

# NHS Vale of York Clinical Commissioning Group Financial Performance Report

Report produced: February 2017

Financial Period: April 2016 to January 2017

## Summary of Key Financial Measures

Indicator	Year to Date				Forecast Outturn			
	Target £000	Actual £000	Variance £000	RAG rating	Target £000	Actual £000	Variance £000	RAG rating
Achieve planned financial position	(11,122)	(28,145)	(17,023)	R ↓	(13,346)	(28,095)	(14,749)	R →
Programme expenditure does not exceed programme allocation	354,356	382,847	(28,491)	R ↓	429,669	458,080	(28,411)	R ↓
Running costs expenditure does not exceed running costs allocation	6,271	5,925	345	G ↑	7,525	7,209	316	G ↑
Risk adjusted deficit					(20,428)	(28,095)	(7,667)	R →
QIPP delivery (see section 8)	5,886	1,278	(4,608)	R ↓	12,200	1,876	(10,324)	R ↓
Better Payment Practice Code (Value)	95.00%	99.84%	4.84%	G	95.00%	>95%	0.00%	G
Better Payment Practice Code (Number)	95.00%	98.54%	3.54%	G	95.00%	>95%	0.00%	G
Cash balance at month end is within 1.5% of monthly drawdown	558	173	384	G				□
CCG cash drawdown does not exceed maximum cash drawdown					465,289	465,289	0	G

The full finance dashboard is presented in Appendix 1

## Key Messages

- **The CCG is operating under legal Directions issued by the NHS Commissioning Board (NHS England) effective from 1<sup>st</sup> September.** The CCG has developed a draft Medium Term Financial Strategy and will be finalising and launching this in the final quarter of 2016/17. It underpins and informs the 2017-2019 Financial Plan. A resubmission of the Financial Plan, based on month 10 forecast outturn is due to be submitted on 27 February. These will set out the actions required to stabilise the current financial position and recover to a sustainable position for the financial year 2017/18 and thereafter.
- The CCG, alongside the NHS England Area Team, has undertaken a full review of the forecast financial position, including risks and mitigations. All risks and mitigations that the CCG expects to materialise are now included in the forecast outturn reported at month 10. The CCG is forecasting a £28.10m deficit, which is the same forecast deficit reported at month 9. The month 10 forecast outturn is £14.75m worse than the planned deficit of £13.34m. It represents the brought forward deficit of £6.30m from 2015/16 and an in year deficit of £21.8m.
- The year to date financial position is £17.02m worse than planned. This position includes several significant variances which are detailed in section 3.
- The QIPP forecast of £1.88m represents the latest assessment of the expected in-year delivery. Forecast delivery by scheme is detailed in section 8a.

## 1. Red / Amber financial measures

- *'Achieve planned financial position'* – year to date expenditure is £17.02m higher than plan, and forecast outturn is £14.75m higher than the planned deficit.
- *'Programme expenditure does not exceed programme allocation'* – programme expenditure is forecast to be £28.41m higher than allocation. This is offset by a forecast underspend on running costs of £0.32m.
- *'Risk adjusted deficit'* – The CCG's risk adjusted deficit is forecast at £28.10m, which is £7.67m higher than the £20.43m risk adjusted outturn in the 2016/17 financial plan.
- *'QIPP delivery'* – Year to date QIPP delivery is 21.7% of plan, and forecast delivery is 15.4%. The forecast delivery includes the impact of the £4m baseline difference on the YTHFT contract.

