

Birmingham & Solihull Cluster Public Board

<b>Date:</b>	28th June 2012
<b>Title</b>	Corporate Business Report to 31 <sup>st</sup> May 2012
<b>Presented by:</b>	Rachel Hardy/Diane Reeves
<b>Prepared by:</b>	Finance, Delivery & HR teams

For Decision  For Information  Time required to present report 10 mins  
*Please tick as appropriate*

PURPOSE & BACKGROUND	
<b>Purpose</b>	The report provides an update on the financial, performance and workforce position of the Cluster for 2012/13.
<b>Key Points</b>	<p>The key points to note are:</p> <ul style="list-style-type: none"> <li>• The unidentified QIPP gap of £16m remains to be closed.</li> <li>• Running cost budgets are forecast to overspend by £7m.</li> <li>• The forecast year end position is a £19m overspend, £23m short of the control total surplus if mitigating factors are not taken.</li> <li>• The Cluster continues to perform strongly against the key standards for 18 weeks referral to treatment, and cancer, and was successful in delivering public health targets for NHS Health Checks, smoking quitters, and VTE assessments.</li> <li>• Areas of concern in terms of performance are the number of patients waiting more than 6 weeks for diagnostic tests, ambulance turnaround and A&amp;E 4 hour waits.</li> <li>• The QIPP position for 2012/13 shows ...</li> <li>• Medicines Management, Maternity and Children, Alcohol, and Tobacco accounts are all on plan to deliver against their respective planned savings targets</li> <li>• End of Life and the unidentified gap, (£16.9m / 29% of the total QIPP savings target), represent the most significant areas of delivery slippage and risk within the QIPP programme.</li> </ul>
<b>Background Papers</b>	The report is a monthly update to the Board on the financial position and progress with QIPP and Performance targets. For 2012/13 workforce information is included.
<b>Prior Committee Approval</b>	The Finance & Performance Committee will review the paper on 25th May 2012.
<b>Resources</b>	Delivery of QIPP savings. Human resources.
<b>Quality &amp; Patient Experience</b>	Delivery of quality services for patients meeting national standards.
<b>Consultation &amp; Engagement</b>	Not applicable

<b>Equality</b>	Not applicable		
<b>Legal</b>	Meeting PCT Statutory Financial Duties; Requirement to meet NHS Constitution standards.		
<b>Who will deliver service post 2013?</b>	Clinical Commissioning Groups / NHS Commissioning Board		
<b>CLUSTER OBJECTIVES</b>			
<b>Cluster Objectives this report relates</b>	Delivery (1-3)		<i>Please tick as appropriate</i>
	Transition (4-6)		
	Transformation (7-9)		
	Engagement & Leadership (10-12)		
<b>Approved by Executive Director</b>	<b>18/06/12</b>	<b>Approved by Committee Chair</b>	<b>25/06/12</b>
<b>RECOMMENDATIONS</b>			
<p>The Birmingham &amp; Solihull Cluster Board is asked to: -</p> <ol style="list-style-type: none"> <li>1. note the year end financial outturn;</li> <li>2. note the financial status against each of the QIPP savings targets and the delivery status of each Account;</li> <li>3. note the performance of the Cluster against Operating Framework and local targets.</li> <li>4. note the latest workforce information.</li> </ol>			

## **Birmingham and Solihull Cluster**

# **Corporate Business Report to 31st May 2012**

**June 2012**

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28<sup>th</sup> June 2012

**Corporate Business Report to 31<sup>st</sup> May 2012**

**Section 1: Purpose of Report**

1. The Corporate Business Report provides an integrated report comprising finance, QIPP, Performance and Workforce across the Cluster. It provides Board members with an overarching view of business performance in addition to a more detailed analysis of the individual elements. During 2012/13 the report will continue to focus on the overall Cluster position, and that of the constituent PCTs that remain the statutory bodies. In addition it will increasingly be developed to report and focus on the performance of the new organisations that will take over responsibility from April 2013.

**Section 2: Overview of 2012/13 Financial Position**

2. The financial position for 2012/13 is challenging, with a requirement to achieve QIPP savings of £58m, 2.4% of the overall Cluster budget. A control total surplus of £4m has been agreed with the SHA.
3. The overall anticipated resources available to the Cluster total £2,393m. Table 1 provides a breakdown of this funding:

<b>Table 1. Revenue Resource Limits 2012/13</b>	<b>BEN £m</b>	<b>HoB £m</b>	<b>Solihull £m</b>	<b>South £m</b>	<b>Cluster £m</b>
<b>Initial Resource Limit</b>	715	550	312	622	2,199
Growth uplift	20	15	9	17	61
Cyclical allocations eg primary care	25	28	10	21	84
Other non recurrent	12	27	4	5	48
<b>Sub Total</b>	<b>772</b>	<b>620</b>	<b>335</b>	<b>665</b>	<b>2,392</b>
Inter PCT Flexibility	9	(26)	21	(3)	1
<b>Anticipated Resource Limit</b>	<b>781</b>	<b>594</b>	<b>356</b>	<b>662</b>	<b>2,393</b>

4. The detailed work on finalising budgets has now been completed following agreement of contracts for 2012/13, and these are set out in Appendix 1 to this report. Delegated budgets have been issued to all Clinical Commissioning Groups (CCGs) through an Accountability Framework. The CCG budgets are set out in Appendix 3, and include a share of all Cluster budgets for the current year. Table 2 sets out the budget breakdown by CCG in line with the funding allocation above.

