

Finance Report

Governing Body meeting

M

3 October 2013

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Sponsor	Julia Newton, Director of Finance
Key messages	
<p>This report provides the Governing Body with information on the financial position for the five months to 31 August 2013, together with a discussion on key risks and challenges to deliver the planned 0.5% or £3.5m surplus at 31 March 2014.</p> <p>Overall, the forecast position on commissioned budgets has remained similar to Month 4. Further information and verification work on budgets within the Running Costs Allowance has enabled a substantial overall increase in the projected under spend and uncommitted reserves. It is expected that this resource can be used on a non recurrent basis to support commissioned spend over the last six months of the year providing additional resilience for winter pressures.</p>	
Assurance Framework (AF)	
<p>Risk Reference (RR) Number : New Assurance Framework risks 3.2 and 4.3; new Risk Register Ref. 18</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 monthly basis</p> <p>Is this an existing or additional control This is an existing control - AF 3.2 and 4.3</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 actions associated with this report.</p>	

Recommendations

The Governing Body is asked to:

- Note the Month 5 financial position for the CCG and the risks and challenges which need to be managed during the year.
- Note the budget changes highlighted in section 3 to the report

Finance Report

Governing Body meeting

3 October 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)	(£0.8m) Under spend	(£2.8m) Under spend	There are continued acute hospital activity pressures at M5. CCG will need to remain focussed on its QIPP plans for 2013-14 and will need to manage some of the pressures through its currently uncommitted reserves.
Remain within Running Cost Allowance (RCA) – revised at £13m	(£0.7m) Under spend	(£0.7m) Under spend	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. Currently an underspend of £0.7m is forecast and we are looking at transferring non recurrently additional uncommitted reserves to fund commissioning priorities over the winter.
Remain within Cash Limit	(£14k) Under spend	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	■	If the current high level of hospital based activity continues it will become increasingly difficult to demonstrate that 2% of resources have been used just for non- recurrent purposes. Hence it is critical that we continue to make progress particularly with the RFT programme.
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Key:

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

2. Revenue Position as at 31 August 2013

2.1 Overview

The financial position at month 5 is detailed in **Appendix A**. This shows a surplus of £1.5m year-to-date (YTD) and forecast outturn (FOT) achievement of the planned surplus of £3.5m. However, as discussed below there will be a requirement to manage a range of risks, pressures and challenges.

Table A: Summary Position at 31 August 2013

Category	Annual Budget	Year to Date Variance	Forecast Variance	Forecast Variance
	£'000s	£'000s	£'000s	%
Acute Services	371,582	1,409	2,530	0.7%
Mental Health Services	73,923	(58)	5	-
Primary and Community Services	78,431	14	(8)	-
Continuing Healthcare	49,758	(103)	(248)	(0.5%)
Prescribing	87,626	(420)	(690)	(0.8%)
CSU Programme Costs	3,812	0	0	-
Reserves	14,318	(195)	(910)	(6.4%)
Planned Surplus	3,500	(1,458)	(3,500)	-
Commissioning Budget	682,949	(812)	(2,821)	(0.4%)
Running Costs (see section 2.2.8)	13,070	(705)	(679)	(5.2%)
Total Budget 2013/14	696,019	(1,517)	(3,500)	(0.5%)

2.2 Key Issues

2.2.1 Acute Hospital Activity: Contract monitoring information from **Sheffield Teaching Hospitals** for August showed a small improvement overall, with year to date overspend reducing from 1.5% over target at the end of July to 1.3% over target at the end of August, mainly due to a reduction in elective activity. Whilst the budget is phased to reflect the fact that elective activity is normally lower in August (due to increased levels of annual leave), actual activity was even lower.

However, if we were to take no further action and the level of over-performance continued at the current rate, the extrapolated year end financial position would show a £4.3m overspend. The currently reported £2m year end over spend assumes full delivery of QIPP savings for the remainder of the year and other actions including deploying some of our reserves held for service change and transformation.

In terms of the information received from Sheffield Children's, there has been a small reduction in the year to date over performance. However, the forecast position remains similar to that reported previously, as provision has been made for the costs associated with a very long stay patient.

