	0.6%	(43)
Funded Nursing Care	3,530	3,197	(332)	-9.4%	6,051	5,481	(570)	-9.4%	(226)

Sub Total Continuing Health Care	29,589	29,418	(171)	-0.6%	49,758	49,465	(293)	-0.6%	(269)
Prescribing	51,727	51,242	(485)	-0.9%	87,626	86,812	(814)	-0.9%	(769)
Services from CSU - Programme									
Continuing Healthcare Assessments	988	988	0	0.0%	1,694	1,694	0	0.0%	-
Medicines Management	822	822	0	0.0%	1,410	1,410	0	0.0%	-
Development Nurses	413	413	0	0.0%	708	708	0	0.0%	-
Sub Total Services from CSU - Programme	2,223	2,223	0	0.0%	3,812	3,812	0	0.0%	-
Reserves									
Commissioning Reserves	0	0	0	-100.0%	2,177	2,177	0	0.0%	0
General Contingency Reserve	1,235	0	(1,235)		2,298	61	(2,237)	-97.3%	(1,506)
2% Non Recurrent Reserve	0	0	0		4,685	4,685	0	0.0%	-
Planned Surplus	2,042	0	(2,042)	-100.0%	3,500	0	(3,500)	-100.0%	(3,500)
Sub Total Reserves	3,277	0	(3,277)	-100.0%	12,661	6,924	(5,737)	-45.3%	(5,006)
TOTAL EXPENDITURE - COMMISSIONING	395,233	393,294	(1,938)	-0.5%	682,383	678,928	(3,455)	-0.5%	(3,564)
(UNDER)/OVER SPEND - COMMISSIONING	0	(1,938)	(1,938)		(0)	(3,455)	(3,455)		(3,564)
RUNNING COSTS ALLOWANCE									
Funding net of £1m transfer to commissioning budgets	7,396	7,396	0	0.0%	13,070	13,070	0	0.0%	-
EXPENDITURE									
Governing Body & Chief Officers	1,525	1,520	(4)	-0.3%	2,647	2,655	9	0.3%	18
Finance & Contracting	1,014	805	(208)	-20.6%	1,731	1,564	(167)	-9.6%	(166)
Operations Management	745	747	3	0.4%	1,301	1,241	(60)	-4.6%	(66)
Clinical Quality & Clinical Services	774	688	(86)	-11.1%	1,316	1,193	(123)	-9.3%	(84)
Premises and Bought In Services	2,268	2,054	(214)	-9.4%	3,852	3,443	(408)	-10.6%	(388)
Collaborative	0	0	0		34	34	0	0.0%	-
Running Cost Reserve	1,072	0	(1,072)	-100.0%	2,190	394	(1,796)	-82.0%	(1,750)
TOTAL EXPENDITURE - RUNNING COSTS	7,396	5,815	(1,581)	-21.4%	13,070	10,525	(2,545)	-19.5%	(2,436)
(UNDER)/OVER SPEND - RUNNING COSTS	0	(1,581)	(1,581)		0	(2,545)	(2,545)		(2,436)
TOTAL									
Revenue Resource Limit - Commissioning	395,233	395,233	0	0.0%	682,383	682,383	0	0.0%	-
Revenue Resource Limit - Running Costs	7,396	7,396	0	0.0%	13,070	13,070	0	0.0%	-
Revenue Resource Limit - TOTAL	402,628	402,628	0	0.0%	695,453	695,453	0	0.0%	-
EXPENDITURE									
Commissioning	395,233	393,294	(1,938)	-0.5%	682,383	678,928	(3,455)	-0.5%	(3,564)
Running Costs	7,396	5,815	(1,581)	-21.4%	13,070	10,525	(2,545)	-19.5%	(2,436)
EXPENDITURE - TOTAL	402,628	399,109	(3,519)	-0.9%	695,453	689,453	(6,000)	-0.9%	(6,000)
(UNDER)/OVER SPEND - CCG	0	(3,519)	(3,519)		(0)	(6,000)	(6,000)		(6,000)