<b>Table 2. CCG Budgets</b>	<b>BCCC £000</b>	<b>BSC £000</b>	<b>NEB £000</b>	<b>SOL £000</b>	<b>SWB £000</b>	<b>TOTAL £000</b>
Resource Limit	979.8	421.6	225.2	376.8	389.7	<b>2,393.1</b>
Budget	978.2	420.9	224.8	376.2	389.1	<b>2,389.1</b>
Planned Surplus	<b>1.6</b>	<b>0.7</b>	<b>0.4</b>	<b>0.6</b>	<b>0.6</b>	<b>4.0</b>

5. The budget agreed for 2012/13 includes a challenging QIPP savings requirement of £58m, of which £16m was unidentified at the point of establishing budgets. In addition, a high proportion of the identified schemes were classified as high risk. The Cluster faces a range of significant risks to achievement of its control total surplus, and these are set in section 3.
6. At the time of compiling the month 2 financial position, there is limited information available on which to make firm forecasts. For the majority of budgets there is therefore an assumption that a breakeven position will be achieved, although adjustments have been made where early information has been available. The year to date position is set out in Table 3, and shows a £138k surplus against the year to date surplus target of £667k.

<b>Table 3. Key Performance Indicator</b>	<b>Measure</b>	<b>2011/12 YTD Target £000</b>	<b>YTD (M2) Actual £000</b>	<b>(Deficit)/ Surplus £000</b>	
In-year financial position (revenue)	Achievement of surplus of £4m (SHA control total)	<b>BEN</b>	167	165	<b>(1)</b>
		<b>HoB</b>	167	265	98
		<b>Solihull</b>	167	271	104
		<b>South</b>	167	104	<b>(63)</b>
		<b>Cluster</b>	<b>667</b>	<b>805</b>	<b>138</b>

7. The forecast year end position is for a shortfall of £23m against the £4m control total target, with an actual forecast overspend of £19m if mitigations are not under taken. This is based on a number of key assumptions that are set out in section 3.

<b>Table 3a. Key Performance Indicator</b>	<b>Measure</b>	<b>2011/12 Target £000</b>	<b>Year End Forecast £000</b>	<b>(Deficit)/ Surplus £000</b>	
Forecast financial position (revenue)	Achievement of surplus of £4m (SHA control total)	<b>BEN</b>	1,000	<b>(7,506)</b>	<b>(8,506)</b>
		<b>HoB</b>	1,000	<b>(3,502)</b>	<b>(4,502)</b>
		<b>Solihull</b>	1,000	<b>(1,605)</b>	<b>(2,605)</b>
		<b>South</b>	1,000	<b>(6,110)</b>	<b>(7,110)</b>
		<b>Cluster</b>	<b>4,000</b>	<b>(18,723)</b>	<b>(22,723)</b>

8. At month 2, the year to date savings against the QIPP plan have been assessed at £4.8m against a plan of £9.7m, with a forecast achievement of £32.7m against the target of £58m. Section 6 of the report provides a detailed update on progress with QIPP schemes.

## **Section 3: Revenue Expenditure**

### **(3.1) Overall Cluster Position**

9. The Cluster outturn position, and a breakdown by PCT and CCG, is set out in Appendices 1 and 3. The £23m potential forecast deficit is based on a small number of key assumptions. These are:
  - That the contingency sum of £24m will be required in full in 2012/13;
  - That the currently unidentified QIPP gap of £16m is not identified in this financial year;
  - That the 2% non recurrent reserve will be committed in full;
  - Corporate budgets will overspend by the current unidentified QIPP of £7m.
10. The reported year to date surplus of £0.8m takes account of known early pressures. In particular, the UHB contract is showing a year to date overspend of £0.5m based on first cut activity data. However, in general there is insufficient data available with which to make firm assessments of the current financial position in respect of the majority of contracts.

### **(3.2) Financial Risks**

11. There are significant risks that the Cluster and CCGs must manage if the control total surplus is to be achieved. Appendix 5 sets out the key risks and mitigations.
12. The key risks relate to the deliverability of QIPP schemes in 2012/13. Work is ongoing to identify schemes to cover the initial £16m gap, and to cover the high risk elements such as corporate costs. The other main area of risk relates to the 2% non recurrent reserve that the Cluster is required to set aside. The 2012/13 financial plan assumes that the £44m reserve is repaid in full to the Cluster. It is highly likely however that 1/3<sup>rd</sup> of this sum, nearly £15m, will be retained by the SHA to cover transition costs.
13. Other risks include activity pressures exceeding the contingency sum set aside, and cost pressures approaching £1m flagged by Specialised Services that are not currently in the forecast outturn position.

### **(3.3) PCT Positions**

14. A summary of the year to date variances by PCT is set out in table 4.

Table 4. Year to date variance against plan	Revenue YTD Variances against YTD Plan				
	BEN £000	HoB £000	Solihull £000	South £000	Cluster £000
Acute Services	(1)	(88)	(92)	(387)	(568)
Specialised Services	0	0	0	0	0
Community Services	105	(133)	(16)	223	180
Mental Health/LD	0	(1)	0	(0)	(1)
Primary Care	2	(61)	0	(61)	(120)
Prescribing	(0)	(11)	0	0	(11)
Corporate Budgets	(369)	235	1	(76)	(208)
Reserves	261	158	210	237	866
Public Health	0	0	0	0	0
<b>Under/(Over) c/w Plan</b>	<b>(1)</b>	<b>98</b>	<b>104</b>	<b>(63)</b>	<b>138</b>

15. **BEN PCT** is in line with plan at month 2, but faces a forecast deficit of £8.5m against the £1m planned surplus. This comprises £5.2m unidentified QIPP and £3.3m corporate costs.
16. **HoB PCT** is reporting a surplus of £0.1m against plan at month 2, but faces a forecast deficit of £4.5m against the £1m planned surplus arising principally from £3.9m unidentified QIPP target.
17. **Solihull PCT** is reporting a surplus of £0.1m against plan at month 2, but faces a forecast deficit of £2.6m against the £1m planned surplus, arising principally from £2.3m unidentified QIPP target.
18. **South Birmingham PCT** is reporting a deficit of £70k against plan at month 2, but faces a forecast deficit of £7.1m against the £1m planned surplus. This comprises mainly £4.4m unidentified QIPP and £1.9 m corporate costs.