There has been an adverse movement in the under spend with **Other NHS Trusts** since month 4. This is due to the Trust wide non-elective activity at Rotherham NHS FT underperforming against the 2008/09 baseline and therefore it is unlikely

the CCG will receive the marginal rate threshold rebate. (A 30% marginal rate is applied when the Trusts overall non elective activity exceeds the 2008/09 level.)

Actual activity information to the end of July continues to show an over-spend on **ISTC and Extended Choice**. The forecast takes account of the year to date over performance on orthopaedic outpatient first attendance, at both Claremont and One Health, converting into elective over performance. Further work continues to review the link between the activity at STHFT and the 18 week target.

The number of patient's receiving **Individual Funding Requests** for both acute and mental health services continue to be below the plan at month 5. Discussions are taking place with NHS England to agree which organisation is responsible for the cost of 5 patients within brain injury services, therefore to be prudent the forecast remains at breakeven.

2.2.2 Ambulance Services: A&E activity with Yorkshire Ambulance Service was above plan August. However, the original plan included a contingency for additional activity and this has now been fully reflected in the forecast position. A year end under-spend of £0.4m is now forecast.

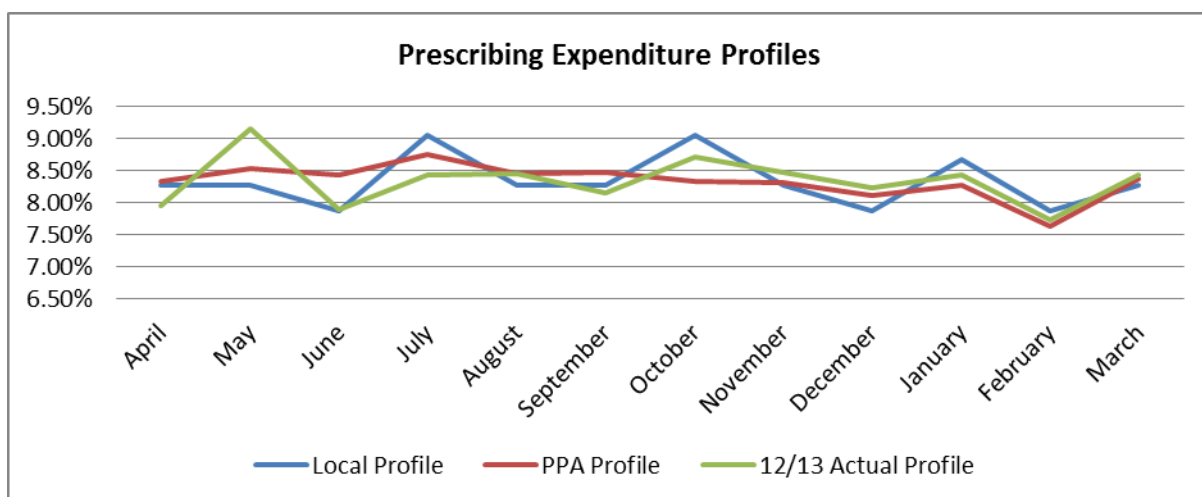
2.2.3 Continuing Health Care (CHC): Activity in August was slightly higher than in previous months, with the in month data showing a small net increase for the first time this year. Currently we continue to forecast a small underspend at year end as the budget allows for some month on month variation in activity but the team will be closely monitoring over the next few weeks the impact of the replacement of the Home of Choice initiative with the new intermediate care/re-ablement pathways.

In relation to the inherited responsibility for retrospective claims made to Sheffield PCT before 31 March 2013, a detailed update has just been received from the CSU team taking this work forward and we are currently assessing the potential financial impact against the previous £7m provision. An update should be available for the next Governing Body meeting.

2.2.4 Prescribing: Information on actual costs has been received for April to July, which showed a lower spend than estimated in the July report. The data is presented before adjusting for a recharge to a neighbouring CCG due to a data coding issue. The adjustment, which is expected to be a £300k – £400k benefit, will be made once confirmed.

The nationally agreed Category M price changes applying from October have recently been published and early modelling by the Medicines Management team suggests that for the last 6 months of the year the CCG should see a £300k - £400k benefit. This will be factored into forecasts once we have received October data.