## 2. Key Actions

- The CCG has submitted financial plans for 2017/18 and 2018/19, which were developed alongside the NHS England Area Team. An updated plan, based on month 10 forecast outturn, is due for submission on 27 February.
- The CCG is finalising the Medium Term Financial Strategy which outlines how the CCG will stabilise the current financial position, move towards recurrent balance and a sustainable financial position by 2020/21. This has provided the basis on which to build in planning assumptions outlined in NHSE guidance for 2017/18 and will be updated to reflect the re-submitted financial plan and then launched with system partners through the final quarter of the year.
- Material challenges on the York Teaching Hospital NHS Foundation Trust (YTHFT) have now been through an arbitration process with NHS England and an agreement for 2016/17 on these areas has been reached. This is reflected in the reported position.
- The CCG finance team are preparing for the 2016/17 annual accounts process and have held an initial meeting with external audit to identify and address any areas for concern or additional assurance, and a course of action to address these.

## 3. Reported year to date financial position

The CCG's year to date expenditure is £17.02m above plan. There are several key variances within this position which are detailed below.

Description	Value	Commentary / Actions
York Teaching Hospital NHS Foundation Trust – gap between contract and financial plan	(£3.33m)	This is identified within the forecast outturn. The contracting team continue to analyse the position and issue challenges where appropriate.
York Teaching Hospital NHS Foundation Trust – other variance	(£5.56m)	The over spend on the YTHFT acute contract has continued. Year to date Orthopaedic planned activity is £1.03m above plan offset by underspends on the Ramsay and Nuffield contracts of £1.40m.

NHS Vale of York Clinical Commissioning Group  
Financial Performance Report

Description	Value	Commentary / Actions
Continuing Health Care	(£3.82m)	There continues to be a higher number of referrals compared to the same period in 2015/16.
Other Acute contracts	(£1.61m)	There are overspends against all acute contracts with the exception of North Lincolnshire and Goole Hospitals NHS Trust and Sheffield Teaching Hospitals NHS Foundation Trust. These include Leeds Teaching Hospitals NHS Trust (£0.56m), Hull and East Yorkshire Hospitals NHS Trust (£0.41m), Mid Yorkshire Hospitals NHS Trust (£0.34m) and Harrogate and District NHS Foundation Trust (£0.27m).
Mental Health Out of Contract placements	(£1.69m)	The closure of Peppermill Court has led to an increase in out of contract placements.
Ramsay and Nuffield Health	£1.40m	This is partly offset by an over spend on Orthopaedic planned activity at YTHFT.
Funded Nursing Care (FNC)	(£0.89m)	The national rate for FNC has been increased from £112 per week to £156 per week. The financial plan only provided for an increase to £117 per week.
Primary Care – Other GP Services	£0.81m	Business rates at GP surgeries have undergone a review and have subsequently been reduced, resulting in an in-year benefit of £0.89m.
Systems Resilience Schemes	(£0.73m)	This variance represents the year to date cost of the systems resilience schemes currently in place. The financial plan did not include funding for these schemes.
Tees, Esk and Wear Valleys NHS Foundation Trust	(£0.44m)	This includes a cost pressure of £0.40m relating to the closure of Bootham Park Hospital and the requirement for an interim solution.
Primary Care Prescribing	(£0.51m)	Prescribing QIPP schemes were in plan at £1.60m for April to January; delivery is estimated at £0.59m (based on prescribing data for Apr to Nov and estimated delivery for Dec to Jan).
Reserves (Better Care Fund - BCF)	(£1.14m)	This variance represents the year to date impact of the gap between the BCF agreed schemes and available funding. BCF plans for CYC and NYCC have now been approved.
Prior Year Balances	(£0.31m)	Payments relating to 2015/16 but not provided for at year end.
Unallocated QIPP	(£0.48m)	Full year value of the unallocated QIPP is £0.58m.
Contingency	£1.81m	0.5% contingency provided for in plan.
Other variances	(£0.53m)	
<b>Total impact on YTD position</b>	<b>(£17.02m)</b>	

#### 4. Forecast Outturn

The CCG's forecast outturn is £14.75m above planned expenditure. There are several key variances within this position which are detailed below.