### **(3.4) Progress with QIPP Savings and Recovery Plan**

19. The Cluster has a combined QIPP Target of £58m. The latest report shows a year to date shortfall against the plan of £4.8m as outlined in Table 5.

Table 5. QIPP Saving Scheme	QIPP YTD Variance from Plan				
	BEN	HoB	Solihull	South	Cluster
	£000	£000	£000	£000	£000
Planned Care	9	53	(21)	(313)	(272)
Medicines Management	0	0	0	0	0
Mental Health	(45)	(103)	(4)	(147)	(299)
Maternity and Children	0	0	0	0	0
Alcohol	0	0	0	0	0
Urgent Care	(15)	(30)	(1)	16	(30)
End of Life	(7)	(56)	(1)	(84)	(148)
Long Terms Conditions	(26)	(106)	(12)	(166)	(310)
Continuing Healthcare	(105)	(48)	(36)	(66)	(255)
Tobacco Control	0	0	0	0	0
Primary Care	0	0	0	0	0
Business Efficiencies	(1,125)	(961)	(519)	(899)	(3,504)
<b>Total favourable/(adverse) YTD Variance v QIPP target</b>	<b>(1,314)</b>	<b>(1,251)</b>	<b>(594)</b>	<b>(1,659)</b>	<b>(4,818)</b>

20. End of Life and the £16m unidentified gap, represent the most significant areas of delivery slippage and risk within the QIPP programme. Further details regarding QIPP are provided in section 6.

### (3.5) Clinical Commissioning Group Financial Positions

21. As noted above, in 2012/13 Cluster budgets are being delegated to CCGs to manage as a key element of their development and path towards authorisation. An additional report has therefore been included within appendix 3 which breaks down the financial position by CCG. It should be noted that NHS Birmingham Cross City CCG data includes a small number of practices which are currently part of Sandwell PCT, and that the Sandwell and West Birmingham figures relate only to the Birmingham & Solihull responsible practices.
22. Table 6 sets out the year to date surplus by Clinical Commissioning Group.

Table 6. CCG Year To Date Position		2012/13 Plan £'000	2012/13 YTD Plan £'000	2012/13 YTD Actual £'000	YTD Variance £'000
Year To Date Financial Position (revenue)	<b>BCCC</b>	1,638	274	274	0
	<b>BSC</b>	705	117	117	0
	<b>NEB</b>	376	67	67	0
	<b>SOL</b>	630	105	209	104
	<b>SWB</b>	652	105	139	34
	<b>Total</b>	<b>4,000</b>	<b>668</b>	<b>806</b>	<b>138</b>

23. At Month 2, each CCG is reporting a position either in line with or marginally ahead of their year to date budget, i.e. under-spent. This is as expected at this early stage in the financial year where there is limited information from providers on which to base firm financial assessments and forecasts.
24. Year to date CCG overspends are mainly in relation to provider acute contracts, primary care, and their share of corporate budgets, offset by under-spends on reserves.
25. Each CCG has been allocated a share of the initial £16m QIPP gap referred to in paragraph 12 above. Work is being undertaken in each CCG to develop and implement additional savings schemes that complement the existing Cluster QIPP programme. The successful implementation of CCG level QIPP schemes will assist in mitigating the Cluster's forecast outturn risk of £23m deficit, as outlined in paragraph 9.

#### Section 4: Capital Expenditure

26. The Cluster anticipates that capital resources of £19.9m will be available for 2012/13. Table 7 provides an update on expenditure plans, the two main components of which are £8.9m in respect of the delayed NHS LIFT scheme at Atwood Green, and £6.3m in respect of Provider services estate and IT schemes which must flow through the PCTs in 2012/13 for technical reasons.

Table 7 Capital Expenditure	BEN		HoB		Solihull		South		Cluster	
	Plan	YTD	Plan	YTD	Plan	YTD	Plan	YTD	Plan	YTD
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Capital Resource Limit</b>	1,144	0	10,488	0	4,284	0	4,068	0	<b>19,984</b>	<b>0</b>
New Build Schemes	0	0	8,900	0	960	0	230	0	<b>10,090</b>	<b>0</b>
Maintenance	92	0	206	0	1,829	0	2,635	0	<b>4,762</b>	<b>0</b>
Furniture and Equipment	0	0	280	0	695	0	75	0	<b>1,050</b>	<b>0</b>
IT Equipment	1,052	0	1,102	0	800	0	1,128	0	<b>4,082</b>	<b>0</b>
Other Schemes	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>1,144</b>	<b>0</b>	<b>10,488</b>	<b>0</b>	<b>4,284</b>	<b>0</b>	<b>4,068</b>	<b>0</b>	<b>19,984</b>	<b>0</b>
<b>Under/(Over) Spend</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

27. The balance of £4.7m is planned for expenditure on IT and Estates programmes. Expenditure to date is £0, however, the Cluster has recently confirmed capital bids and progress is now being made against the planned schemes.
28. Capital expenditure will be monitored closely during the current year to ensure that a further significant year end surplus does not result this year.

#### Section 5: Statement of Financial Position

29. Table 8 below summarises the Statement of Financial Position (SoFP) at year end in each PCT and for the Cluster in aggregate.

30. The SoFP represents a statement of assets and liabilities at a given point and includes the value of property assets owned by the PCTs as well as leased assets such as LIFT buildings. It also includes other assets such as money owed to the PCTs (receivables), cash balances and liabilities, mainly amounts owed to other organisations.
31. The transfer of assets associated with Transforming Community Services will now take place at the end of 2012/13, alongside transfers to the new NHS property organisation. The SOFP therefore includes assets that will transfer to other NHS bodies on 1<sup>st</sup> April 2013.