The national budget profile for 13/14 has been released using information from the last 5 years. This rather surprisingly front loads budget into the earlier months, whilst our local work suggests it would be more appropriate and prudent to profile more budget into the later months. The chart below shows the variations. Very small % differences each month can alter the forecast significantly based on first 4 months data. In the reported position in this report we are using the local profile to give a £600k underspend. Using the national profile would increase this to around £2m.



2.2.5 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 Savings Plan (YTD) £'000	Net Savings Actual (YTD) £'000	Year to Date Variance £'000
Reducing Variations in Elective Care	(900)	(161)	(70)	91
Right First Time	(900)	(52)	172	224
Effective Use of Medicines	(900)	(393)	(456)	(63)
Continuing Health Care & End of Life Care	(2,800)	(1,512)	(1,550)	(38)
Total	(5,500)	(2,118)	(1,904)	214

The year to date savings are underachieving against plan by £214k (10%). This is an improvement of £38k on the month 4 position. However, in terms of NHS England's performance 'Dashboard' ratings the CCG remains as amber-green (ie between 5 and 20% below plan).

Whilst savings in relation to CHC and Effective Use of Medicines are slightly ahead of plan, year to date savings have not been fully secured particularly in relation to the Right First Time (unscheduled care) programme. Here investment has proceeded to plan but reduced savings have been achieved. However, work continues to implement initiatives and it is expected that overall we should be able to bring the QIPP programme broadly on plan by year end.

2.2.6 2% Non Recurrent Reserve (£13.8m): We have deployed £5m into budgets with the balance allocated to specific projects for spend in year. NHS England receives specific monitoring information on this reserve each month and no queries have been raised by the local area team at this stage.

2.2.7 General Contingency Reserve: At month 5 we have £1.8m of which about 50% is currently “released” to offset forecast pressures in acute activity, mainly at STH FT. The balance is being held for initiatives to combat winter pressures.

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

Category	Annual Budget	Year to Date Variance	Forecast Variance	Forecast Variance
	£'000s	£'000s	£'000s	%
Pay	4,637	(84)	(162)	(3.5%)
Non Pay	6,448	(242)	(317)	(4.9%)
income	(234)	-	-	-
Running Costs Reserve	2,219	(378)	(200)	9.0%
Running Cost Budget	13,070	(705)	(679)	(5.2%)

The CCG continues to review the potential commitments against reserves. The risk area is the actual recharges from NHS Property Services Ltd for premises occupied by the CCG and also any full year costs of the new LIFT buildings. Currently an overall a year end under spend of c£0.7m is forecast but this is likely to increase. Alternatively we will seek to formally transfer further running cost allowance for use on commissioned clinical activity.

3. Cash Position as at 31 August 2013

The CCG’s indicative anticipated cash limit at month 5 stands at £695.7m (**Appendix B**). The total cash used to the end of August was £261.11m (37.5%), against a cash drawdown of £261.12m. The closing bank balance at the end of month 5 was £14k.

4. Key Budget Movements

In line with the Scheme of Delegation the Governing Body is required to sign off all budget movements over £2m. There have been no such budget movements in August. However, members might wish to note the following: £0.5m has been transferred from ‘other commissioning’ to reflect that the ‘Home of Choice’ initiative has been replaced from 16 September by the new ‘re-ablement’ pathway commissioned from STH.

5. Recommendations:

The Governing Body is asked to:

- Note the month 5 financial position for the CCG and the risks and challenges which need to be managed during the year.
- Note the budget changes highlighted in section 3 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
September 2013