Description	Value	Commentary / Actions
York Teaching Hospital NHS Foundation Trust – gap between contract and financial plan	(£4.00m)	This is the full value of the gap between contracted and financial plan values.
York Teaching Hospitals NHS Foundation Trust – other variance	(£6.99m)	The over spend on the YTHFT acute contract has continued.
Mental Health Out of Contract placements	(£2.23m)	The closure of Peppermill Court has led to an increase in out of contract mental health placements.
Ramsay and Nuffield Health	£1.61m	This is partly offset by an over spend on Orthopaedic planned activity at YTHFT.
Continuing Health Care	(£4.08m)	The forecast reflects a higher number of referrals year to date compared to 2015/16.
Funded Nursing Care	(£1.02m)	The full year impact of the increase to the national weekly FNC rate.
Systems Resilience Schemes	(£0.87m)	The full year impact of systems resilience schemes, which were not provided for in the financial plan.
Other acute contracts	(£1.95m)	Forecast overspends against all acute contracts except North Lincolnshire and Goole Hospitals NHS Trust and Sheffield Teaching Hospitals NHS Foundation Trust. These include Leeds Teaching Hospitals NHS Trust (£0.62m), Hull and East Yorkshire Hospitals NHS Trust (£0.51m), Harrogate and District NHS Foundation Trust (£0.37m) and Mid Yorkshire Hospitals NHS Trust (£0.44m).
Tees, Esk and Wear Valleys NHS Foundation Trust	£0.29m	This includes a cost pressure of £0.67m relating to the closure of Bootham Park Hospital which is offset by a support agreement with TEWV relating to risk sharing the increased cost to the system over the last year in relation to the closure of Bootham.
Better Care Fund	£2.33m	Includes £0.61m of CYC risk and £1.50m of system support from LA partners.
Primary Care Prescribing	£1.26m	November's prescribing higher than forecast after a low month in October.
Reserves (Better Care Fund - BCF)	(£1.59m)	This variance represents the impact of the gap between the BCF agreed schemes and available funding. This is partly mitigated by the risk share with CYC.
Reserves (Other)	£0.95m	Includes £0.99m capital grant.
Prior Year Balances	(£0.12m)	Payments relating to 2015/16 but not provided for at year end.
Contingency	£2.18m	0.5% contingency provided for in plan.
Unallocated QIPP	(£0.58m)	The full year value of the unallocated QIPP is £0.58m.
Other variances	£0.06m	
<b>Total impact on forecast position</b>	<b>(£14.75m)</b>	

## 5. Risks and mitigations

All previously reported risks and mitigations have been reviewed, and where expected to arise in 2016/17 they are now included in the forecast outturn position. There are therefore no further identified risks or mitigations to formally report to the forecast position reported at month 10.

## 6. Underlying Position

The underlying position reported at month 10 is detailed below.

Description	Value
<b>Forecast Deficit at Month 10</b>	<b>(£28.10m)</b>
Adjust for non-recurrent items in plan -	
Brought forward deficit	£6.30m
1% non-recurrent requirement	£4.34m
Continuing Health Care national risk pool	£0.40m
Other non-recurrent items in plan	(£0.85m)
Adjust for non-recurrent variances at Month 10 -	
Bootham Park Hospital closure cost pressure	£0.67m
Systems Resilience schemes	£0.87m
Year end system support	(£2.50m)
Prescribing year end adjustment	(£1.68m)
Capital grants	(£0.99m)
Primary Care rates adjustment	(£0.55m)
Other non-recurrent variances	(£0.26m)
<b>Underlying financial position</b>	<b>(£22.35m)</b>

## 7. Balance sheet / other financial considerations

There are no material concerns with the CCG's balance sheet as at 31<sup>st</sup> January 2017 and all key metrics (see page 1) are green.

## 8. QIPP programme

The QIPP forecast of £1.88m represents the latest assessment of the expected in-year delivery following the IP review with NHSE. Detailed PMO dashboards for each area are attached at Appendix 2.