REVENUE RESOURCE LIMIT

COMMISSIONING	Month	Sheffield Total			
		Rec £ ' 000	Non-Rec £ ' 000	Total £ ' 000	Cash £ ' 000
2013/14 Initial Baseline	1	675,336		675,336	675,336
2013/14 Recurrent Uplift	1	15,533		15,533	15,533
		690,869	0	690,869	690,869
Notified Adjustments					
Share of Surplus c/f from PCT	1		353	353	0
Transfer to NHS E (Family Nurse Partnership £244k)	1	(244)		(244)	(244)
Transfer to NHS E (Community Dental £146k)	1	(146)		(146)	(146)
Transfer to NHS E (Specialised Services)	1		(8,678)	(8,678)	(8,678)
Transfer to NHS E (Marginal Rate Adjustment)	1		(315)	(315)	
Transfer from NHS E (Marginal Rate Adjustment - return)	1		315	315	
Virement from Running Costs RRL	1		1,000	1,000	1,000
Transfer to NHS England (APMS contracts correction)	4	(205)		(205)	(205)
Anticipated					
Movement to surplus per final accounts	6		(16)	(16)	(16)
Transfer to NHS E (Primary Care)	6	(550)		(550)	(550)
Transfer to NHS E (Specialised Services - made recurrent)	6	(8,678)	8,678	0	
Transfer to NHS E (Specialised Services - out of area)	6	(962)		(962)	(962)
Return from NHS E re. out of area adjustment - agreement that this impacts from 14/15	6		962	962	962
Commissioning Revenue Resource Limit - Board Report - Month 7		680,084	2,299	682,383	682,030

	Month Identified	Sheffield Total			
		Rec £ ' 000	Non-Rec £ ' 000	Total £ ' 000	Cash £ ' 000
Notified Adjustments					
Running costs revenue resource limit confirmation	1	14,070		14,070	14,070
Virement to Commissioning RRL	1		(1,000)	(1,000)	(1,000)
Anticipated					
Total Confirmed		14,070	(1,000)	13,070	13,070
Running Costs Revenue Resource Limit - Board Report - Month 7		14,070	(1,000)	13,070	13,070

CAPITAL RESOURCE LIMIT

	Month Identified	Sheffield Total			
		Rec £ ' 000	Non-Rec £ ' 000	Total £ ' 000	Cash £ ' 000
Confirmed Adjustments					
Anticipated CRL					
Total Confirmed		0	0	0	0
Anticipated Adjustments					
Total Anticipated		0	0	0	0
Capital Resource Limit - Board Report - Month 7		0	0	0	0
Total Cash Limit - Board Report - Month 7					695,100

Contract with Sheffield Teaching Hospitals NHS FT

			Performance to 31st October 2013							
	Annual Budget	Note	Budget to date	Spend to date	Variance to date	% Variance	Forecast Outturn	Forecast Variance	% Variance	
	£000's		£000's	£000's	£000's		£000's	£000's		
Elective In Patients	63,412		37,531	36,330	- 1,201	-3.2%	61,690	- 1,722	-2.7%	
Outpatients (including Procedures and Imaging)	48,632		29,000	31,031	2,031	7.0%	52,150	3,517	7.2%	
Total Elective Services	112,044		66,531	67,361	830	1.2%	113,840	1,795	1.6%	
Non-Elective In Patients	104,539		60,875	62,153	1,278	2.1%	105,289	750	0.7%	
Outpatients (CDU)	1,062		635	705	70	11.0%	1,179	117	11.0%	
A&E	12,791		7,500	7,942	443	5.9%	13,546	755	5.9%	
Total Non-Elective services	118,392		69,010	70,801	1,791	2.6%	120,014	1,622	1.4%	
Quality (CQUINS) Payments	7,339		4,309	4,372	63	1.5%	7,425	86	1.2%	
Cost per case (drugs and devices)	17,373		10,134	9,868	- 266	-2.6%	17,076	- 297	-1.7%	
Direct Access (tests and imaging)	10,065		5,871	5,973	102	1.7%	10,240	175	1.7%	
Maternity Pathway payments	12,707		7,412	7,428	16	0.2%	12,723	16	0.1%	
Critical Care	10,400		6,067	5,788	- 279	-4.6%	10,122	- 278	-2.7%	
Other services (Block, other out of contract)	13,243		7,725	7,426	- 299	-3.9%	12,730	- 513	-3.9%	
Total Acute	301,563		177,060	179,017	1,958	1.1%	304,170	2,607	0.9%	
Community contract (incl CICS, MSK and CQUINS)	52,514		30,633	30,583	- 50	-0.2%	52,464	- 50	-0.1%	
Total STHFT Combined Acute and Community contract	354,077		207,693	209,601	1,908	0.9%	356,634	2,557	0.7%	