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

	Year to Date: August				Year End Forecast Out-turn				Forecast Variance @ Month 4 £000
	Budget	Expenditure	Variance		Budget	Forecast	Variance		
	£000	£000	£000	%	£000	£000	£000	%	
COMMISSIONING									
Revenue Resource Limit	280,394	280,394	0	0.0%	682,949	682,949	0	0.0%	-
EXPENDITURE									
Acute Services									
Sheffield Teaching Hospitals NHS FT	125,608	127,203	1,595	1.3%	299,158	301,158	2,000	0.7%	2,000
Sheffield Children's NHS FT	12,432	12,445	13	0.1%	29,803	29,880	77	0.3%	93
Ambulance Services	8,737	8,543	(194)	-2.2%	21,258	20,847	(411)	-1.9%	(274)
Other NHS Trusts	4,487	4,264	(222)	-5.0%	10,605	10,386	(220)	-2.1%	(399)
ISTC & Extended Choice	2,232	2,607	375	16.8%	5,356	6,499	1,143	21.3%	832
Individual Funding Requests	510	378	(132)	-25.8%	1,224	1,224	0	0.0%	-
Non Contract Activity	1,820	1,794	(26)	-1.4%	4,177	4,118	(60)	-1.4%	(65)
Sub Total Acute	155,826	157,235	1,409	0.9%	371,582	374,111	2,530	0.7%	2,187
Mental Health									
Sheffield Health and Social Care NHS FT	29,514	29,514	0	0.0%	72,474	72,474	0	0.0%	-
Individual Funding Requests - MH	211	150	(60)	-28.6%	506	506	0	0.0%	(85)
Other Mental Health	393	395	2	0.5%	943	948	5	0.5%	5
Sub Total Mental Health	30,118	30,060	(58)	-0.2%	73,923	73,927	5	0.0%	(80)
Primary & Community Services									
Sheffield Teaching Hospitals NHS FT - Comm	21,474	21,433	(41)	-0.2%	52,054	52,004	(50)	-0.1%	(50)
Sheffield Children's NHS FT - Comm	1,317	1,317	0	0.0%	3,160	3,160	0	0.0%	-
Primary Care Access Centre	1,223	1,223	0	0.0%	2,935	2,923	(12)	-0.4%	-
Other Community	493	511	18	3.6%	1,184	1,177	(8)	-0.7%	-
St Lukes Hospice	1,040	1,040	0	0.0%	2,495	2,495	0	0.0%	-
Voluntary Organisations	275	275	0	0.0%	670	660	(10)	-1.5%	-
Enhanced Services	1,693	1,723	30	1.8%	4,062	4,126	64	1.6%	-
111	430	468	37	8.7%	1,033	1,033	0	0.0%	-
Optometry	110	127	17	15.2%	265	305	40	15.2%	-
Pharmacy	177	170	(7)	-3.9%	363	352	(11)	-2.9%	(16)
Local Authority									
Section 256 - Grants	1,461	1,461	0	0.0%	3,506	3,506	0	0.0%	-
Section 75 - LD Pooled Budget	1,115	1,115	0	0.0%	2,676	2,676	0	0.0%	-
Section 75 - Equipment Service Pooled Budget	673	673	0	0.0%	1,615	1,615	0	0.0%	-
Other Commissioning	1,373	1,332	(40)	-2.9%	2,411	2,390	(21)	-0.9%	-
Sub Total Primary & Community Services	32,854	32,868	14	0.0%	78,431	78,423	(8)	0.0%	(66)
Continuing Healthcare									
Continuing Care	19,000	18,947	(53)	-0.3%	43,707	43,579	(128)	-0.3%	(361)
Funded Nursing Care	2,521	2,471	(50)	-2.0%	6,051	5,930	(121)	-2.0%	6
Sub Total Continuing Health Care	21,521	21,418	(103)	-0.5%	49,758	49,510	(248)	-0.5%	(355)
Prescribing	36,697	36,277	(420)		87,626	86,936	(690)		-
Services from CSU - Programme									
Continuing Healthcare Assessments	767	767	0	0.0%	1,694	1,694	0	0.0%	-
Medicines Management	717	717	0	0.0%	1,410	1,410	0	0.0%	-
Development Nurses	241	241	0	0.0%	708	708	0	0.0%	-
Sub Total Services from CSU - Programme	1,725	1,725	0	0.0%	3,812	3,812	0	0.0%	-
Reserves									
Commissioning Reserves	195	0	(195)	-100.0%	3,664	3,664	0	0.0%	(397)
General Contingency Reserve	0	0	0		1,773	863	(910)	-58.7%	(1,070)
2% Non Recurrent Reserve	0	0	0		8,881	8,881	0	0.0%	-
Planned Surplus	1,458	0	(1,458)	-100.0%	3,500	0	(3,500)	-100.0%	(3,500)
Sub Total Reserves	1,653	0	(1,653)	-100.0%	17,818	13,408	(4,410)	-24.7%	(4,967)
TOTAL EXPENDITURE - COMMISSIONING	280,394	279,582	(812)	-0.3%	682,949	680,128	(2,821)	-0.4%	(3,281)
(UNDER)/OVER SPEND - COMMISSIONING	0	(812)	(812)		(0)	(2,821)	(2,821)		(3,281)
RUNNING COSTS ALLOWANCE									
Funding net of £1m transfer to commissioning budgets	5,369	5,369	0	0.0%	13,070	13,070	0	0.0%	-
EXPENDITURE									
Governing Body & Chief Officers	1,067	1,067	0	0.0%	2,659	2,680	22	0.8%	-
Finance & Contracting	717	583	(133)	-18.6%	1,731	1,665	(66)	-3.8%	(19)
Operations Management	527	547	20	3.9%	1,266	1,236	(30)	-2.4%	-
Clinical Quality & Clinical Services	550	498	(52)	-9.4%	1,298	1,232	(66)	-5.1%	-
Premises and Bought In Services	2,131	1,968	(163)	-7.6%	3,898	3,559	(338)	-8.7%	-
Running Cost Reserve	378	0	(378)	-100.0%	2,219	2,019	(200)	-9.0%	(200)
TOTAL EXPENDITURE - RUNNING COSTS	5,369	4,664	(705)	-13.1%	13,070	12,391	(679)	-5.2%	(219)
(UNDER)/OVER SPEND - RUNNING COSTS	0	(705)	(705)		0	(679)	(679)		(219)
TOTAL									
Revenue Resource Limit - Commissioning	280,394	280,394	0	0.0%	682,949	682,949	0	0.0%	-
Revenue Resource Limit - Running Costs	5,369	5,369	0	0.0%	13,070	13,070	0	0.0%	-
Revenue Resource Limit - TOTAL	285,764	285,764	0	0.0%	696,019	696,019	0	0.0%	-
EXPENDITURE									
Commissioning	280,394	279,582	(812)	-0.3%	682,949	680,128	(2,821)	-0.4%	(3,281)
Running Costs	5,369	4,664	(705)	-13.1%	13,070	12,391	(679)	-5.2%	(219)
EXPENDITURE - TOTAL	285,764	284,246	(1,517)	-0.5%	696,019	692,519	(3,500)	-0.5%	(3,500)
(UNDER)/OVER SPEND - CCG	0	(1,517)	(1,517)		(0)	(3,500)	(3,500)		(3,500)