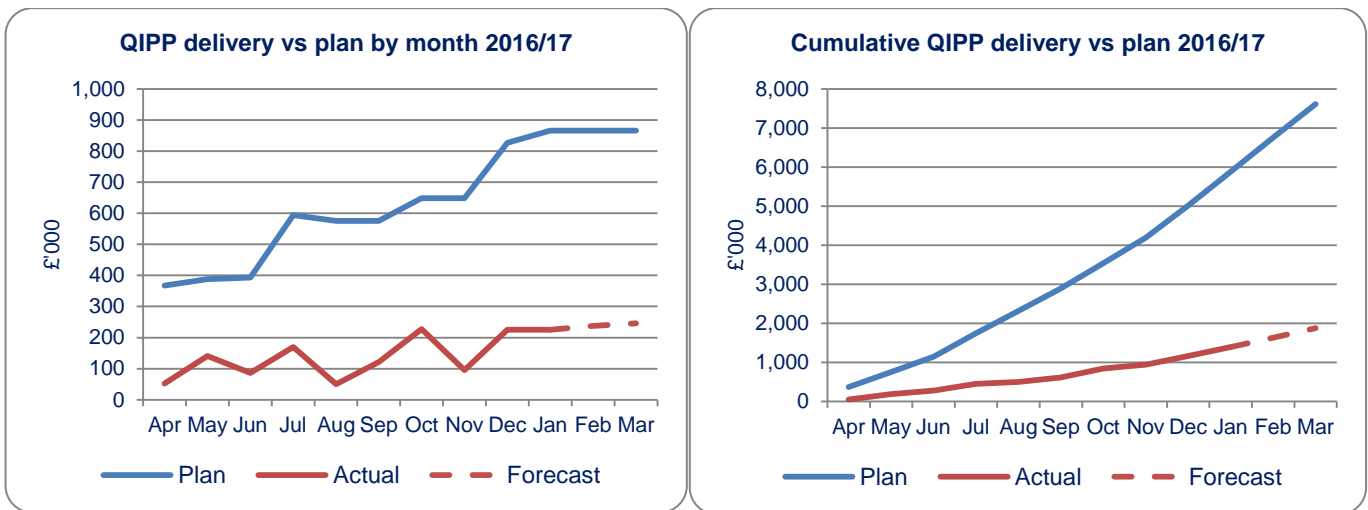
### 8a. QIPP progress table

Scheme Name	Ref	Planned start date	Year to Date		Forecast Outturn		Finance RAG rating	Comments
			Planned savings £000	Actual savings £000	Planned savings £000	Actual savings £000		
<b>PRIMARY CARE</b>								
Anti-Coagulation service	PC1	Nov-16	91	0	118	36	A	
<b>URGENT CARE</b>								
Non Contracted Activity	U4	Jul-16	208	0	267	0	R	
Paediatric Zero Length of Stay	U1	Oct-16	23	0	34	0	GA	Savings expected from October but cannot evidence in Oct data due to outstanding AQN on Paediatric 0 LoS activity. To be updated when AQN resolved.
RightCare - Trauma & Injuries	U6	Oct-16	25	0	37	0	R	
RightCare - Circulation (Heart Disease)	U7	Oct-16	46	0	70	0	R	
ED Front Door	U2	Jul-16	71	0	91	0	R	
Urgent Care Practitioners	U3	Apr-16	76	84	76	84	G	FYE Apr-Jul, no further updates required
<b>INTEGRATION AND COMMUNITY</b>								
Review of community inpatient services	IC2	Dec-16	167	0	333	0	R	
Integrated Care Team Roll-out	IC1	Dec-16	189	0	378	0	A	
Community Equipment Procurement	IC3a	Dec-16	24	38	72	153	G	
Community Wheelchair Procurement	IC3b	Dec-16	15	27	46	109	G	
Community Diabetes	IC9	Apr-16	124	0	149	0	R	
Community IV	IC7	Jun-16	40	0	50	0	R	
Patient Transport - contracting review	IC5	May-16	75	107	92	130	G	
<b>PRESCRIBING</b>								
Branded generics	PS2	Jul-16	404	0	519	0	A	
Therapeutic switches	PS1a	Apr-16	333	409	400	488	GA	
Repeat prescriptions	PS1b	Oct-16	333	0	400	0	R	
Gluco Rx - Diabetic Prescribing	PS3	Jul-16	248	39	297	47	GA	
Minor Ailments Prescribing	PS7	Oct-16	113	0	138	0	R	
Continece & Stoma Care	PS4	Jul-16	29	0	38	0	GA	
SIP Feeds	PS6	Apr-16	100	118	120	141	G	
Dressings	PS5	Oct-16	42	11	63	26	GA	
Rebate Scheme	TBC1	Oct-16	0	0	0	41	GA	