<b>Table 8 Statement of Financial Position - at Month 2</b>	<b>BEN £000</b>	<b>HoB £000</b>	<b>Solihull £000</b>	<b>South £000</b>	<b>Cluster Total M2 £000s</b>	<b>Forecast Year End £000</b>
Non Current Assets	55,135	48,598	22,224	85,274	<b>211,231</b>	<b>211,077</b>
Current Assets	15,729	2,525	2,882	8,138	<b>29,274</b>	<b>27,533</b>
Current Liabilities	(58,324)	(28,802)	(35,420)	(39,272)	<b>(161,818)</b>	<b>(171,623)</b>
Non Current Liabilities	(40,135)	(26,607)	(6,069)	(11,084)	<b>(83,895)</b>	<b>(83,966)</b>
<b>Total Net Assets Employed</b>	<b>(27,595)</b>	<b>(4,286)</b>	<b>(16,383)</b>	<b>43,056</b>	<b>(5,208)</b>	<b>(16,979)</b>
Reserves	(27,595)	(4,286)	(16,383)	43,056	<b>(5,208)</b>	<b>(16,979)</b>
<b>Total Taxpayers Equity</b>	<b>(27,595)</b>	<b>(4,286)</b>	<b>(16,383)</b>	<b>43,056</b>	<b>(5,208)</b>	<b>(16,979)</b>

32. Since PCTs remain the accountable bodies on which accounting systems are based, there is currently no CCG SoFP available. The closing liabilities of the PCTs will pass to successor organisations in 2013/4 for settlement.
33. The Cluster monitors various components of the SoFP through the use of key performance indicators, and Appendix 9 sets out a summary of working capital KPIs across the Cluster.
- Performance against the Better Payment Practice Code continues to be largely good, with the Cluster averaging 91% for NHS invoices and 90% for non NHS invoices in month 2.
  - Month end cash balances at the end of May were significantly higher than the target, with a total balance of £4.2m. This is expected to improve as the cash requirements and the associated timings of the cash-flows for the 2012/13 contracts and adhoc payments are firmly established.
  - The Cluster balance of debtors greater than 6 months old totals £936k at the end of May against a target of £0. This primarily relates to balances within HOB & Solihull of £431k and £372k respectively.

## Section 6: QIPP

34. This section of the report is intended to provide the Cluster Board with an over view of QIPP delivery status for month 2, covering the following areas of assurance:
- **QIPP Finance Position:** - Year to date against plan and forecast out turn.
  - **QIPP Delivery Status:-** Month 2 Programme Dashboard (Appendix 1) including:-
  - **QIPP project delivery status month 2**
  - **QIPP account summary statement**
  - **QIPP account financial status and risk RAG rating**
  - **QIPP PMO / Delivery Assurance update:** - Over view of PMO Assurance activity this period.

### QIPP Finance Position: – Month 2

35. The finance tables below (Tables 9 and 10) provide a summary of the QIPP financial position for month 2, at both Cluster and CCG level. To date the financial position indicates that the QIPP programme is on track to deliver £32.7m in QIPP savings which equates to 58% of the cluster QIPP savings target. The month 2 finance summary also indicates that, Medicines Management, Maternity and Children, Alcohol, and Tobacco accounts are all on plan (year to date) to deliver against their respective planned savings targets.
36. Conversely, End of Life, Business Efficiencies and Long Term Conditions accounts are each forecast to deliver less than 50% of their respective planned project savings targets. However it should be noted that the Long Term Conditions out-turn forecast has been profiled over '12 equal months', when in reality a number of the account schemes are planned to come on stream later in the 2012/13, with a part year delivery impact having been factored into the savings targets. Consequently, it is anticipated that the Long Term Conditions outturn forecast in month 3 will provide a more optimistic projection than is currently reflected as at month 2.
37. Furthermore, the Board should also note that the significant outturn forecast variance attributed to the Business Efficiencies account is primarily due to the inclusion of the £16m unallocated QIPP gap within this account. Currently there are no identified QIPP schemes allocated against this QIPP gap and consequently this represents the most significant delivery risk in terms of achieving the £58m QIPP savings target.

<b>Table 9 Cluster Summary By Theme</b>	<b>Annual Plan £000</b>	<b>Plan YTD £000</b>	<b>Actual YTD £000</b>	<b>Variance YTD £000</b>	<b>Forecast Outturn £000</b>	<b>Forecast Variance £000</b>
Planned Care	8,300	1,384	1,112	(272)	6,676	(1,624)
Medicines Management	3,732	622	622	0	3,732	0
Mental Health	4,200	700	401	(299)	4,200	0
Maternity and Children	2,123	354	354	0	2,123	0
Alcohol	744	124	124	0	744	0
Urgent Care	3,948	654	624	(30)	3,749	(199)
End of Life Care	885	148	0	(148)	300	(585)
Long Term Conditions	2,258	376	66	(310)	396	(1,862)
Continuing Healthcare	6,500	1,084	829	(255)	6,500	0
Tobacco Control	355	59	59	0	355	0
Primary Care	500	78	78	0	500	0
Business Efficiencies	24,455	4,078	574	(3,504)	3,436	(21,019)
<b>Total</b>	<b>58,000</b>	<b>9,661</b>	<b>4,843</b>	<b>(4,818)</b>	<b>32,711</b>	<b>(25,289)</b>