Sheffield Clinical Commissioning Group
Finance Report 2013/14 - Resource Limits for Period Ending 31 March 2014

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					
				0	0
				0	0
Anticipated					
Share of Surplus c/f from PCT	1		353	353	0
Transfer to NHS E (Family Nurse Partnership £244k & Community Dental £146k)	1	(390)		(390)	(390)
Transfer to NHS E (Specialised Services)	1	(8,678)		(8,678)	(8,678)
Virement from Running Costs RRL	1	1,000		1,000	1,000
Transfer to NHS England (APMS contracts correction)	4	(205)		(205)	(205)
Commissioning Revenue Resource Limit - Board Report - Month 5		682,596	353	682,949	682,596

	Month Identified	Sheffield Total			
		Rec £ ' 000	Non-Rec £ ' 000	Total £ ' 000	Cash £ ' 000
Notified Adjustments					
Running costs revenue resource limit confirmation		14,070		14,070	14,070
Anticipated					
Virement to Commissioning RRL		(1,000)		(1,000)	(1,000)
Total		13,070	0	13,070	13,070
Running Costs Revenue Resource Limit - Board Report - Month 5		13,070	0	13,070	13,070

CAPITAL RESOURCE LIMIT

	Month Identified	Sheffield Total			
		Rec £ ' 000	Non-Rec £ ' 000	Total £ ' 000	Cash £ ' 000
Confirmed Adjustments					
Total Confirmed		0	0	0	0
Anticipated Adjustments					
Total Anticipated		0	0	0	0
Capital Resource Limit - Board Report - Month 5		0	0	0	0