NHS Vale of York Clinical Commissioning Group  
Financial Performance Report

Scheme Name	Ref	Planned start date	Year to Date		Forecast Outturn		Finance RAG rating	Comments
			Planned savings £000	Actual savings £000	Planned savings £000	Actual savings £000		
<b>PLANNED CARE</b>								
DVT	PC3	Oct-16	11	0	17	0	R	
RightCare – Respiratory (COPD)	IC8	Oct-16	11	0	17	0	R	
Faecal Calprotectin	PC4	Oct-16	88	15	105	39	GA	
Dermatology Indicative Budgets	PC2	Apr-16	83	53	100	102	G	
High Cost Drugs & Devices Review	PL3	Apr-16	446	0	535	0	R	
YTHFT follow up ratio	PL13	Apr-16	586	0	703	0	R	
Biosimilar Etanercept (YTHFT)	PL5	Apr-16	239	125	287	162	GA	
Biosimilar Infliximab & Etanercept (LTH)	PL4	Apr-16	36	33	44	44	G	
RightCare - Diabetes	PL6	Oct-16	8	0	11	0	R	
RightCare - Orthopaedics	PL1	Oct-16	128	0	192	0	R	
ENT	PL2	Dec-16	45	0	58	0	R	
Thresholds – BMI and smoking	PL8	Jan-17	0	0	0	0	GA	
<b>MENTAL HEALTH &amp; CONTINUING HEALTHCARE</b>								
Reduction in section 117 spend	M1	Apr-16	208	0	250	0	R	
Continence Supplies	C1	Sep-16	27	50	33	73	G	
CHC review panel decisions	070	Jan-17	0	0	0	0	A	
CHC review 1 to 1 care packages – Adult	C2	Apr-16	560	0	722	0	GA	
CHC review 1 to 1 care packages – Children	C3	Oct-16	10	0	12	0	R	
<b>RUNNING COSTS</b>								
Running costs review & financial controls	B1	Apr-16	625	169	750	202	G	
<b>Total identified QIPP</b>			<b>5,886</b>	<b>1,278</b>	<b>7,620</b>	<b>1,876</b>		
Additional YTHFT schemes				0	4,000	0	R	
Unidentified QIPP				0	580	0	R	
<b>Total QIPP requirement</b>			<b>5,886</b>	<b>1,278</b>	<b>12,200</b>	<b>1,876</b>		