<b>Table 10 CCG Summary</b>	<b>Annual Plan £000</b>	<b>Plan YTD £000</b>	<b>Actual YTD £000</b>	<b>Variance YTD £000</b>	<b>Forecast Out-turn £000</b>	<b>Forecast Variance £000</b>
North East Birmingham	4,851	807	470	(336)	3,072	(1,779)
Solihull CCG	8,380	1,393	719	(674)	4,581	(3,799)
Birmingham Cross City	24,187	4,030	1,886	(2,144)	12,817	(11,370)
Birmingham South Central	10,791	1,796	862	(934)	6,034	(4,757)
Sandwell and West Birmingham	9,791	1,633	903	(730)	6,208	(3,583)
<b>Total CCG Targets</b>	<b>58,000</b>	<b>9,659 *</b>	<b>4,841</b>	<b>(4,817)</b>	<b>32,711</b>	<b>(25,289)</b>

NB:\* variance from main QIPP table due to roundings

## QIPP Programme Dashboard – Month 2 Key Themes

38. The QIPP Programme Dashboard, Appendix 11, provides a detailed overview of the month 2 project delivery status for all 48 projects (plus the unidentified gap = 49)

using the SHA 'Project Life Cycle' categories (Development, Implementation and Benefits realisation), and the SHA status criteria (stage completed, on plan, off plan but recoverable and off plan intervention required). The dashboard therefore provides a visual profile of project delivery status for each project across the entire 2012/13 Cluster QIPP programme as at Month 2.

39. The summary table at the front of the dashboard (Appendix 11) provides an overview of the information profiled within the dashboard. The summary table indicates that to date 14 projects in the development phase (29%) and 16 projects in the implementation phase (33%) are 'On Plan'.

40. The dashboard (Appendix 11), also highlights that 2 projects, End of Life and the unidentified gap, which collectively represents a total savings value of £16.9m (29% of the total QIPP savings target), are 'Off Plan intervention required'. Consequently, the End of Life project and the unidentified QIPP gap represent the most significant areas of delivery slippage and risk within the QIPP programme. Having raised this position at the Clinical Commissioning Network meeting / SMT it was recommended to:-

- Terminate the 'End of Life' QIPP project and transfer the End of Life work programme theme to the Frail Elderly transformation work stream. This will mean that the QIPP gap will increase by a further £885k and a decision will need to be taken as to how this additional shortfall against QIPP should be redistributed / mitigated.
- Schedule a series of QIPP assurance meetings between the Cluster CEO / Cluster Executive QIPP Lead, the Programme Management Office (PMO) and CCG's, to review, confirm and challenge CCG QIPP plans, in order to prioritise and bring forward at pace local CCG schemes that are viable and most likely to support delivery against the current QIPP gap.

41. The month 2 QIPP Dashboard (Appendix 11) also indicates that 35 projects (73%) are yet to commence realising savings, this equates to 76% of the total savings target, with only 8 projects (16%) confirmed as 'realising benefits,' 'On Plan' to a value of £9.2m (16% of the QIPP savings target). Consequently, the current QIPP programme indicates a high degree of delivery risk, however, a significant number of projects are profiled to realise benefits part way through 12/13 which provides an explanation for the current high number of projects not yet achieving savings. However, this position needs to be carefully monitored as any slippage in benefit commencement will present a significant QIPP delivery risk.

42. The project status movement table (at the end of the Appendix 11 dashboard), compares last months project status with this month's project status. This table indicates that the number of projects 'not yet started' has decreased this month whilst the number of projects 'On Plan' and achieving benefits / savings realisation has increased this month, (despite this number remaining low), as compared to last

month. However, the project movement status table also indicates that the number of projects 'off plan but recoverable' has increased.

43. Currently, the QIPP dashboard only includes cluster QIPP schemes identified through the commissioning and contracting cycle, as to date no additional locally generated CCG QIPP schemes, or additional cluster QIPP schemes have been subsequently approved through the gateway process to enter the QIPP delivery programme. However, there are currently 4 CCG QIPP schemes notified to the PMO that are in the process of proceeding through the Gateway as detailed in Table 11 below:-

<b>Table 11</b>					
<b>Summary of CCG Outline Business Cases Progressing Through Gateway:</b>					
<b>CCG</b>	<b>Project</b>	<b>OBC / FBC</b>	<b>Gross Savings 12/13 £'000</b>	<b>Investment 12/13 £'000</b>	<b>Gateway Status</b>
<b>SH CCG</b>	Dermatology	FBC	396	105	TBC
<b>SH CCG</b>	Urology (Prostate)	FBC	178	85	CCG Board Approved subject to HEFT agreement & FHSF committee
<b>BSC CCG</b>	Gynaecology	FBC	706	398	CCN – 19 <sup>th</sup> June
<b>BSC CCG</b>	Primary Care	FBC	1,615	493	CCN – 19 <sup>th</sup> June

**QIPP PMO / Delivery Assurance Update:-**

44. Working with CCG'S:- The PMO team has allocated a named Assurance Manager to work closely with each CCG to support the development, validation and programme management of CCG QIPP plans. As part of this work the PMO Assurance Manager will attend CCG QIPP Operation Meetings and work closely with CCG QIPP Leads and Project Leads to assist CCG's to navigate the gateway process and to advise on business case development, QIPP scheme prioritisation, identify and share good practice and facilitate cross CCG collaboration on shared QIPP priorities.
45. **Governance:-** The Clinical Commissioning Network Group has agreed its revised terms of reference which now include responsibility for QIPP delivery assurance. The Clinical Commissioning Network group will now meet fortnightly, with one meeting a

month being dedicated to QIPP delivery assurance. The Clinical Commissioning Network group will now be chaired on a rotating basis by CCG representation.

46. **Delivery Assurance:-** In order to strengthen QIPP delivery assurance the PMO team in collaboration with Diane Reeves – Executive Lead for QIPP, have developed an Assurance Framework which identifies critical KPI's and metrics against which it is proposed CCG QIPP delivery programmes are benchmarked and assured. The proposed KPI's are listed below and will be presented to the CCN for approval at the next CCN QIPP meeting in July.