Total Cash Limit - Board Report - Month 5

695,666

Appendix C

Performance to 31st August 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		26,481	25,548	(934)	-3.5%	61,633	(1,779)	-2.8%
Outpatients (including Procedures and Imaging)	48,632		20,495	21,600	1,106	5.4%	51,404	2,771	5.7%
Total Elective Services	112,044		46,976	47,148	172	0.4%	113,037	993	0.9%
Non-Elective In Patients	102,588		43,351	44,709	1,357	3.1%	103,431	843	0.8%
Outpatients (CDU)	1,062		448	494	46	10.2%	1,170	108	10.2%
A&E	12,791		5,362	5,673	312	5.8%	13,535	743	5.8%
Total Non-Elective services	116,441		49,162	50,876	1,715	3.5%	118,135	1,695	1.5%
Quality (CQUINS) Payments	7,281		3,057	3,102	45	1.5%	7,344	64	0.9%
Cost per case (drugs and devices)	17,373		7,239	7,239	0	0.0%	17,373	0	0.0%
Direct Access (tests and imaging)	10,065		4,194	4,202	8	0.2%	10,085	20	0.2%
Maternity Pathway payments	12,707		5,294	5,322	28	0.5%	12,734	28	0.2%
Critical Care	10,400		4,334	4,117	(217)	-5.0%	10,130	(271)	-2.6%
Other services (Block, other out of contract)	12,848		5,353	5,197	(156)	-2.9%	12,320	(528)	-4.1%
Total Acute	299,159		125,608	127,203	1,595	1.3%	301,159	2,000	0.7%
Community contract (incl CICS, MSK and CQUINS)	52,054		21,474	21,433	(41)	-0.2%	52,004	(50)	-0.1%
Total STHFT Combined Acute and Community contract	351,213		147,082	148,636	1,554	1.1%	353,163	1,950	0.6%

Sheffield CCG
Movements from Budgets Previously Approved by Committee

APPENDIX D

	Revised Budgets	Allocations	Investments	Cost Pressures	Budget virements	Other	Revised Budgets	Comments
	Month 4 £000	£000	£000	£000	£000	£000	Month 5 £000	
INCOME								
Revenue Resource Limit	696,019						696,019	
EXPENDITURE								
COMMISSIONING								
Acute Care								
Sheffield Teaching Hospitals NHS FT	299,112				46		299,158	PTS adjusts/reablement
Sheffield Children's NHS FT	29,803						29,803	
Ambulance Services	20,969				289		21,258	PTS adjusts/reablement
Other NHS Trusts	10,627				-22		10,605	PTS adjusts/reablement
ISTC & Extended Choice	5,356						5,356	
Individual Funding Requests	1,224						1,224	
Non Contract Activity	4,177						4,177	
Mental Health								
Sheffield Health and Social Care NHS FT	72,474						72,474	
Individual Funding Requests - MH	506						506	
Other Mental Health	943						943	
Primary & Community Services								
Sheffield Teaching Hospitals NHS FT - Comm	51,538				516		52,054	PTS adjusts/reablement
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	660		10				670	North FURs
Enhanced Services	3,104		958				4,062	Care Planning + QIPP + North/Central FURs
111	1,033						1,033	
Optometry	265						265	
Pharmacy	363						363	
Local Authority	0						-	
Section 256 - Grants	3,555				(49)		3,506	
Section 75 - LD Pooled Budget	2,676						2,676	
Section 75 - Equipment Service Pooled Budget	1,615						1,615	
Other Commissioning	3,338		60		(987)		2,411	transfer out reablement
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	1,840				(146)		1,694	transfer budgets back to reserves following re-assessment of programme V
Medicines Management	1,721				(311)		1,410	running cost recharges
Development Nurses	579				129		708	
Reserves								
Commissioning Reserves	4,202		(369)		(169)		3,664	Care Planning investments
General Contingency Reserve	1,070				704		1,774	
2% Non Recurrent Reserve	9,540		(659)				8,881	FURs investments
Planned Surplus	3,500						3,500	
	682,948	-	-	-	-	-	682,948	
Running Cost Allocation								
Governing Body & Chief Officers	2,626		33				2,658	Health & Wellbeing Board
Finance & Contracting	1,729				2		1,731	
Operations Management	1,324				(57)		1,267	various pay budget amendments
Clinical Quality & Clinical Services	1,256				41		1,298	various pay budget amendments
Premises and Bought In Services	5,045				(1,147)		3,898	re-assessment of recharges
Running Cost Reserve	1,090		(33)		1,161		2,219	