8b. QIPP delivery graphs

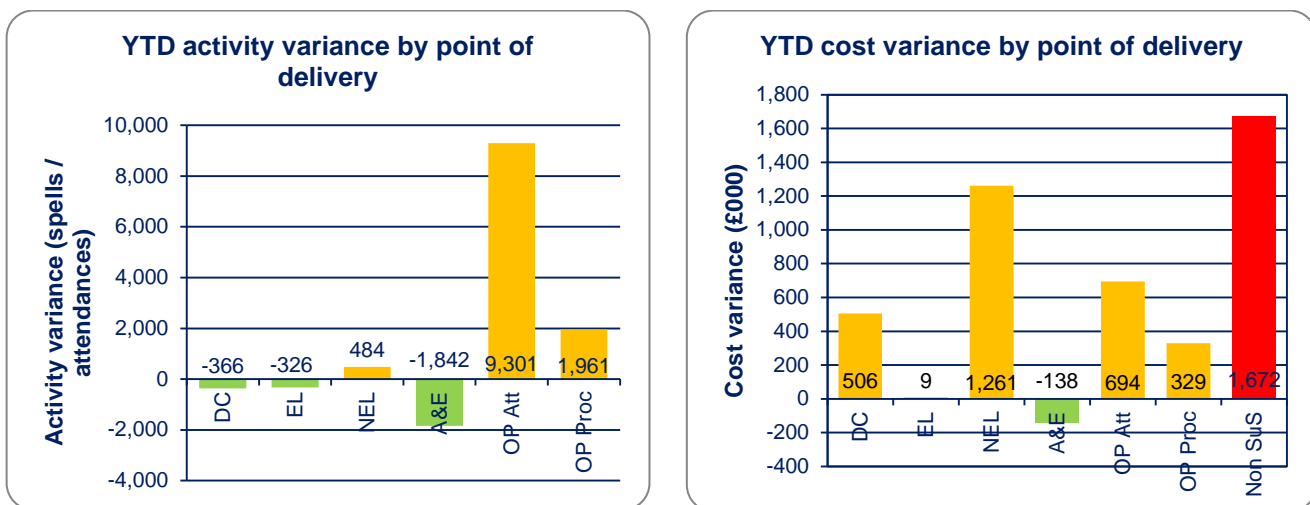


9. Secondary Care activity

9a. York Teaching Hospital NHS Foundation Trust

The two graphs below show YTD activity and cost variance against plan by point of delivery (POD) with the CCG's main acute provider, YTHFT.

Year to date covers April to December data in line with acute activity data submissions.



Notes – April to November data is freeze, December is flex and may change when final freeze data is submitted. The cost graph excludes contract adjustments such as readmissions and marginal rate adjustments, penalties and CQUIN.

Non elective is over spent against plan by £1.26m, which corresponds to 3% above the activity plan. Outpatient procedures are 9% above plan with an over spend against plan of £0.33m and outpatient attendances are 4% above plan with an over spend of £0.69m. Accident and Emergency attendances are 2% below plan with an under-spend against plan of £0.14m. Non SUS expenditure is £1.67m above plan. This includes an over-spend of £0.37m on Critical Care, largely a result of one high cost patient, of which £0.30m of this was accrued at the 2015/16 year end as an incomplete spell, and has been released to offset the expenditure in 2016/17. Excluded drugs are £0.81m above plan which partly relates to the high cost drugs and devices QIPP of which £0.45m is not in delivery. Direct Access Diagnostics are £0.26m above plan.



## NHS Vale of York Clinical Commissioning Group Financial Performance Report

### 9b. Other secondary care providers

Other secondary care providers are showing a YTD over spend of £0.68m in the April to January financial position, however this is made up of an underspend on Ramsay and Nuffield contracts relating to planned Orthopaedic activity (£1.40m) and over spends on other acute contracts of £2.08m, detailed below.