- CCG has a QIPP savings plan that supports delivery of the cluster QIPP Gap.
- CCG schemes have a clear approval target date
- CCG schemes have been validated and approved
- CCG schemes have an identified lead accountable for project delivery
- CCG schemes have been developed at scale to maximise impact
- CCG schemes deliver return on investment
- C CCG Activity rates support delivery of QIPP
- CCG schemes are on track to deliver identified target savings

47. The PMO is currently implementing the Aspyre web based project management tool across all QIPP accounts and projects including CCG QIPP programmes. This has involved coordinating 10 training sessions with 96 participants to introduce and support project leads to use the Aspyre toolkit. The Aspyre toolkit will provide an automated reporting functionality once all projects have been input, and provides a more efficient and effective programme management capability than is possible with manual programme management and reporting arrangements. CCGs as well as cluster staff have been invited to attend the training sessions which have generally been received very positively.

48. The SHA have revised their monthly QIPP reporting requirements which now focus on the completion of a Milestones return for QIPP and transformational change. This return profiles a range of QIPP and transformational milestones associated with delivering the activity shifts profiled in the Cluster Integrated Plan to achieve a sustainable health economy and achieve the cluster financial plan. The Milestones' return requires the status of each profiled milestone, across the 2012 – 2015 reporting period to be reported against each month, so that slippage against milestones can be profiled and spotted early, and impact on overall delivery assessed and mitigated.

## Section 7: Performance

### Cluster-wide Integrated Performance Measures

49. Appendix 10 shows a dashboard of the Cluster's performance for integrated performance measures up to the end of April 2012. All new Operating Framework targets have been included, and the dashboard shows the latest available actual performance information against the agreed trajectory for the period where this is available. Further work is currently being undertaken to group the indicators into the 5 Operating Framework domain areas, and this will be included in future reports to the Board.
50. Overall at the end of April the Cluster has continued its strong performance from the last financial year, and areas where it continues to perform strongly include:
- 18 weeks referral to treatment targets;
  - Cancer targets;
  - VTE assessments;
  - Ambulance response times;
  - NHS Health Checks
  - Smoking quitters.
51. Performance on Healthcare Associated Infections is ahead of trajectory for the number of MRSA infections but above trajectory for Clostridium Difficile infections.
52. The areas where performance is of concern are:
- Diagnostic tests within 6 weeks;
  - Ambulance turnaround times at the Cluster's providers;
  - Maternity early booking.
53. A summary of the key issues in relation to month 1 performance is shown below.
54. All trusts in the Cluster are consistently delivering the target for 90% of patients to have a Venous Thromboembolism (VTE) assessment on admission to hospital.
55. Ambulance response times for the number of calls resulting in an ambulance arriving at the scene of the incident within 19 minutes and number of calls resulting in an emergency response arriving at the scene of the incident within 8 minutes (category A) continue to be successfully delivered across the Cluster.

From June these targets will be measured differently. There will be two elements to the A8 standard:

Red 1 – immediately life threatening

Red 2 – potentially life threatening.

WMAS undertook a one week trial of the new measurements in March and this showed that:

- the Red 1 A8 performance increased to 83% in the trial week;
- the Red 2 A8 performance was maintained.
- overall the number of Red calls reduced, thereby allowing alternative responses.

There is therefore a high level of confidence that WMAS will have robust processes and that performance will be maintained or improved.

56. Delivery of the Ambulance Turnaround target remains a problem in all trusts, and in April all of the Cluster's providers failed the target for 90% of ambulance turnarounds to be achieved in less than 30 minutes. Discussions have been taking place between providers and WMAS regarding improving the quality of recording turnaround times, and actions that can be taken to improve them including dividing the target into two 15 minute periods, the first of which the Trust is responsible for up to handover, and the second of which WMAS is responsible for. This has been included in contracts and monitoring systems have been established to enable monitoring of performance.
57. Performance against the 18 week referral to treatment targets remains strong with targets for admitted and non-admitted pathways being delivered successfully in all the Cluster's providers. The new Operating Framework target for 92% of patients on incomplete pathways to be waiting no longer than 18 weeks is also being successfully delivered in all the Cluster's providers except the ROH where the trust has struggled for the last year to deliver this level of performance because of the size of its waiting list backlog and its long waiters, particularly in spinal surgery. The Trust is currently reviewing this and will be producing an action plan to deliver a sustained performance against this target.
58. Patients waiting more than 6 weeks for a diagnostic test was a problem for the Cluster in April due primarily to HEFT's failure to deliver its recovery plan at the end of March. The new Operating Framework standard for this is for providers to have no more than 1% of their patients waiting for diagnostic tests waiting more than 6 weeks. In quarter 4 both BCH and HEFT had patients waiting longer than this. BCH's main problem was with patients waiting for MRI scans, but the Trust installed a third scanner in March, and this has enabled them to successfully reduce their waits to less than 6 weeks.
59. HEFT's main issues were with endoscopic tests, and although the Trust planned to have no patients waiting more than 6 weeks by the end of March, this was failed due to increased demand for endoscopic tests following the national Bowel Screening Awareness campaign at the beginning of the year. In April the Trust had 156 patients waiting more than 6 weeks – 1.5% of its total number of patients awaiting diagnostic tests. The Trust has produced an action plan to deliver the target by the end of June, but has recently revised this to July. This will be raised at the Risk Summit meeting between the Trust and the Cluster on 20 June.