Movements from Budgets Previously Approved by Committee

	Revised Budgets	Allocations	Investments	Cost Pressures	Budget virements	Other	Revised Budgets	Comments
	Month 6 £000	£000	£000	£000	£000	£000	Month 7 £000	
INCOME								
Revenue Resource Limit	695,453						695,453	
EXPENDITURE								
COMMISSIONING								
Acute Care								
Sheffield Teaching Hospitals NHS FT	301,158		404				301,562	Winter Pressures/waiting list initiatives
Sheffield Children's NHS FT	29,803						29,803	
Ambulance Services	21,186						21,186	
Other NHS Trusts	10,605						10,605	
ISTC & Extended Choice	5,356						5,356	
Individual Funding Requests	1,224						1,224	
Non Contract Activity	4,013						4,013	
Mental Health								
Sheffield Health and Social Care NHS FT	72,474		194				72,668	Autism contract
Individual Funding Requests - MH	506						506	
Other Mental Health	943						943	
Primary & Community Services								
Sheffield Teaching Hospitals NHS FT - Comm	52,054		459				52,513	Winter pressures/escalation funding
Sheffield Children's NHS FT - Comm	3,160						3,160	
Primary Care Access Centre	2,935						2,935	
Other Community	1,184						1,184	
St Lukes Hospice	2,495						2,495	
Voluntary Organisations	670				2		672	MIND events
Enhanced Services	4,062		216		(16)		4,262	FURs/surplus budget
111	1,123						1,123	
Optometry	265						265	
Pharmacy	363						363	
Local Authority	-						-	
Section 256 - Grants	3,598		1,122				4,720	Comm Support Workers extension and Residential HOC
Section 75 - LD Pooled Budget	2,676						2,676	
Section 75 - Equipment Service Pooled Budget	1,614		200				1,814	Winter pressures
Other Commissioning	2,467				10		2,477	
Continuing Healthcare								
Continuing Care	43,707						43,707	
Funded Nursing Care	6,051						6,051	
Prescribing								
	87,626						87,626	
Services from CSU - Programme								
Continuing Healthcare Assessments	1,694						1,694	
Medicines Management	1,410						1,410	
Development Nurses	708						708	
Reserves								
Commissioning Reserves	2,581		(394)		(10)		2,177	
General Contingency Reserve	2,382		(81)		(2)		2,299	
2% Non Recurrent Reserve	6,789		(2,121)		16		4,685	
Planned Surplus	3,500						3,500	
	682,382	-	-	-	0	-	682,383	
Running Cost Allocation								
Governing Body & Chief Officers	2,647						2,647	
Finance & Contracting	1,731						1,731	
Operations Management	1,278				23		1,301	Upgrade/mat leave cover
Clinical Quality & Clinical Services	1,316						1,316	
Premises and Bought In Services	3,898				(46)		3,852	surplus budget to reserves
Collaborative	-				34		34	PH Consultant
Running Cost Reserve	2,201				(11)		2,190	
	13,070	-	-	-	-	-	13,070	
CLINICAL COMMISSIONING GROUP TOTAL								
	695,453	-	-	-	0	-	695,453	