	YTD Apr-Jan			Comments
	Plan	Actual	Variance	
Leeds Teaching Hospitals NHS Trust	7,496	8,052	(556)	Over trades in Non-Elective Care (£432k), Critical Care (£130k).
Hull and East Yorkshire Hospitals NHS Trust	1,873	2,287	(414)	Over trades in Elective Care (£152k) associated with high cost / low volume activity and Emergency Care (£69k).
Harrogate and District NHS Foundation Trust	1,355	1,629	(274)	Over trades across planned care (£235k). Relates to the fact that the 2016/17 plan did not capture an increasing trend in planned activity evident in the latter part of 2015/16.
Mid Yorkshire Hospitals NHS Trust	1,594	1,937	(344)	Over trades in Non-Elective Care (£82k) and an on-going long stay attendance in Critical Care (£151k).
South Tees NHS Foundation Trust	980	1,063	(83)	Over trades in Day Cases (£50k) and Outpatient procedures (£20k).
North Lincolnshire & Goole Hospitals NHS Trust	598	537	61	
Sheffield Teaching Hospitals NHS Foundation Trust	203	200	3	
Non-Contracted Activity	2,834	3,080	(245)	Planned QIPP on NCA expenditure of £208k YTD not in delivery.
Other Acute Commissioning	282	582	(300)	£419k impact of ED Front Door service provided by Yorkshire Doctors. Partly offset by reductions in A&E attendances at YTHFT.
Ramsay	7,456	6,357	1,099	Continuing under trade as a result increased T&O planned activity at YTHFT.
Nuffield Health	3,018	2,721	297	Continuing under trade as a result increased T&O planned activity at YTHFT.
Other Private Providers	915	839	77	
<b>Total</b>	<b>28,605</b>	<b>29,284</b>	<b>(679)</b>	

# NHS Vale of York Clinical Commissioning Group Financial Performance Report

## Appendix 1 – Finance dashboard

	YTD Position			Forecast Outturn		
	Budget £000	Actual £000	Variance £000	Budget £000	Actual £000	Variance £000
<b>Commissioned Services</b>						
<b>Acute Services</b>						
York Teaching Hospital NHS FT	150,130	159,024	(8,894)	180,500	191,492	(10,992)
Yorkshire Ambulance Service NHS Trust	10,746	10,746	(0)	12,895	12,895	0
Leeds Teaching Hospitals NHS Trust	7,496	8,052	(556)	8,965	9,589	(624)
Hull and East Yorkshire Hospitals NHS Trust	1,873	2,287	(414)	2,252	2,760	(508)
Harrogate and District NHS FT	1,355	1,629	(274)	1,630	1,999	(369)
Mid Yorkshire Hospitals NHS Trust	1,594	1,937	(344)	1,910	2,350	(440)
South Tees NHS FT	980	1,063	(83)	1,208	1,296	(88)
North Lincolnshire & Goole Hospitals NHS Trust	598	537	61	720	647	73
Sheffield Teaching Hospitals NHS FT	203	200	3	244	241	3
Non-Contracted Activity	2,834	3,080	(245)	3,383	3,691	(307)
Other Acute Commissioning	282	582	(300)	353	736	(383)
Ramsay	7,456	6,357	1,099	8,978	7,724	1,254
Nuffield Health	3,018	2,721	297	3,632	3,275	357
Other Private Providers	915	839	77	1,098	1,010	88
Systems Resilience	0	729	(729)	0	874	(874)
<b>Sub Total</b>	<b>189,481</b>	<b>199,783</b>	<b>(10,302)</b>	<b>227,769</b>	<b>240,579</b>	<b>(12,811)</b>
<b>Mental Health Services</b>						
Tees Esk and Wear Valleys NHS FT	32,033	32,467	(435)	38,439	38,148	291
Out of Contract Placements and SRBI	2,319	4,161	(1,842)	2,782	5,298	(2,516)
Non-Contracted Activity - MH	373	343	30	447	398	49
Other Mental Health	78	78	(0)	117	117	0
<b>Sub Total</b>	<b>34,801</b>	<b>37,049</b>	<b>(2,247)</b>	<b>41,785</b>	<b>43,960</b>	<b>(2,175)</b>
<b>Community Services</b>						
York Teaching Hospital NHS FT - Community	16,719	16,736	(17)	20,063	20,089	(26)
York Teaching Hospital NHS FT - MSK	1,368	1,307	61	1,665	1,578	87
Harrogate and District NHS FT - Community	3,663	3,540	123	4,325	4,045	280
Humber NHS FT - Community	863	863	0	1,035	1,035	0
Hospices	1,004	996	8	1,204	1,195	9
Longer Term Conditions	292	411	(119)	350	481	(131)
Other Community	154	422	(269)	184	674	(490)
<b>Sub total</b>	<b>24,062</b>	<b>24,275</b>	<b>(213)</b>	<b>28,827</b>	<b>29,098</b>	<b>(271)</b>
<b>Other Services</b>						
Continuing Care	18,890	22,713	(3,823)	22,588	26,663	(4,075)
Funded Nursing Care	3,157	4,043	(886)	3,788	4,806	(1,017)
Patient Transport - Yorkshire Ambulance Service NHS Trust	1,612	1,651	(39)	1,936	1,991	(56)
Voluntary Sector / Section 256	596	700	(104)	716	616	99
Non-NHS Treatment	694	640	53	826	763	63
NHS 111	629	631	(2)	754	756	(2)
Better Care Fund	10,028	9,910	118	12,058	9,727	2,331
Other Services	287	292	(5)	341	290	51
<b>Sub total</b>	<b>35,892</b>	<b>40,580</b>	<b>(4,688)</b>	<b>43,007</b>	<b>45,613</b>	<b>(2,606)</b>