60. The Cluster and its providers are continuing to perform strongly against the cancer targets, and the only significant issues are regarding delivery of the 62 days target at UHB, although performance improved in April to 82% against a target of 85%. The main problem for the Trust in delivering this target is related to the late receipt of referrals from other trusts for tertiary services, and the Cancer Network is currently in the process of developing a breach sharing policy which will be implemented across the West Midlands, which will mean that referring trusts will take responsibility for late referrals, and will therefore incentivise them to ensure more timely referrals.
61. Month 1 activity information obtained from the MAR (Monthly Activity Report) on the UNIFY system is notoriously unreliable, and subject to alteration and validation as the new trajectories are implemented. In April the picture was mixed with elective admissions 17% above plan whilst first outpatient attendances were below plan. GP referrals were more than 23% above plan, whilst other referrals were 10% below. A piece of work to analyse and check these figures is currently underway between the Business Intelligence and Finance departments.
62. Non-elective activity was 2% down on plan in April. There was considerable pressure on A&E departments during the month and performance against the A&E 4 hour target came under considerable pressure, particularly at HEFT.
63. Q4 data for smoking quitters show that the target was successfully delivered across the city
64. The improvement in the level of delayed transfers of care (DTOCs) in the Cluster's providers continued in Quarter 4, and Cluster-wide delays have reduced overall, although the target was missed at UHB and SWBH. Work is continuing with the City Council to improve this.
65. In Quarter 4 the Cluster continued to deliver the stroke indicator for 80% of patients to spend at least 90% of their time on a stroke unit despite the target being narrowly failed at UHB. The Trust has initiated various actions to address this including piloting an early discharge scheme, re-designating some beds as Stroke Unit beds if the patients can receive the same level of services in alternative ward settings, identifying patients who can derive clinical benefit from being on a stroke unit rather than those who only require palliative care, and ensuring that these are allocated the specialist beds thereby ensuring the most efficient and effective use of the resource, and analysing the use of the beds and the efficiency of the stroke pathway to ensure optimal use of the beds.
66. Following the implementation of the new TIA pathway at HEFT in January, the Trust is now in a position to meet the national criteria and report on its TIA performance, and did so for the first time at the end of Quarter 4. The Cluster's performance on TIA at the end of Q4 was therefore 90% against the 60% target for patients to be seen and treated in an outpatient setting within 24 hours.

67. The Cluster delivered the mental health targets for early intervention, CPA 7 day follow up and crisis resolution at the end of Q4, but failed the IAPT target. The targets set are based on IAPT services being funded at 100% at present Birmingham's IAPT services are funded at 50% and 8% co-morbidity. The DH targets are set for a fully funded service.
68. The service is at capacity with over 600 people awaiting treatment and is over performing against what has been funded and commissioned.
69. Plans are in place to work with GP leads and the provider to increase funding in primary care through other parts of the BSMHFT contract for 13/14 with a trajectory of improvement that will be managed via the contract performance group.
70. Additional investment has been made to IAPT for 2012/13 with a trajectory of performance improvement that will be managed via the contract review group and Healthy Minds Programme Board throughout the course of the year.
71. The targets for patients to be offered and to receive NHS Health Checks were successfully delivered in all 4 local economies at Q4.
72. Performance against the MRSA target was on trajectory during April despite an out of area breach for BEN locality.
73. The Cluster's C Difficile target was failed in April. This was due to HEFT exceeding the objective for CDI in month 1 – a contract query has been raised and they have submitted a remedial action plan, the outcomes of which are being monitored through weekly consultations with the provider infection prevention team and via CQRG. This will also be a subject for discussion at the Risk Summit being held between the Trust and the Cluster on 20 June. The increase in cases has in turn had a knock on effect on the PCO cases. Investigations are ongoing and the IP team are working with individual practices in CCGs to address the numbers of cases which are non acute apportioned
74. There were no breaches of the mixed sex accommodation target in April.

## **Section 8: Workforce**

75. Workforce Key performance indicators are reported monthly through SMT, the HR and OD committee and to JNCC. Detailed reports are provided to directorate managers to support the active management of workforce KPI's at a local level.
76. Appendix 13 details the workforce KPIs and trends for April 2012, based on ESR data extract of the 9th May 2012.

77. Sickness absence has increased during April; however it remains within the Midlands and East sickness target of 3.39%. The increase may also be attributed to a more focused approach on sickness absence reporting and the introduction of a single consistent reporting tool for BSOL constituent PCTS.
78. Workforce numbers continue to decrease. The large number of leavers in April is due to the TUPE transfer of staff providing financial services to Birmingham Community Health Care.
79. Mandatory training, all staff are required to complete mandatory training. Training is available on line and can be completed anywhere with internet access. Due to the variance of historical records the measure was set to zero in January 2012. A target date for completion of mandatory training has been set by HR and OD committee of 30 June 2012.
80. The HR team are working with staff-side colleagues to clear a backlog of agenda for change banding conformations of job descriptions. Access to trained panellists continues to be a challenge. A revised process has been agreed with staff side to accelerate the process as can be seen by the increase in numbers closed in April.
81. The HR Business partners continue to support line managers with their operational HR requirements. Case management of disciplinary, Grievance, Harassment and formal stage sickness reviews has increased. This is not unexpected during times of significant change.

## **Section 9: Conclusion and Recommendations**

### **Finance**

82. The year to date position is a surplus of £0.8m against a plan of £0.7m.
83. The forecast financial position at the end of March 2013 is potentially a deficit of £19m against the planned surplus of £4m.
84. The forecast overspend is accounted for by unidentified QIPP schemes of £16m, and unidentified QIPP of £7m on corporate budgets.

### **QIPP**

85. The 2012/13 QIPP programme is on track to deliver £32.7m in QIPP savings which equates to 58% of the cluster QIPP savings target. Savings of £4.8m have been realised to date.

86. End of Life and the unidentified gap, which collectively represent a total savings value of £16.9m, represent the most significant areas of delivery slippage and risk within the QIPP programme.
87. A significant number of projects are profiled to realise benefits part way through 12/13, however, savings have currently been profiled equally across the year which provides an explanation for the current high number of projects not yet achieving savings.
88. The 2012/13 QIPP programme continues to be developed and closely monitored. A number of steps have been taken to provide delivery assurance including, the allocation of named assurance managers to work with CCG's, revised terms of reference for the Clinical Commissioning Network Group and the development of an Assurance Framework.