## NHS Vale of York Clinical Commissioning Group Financial Performance Report

	YTD Position			Forecast Outturn		
	Budget £000	Actual £000	Variance £000	Budget £000	Actual £000	Variance £000
<b>Primary Care</b>						
Primary Care Prescribing	41,464	41,969	(505)	49,518	48,254	1,264
Other Prescribing	270	425	(155)	324	521	(197)
Local Enhanced Services	1,455	1,216	240	1,755	1,455	300
Oxygen	194	213	(19)	233	255	(22)
Primary Care IT	875	965	(90)	1,050	1,154	(104)
Out of Hours	2,850	2,669	181	3,421	3,225	195
Other Primary Care	131	186	(55)	188	260	(72)
<b>Sub Total</b>	<b>47,240</b>	<b>47,644</b>	<b>(404)</b>	<b>56,489</b>	<b>55,125</b>	<b>1,364</b>
<b>Primary Care Co-Commissioning</b>	<b>34,527</b>	<b>33,209</b>	<b>1,318</b>	<b>41,411</b>	<b>39,972</b>	<b>1,439</b>
<b>Running Costs</b>	<b>5,557</b>	<b>5,925</b>	<b>(368)</b>	<b>6,679</b>	<b>7,209</b>	<b>(530)</b>
<b>Trading Position</b>	<b>371,560</b>	<b>388,465</b>	<b>(16,905)</b>	<b>445,966</b>	<b>461,555</b>	<b>(15,589)</b>
<b>Prior Year Balances</b>	0	307	(307)	0	119	(119)
<b>Reserves</b>	(1,142)	0	(1,142)	2,978	3,615	(637)
<b>Contingency</b>	1,814	0	1,814	2,177	0	2,177
<b>Unallocated QIPP</b>	(484)	0	(484)	(580)	0	(580)
<b>Reserves</b>	<b>188</b>	<b>307</b>	<b>(119)</b>	<b>4,574</b>	<b>3,734</b>	<b>840</b>
<b>Financial Position</b>	<b>371,749</b>	<b>388,772</b>	<b>(17,023)</b>	<b>450,540</b>	<b>465,289</b>	<b>(14,749)</b>
<b>Surplus / (Deficit)</b>	<b>(11,122)</b>	<b>0</b>	<b>(11,122)</b>	<b>(13,346)</b>	<b>0</b>	<b>(13,346)</b>
<b>Overall Financial Position</b>	<b>360,627</b>	<b>388,772</b>	<b>(28,145)</b>	<b>437,194</b>	<b>465,289</b>	<b>(28,095)</b>

**Appendix 2 – QIPP PMO Dashboards**

These are attached as separate documents.