### **Performance**

89. The Cluster continues to perform strongly against the key standards for 18 weeks referral to treatment, and cancer, and was successful in delivering public health targets for NHS Health Checks, smoking quitters, and VTE assessments.
90. Areas which remain of concern in terms of performance are the number of patients waiting more than 6 weeks for diagnostic tests, ambulance turnaround and A&E 4 hour waits.

### **Workforce**

91. Sickness absence increased during April but remains within the Midlands & East target.
92. Workforce numbers decreased in April due to the TUPE transfer of staff providing financial services to Birmingham Community Health Care.

### **Recommendations**

93. **The Board is recommended**
  - to note the month 2 financial position and risks as outlined in the report.
  - to note the financial status against each of the QIPP savings targets and the delivery status of each Account.
  - to note the performance of the Cluster against Operating Framework and local targets.

**Rachel Hardy**  
**Director of Finance**  
**June 2012**

**Revenue Expenditure: Summary Cluster Source and Application of Funds**

**Appendix**

	Annual Budget	Year to Date Budget M2	Year to Date Actual M2	Year to Date Variance	Forecast Outturn M2	Forecast Outturn Variance	Forecast Variance - Prev Mth
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>							
<b>Total Revenue Resource Limit</b>	<b>2,393,032</b>	<b>395,745</b>	<b>395,745</b>	<b>0</b>	<b>2,393,032</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>							
Acute Services	892,801	148,800	149,368	(568)	892,800	0	(25,347)
Specialised Services	294,022	47,433	47,433	0	294,022	0	(853)
Community Services	402,226	67,038	66,858	180	402,228	(2)	9,552
Mental Health Services	151,463	25,343	25,344	(1)	151,462	1	(416)
Learning Disability Services	42,263	7,044	7,044	0	42,263	0	3,850
Primary Care Services	300,891	50,064	50,183	(120)	300,891	0	(1,764)
Prescribing	209,863	34,977	34,988	(11)	209,863	0	2,595
Corporate Budgets	77,601	11,395	11,603	(208)	84,798	(7,197)	(367)
<b>Reserves</b>							
Contingency: Contract Risk	23,932	3,989	0	3,989	23,932	0	7,537
Other Reserves	9,992	1,666	2,119	(453)	9,495	497	4,689
Unidentified QIPP	(16,022)	(2,670)	0	(2,670)	0	(16,022)	0
Public Health	0	0	0	0	0	0	605
<b>Total Expenditure</b>	<b>2,389,032</b>	<b>395,078</b>	<b>394,940</b>	<b>138</b>	<b>2,411,755</b>	<b>(22,723)</b>	<b>79</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>4,000</b>	<b>667</b>	<b>805</b>	<b>138</b>	<b>(18,723)</b>	<b>(22,723)</b>	<b>79</b>

**Revenue Expenditure: Source and Application of Funds (Clusterwide)**

**Appendix 1**

	Annual Budget	Year to Date Budget M2	Year to Date Actual M2	Year to Date Variance	Forecast Outturn M2	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>						
Confirmed Allocations	2,348,711	395,745	395,745	0	2,393,032	44,321
Anticipated Allocations	44,321	0	0	0	0	(44,321)
<b>Total Revenue Resource Limit</b>	<b>2,393,032</b>	<b>395,745</b>	<b>395,745</b>	<b>0</b>	<b>2,393,032</b>	<b>0</b>
<b>APPLICATIONS</b>						
<b>Acute Services</b>						
University Hospitals Birmingham NHS FT	175,497	29,250	29,817	(567)	175,498	(1)
Birmingham Womens Hospital NHS FT	38,531	6,422	6,422	(0)	38,531	(0)
Birmingham Childrens Hospital NHS FT	47,366	7,894	7,894	(0)	47,366	(0)
Royal Orthopaedic Hospital NHS FT	27,781	4,630	4,630	(0)	27,781	0
Heart of England NHS FT	369,853	61,642	61,642	0	369,852	1
Sandwell and West Birmingham NHS Trust	135,945	22,657	22,657	(0)	135,944	1
West Midlands Ambulance Services NHS Trust	40,298	6,716	6,716	0	40,298	(0)
Worcester Acute Hospitals NHS Trust	4,565	761	761	(0)	4,564	1
Dudley Group of Hospitals NHS FT	1,473	246	246	(0)	1,474	(1)
Royal Wolverhampton Hospitals NHS Trust	556	93	93	(0)	556	0
Univ Hospitals Coventry & Warks NHS Trust	5,173	862	862	(0)	5,174	(1)
Walsall Hospitals NHS Trust	2,601	433	433	(0)	2,601	(0)
Other Acute Providers	7,211	1,202	1,202	0	7,211	(0)
Non Contracted Activity	12,561	2,093	2,101	(8)	12,560	1
Non NHS Providers	16,514	2,752	2,745	7	16,514	0
Dental Hospital	6,878	1,146	1,146	0	6,877	1
<b>Total Acute Services</b>	<b>892,801</b>	<b>148,800</b>	<b>149,368</b>	<b>(568)</b>	<b>892,800</b>	<b>0</b>
<b>Commissioned Specialised Services</b>						
Tier 1 & 2 Specialised Services	294,022	47,433	47,433	0	294,022	0
<b>Total Specialised Services</b>	<b>294,022</b>	<b>47,433</b>	<b>47,433</b>	<b>0</b>	<b>294,022</b>	<b>0</b>
<b>Commissioned Community Services</b>						
Birmingham Community Healthcare NHS Trust	151,977	25,329	25,329	0	151,978	(1)
Heart of England NHS FT	35,067	5,845	5,805	39	35,068	(1)
University Hospitals Birmingham NHS FT	7,757	1,293	1,269	24	7,757	(0)
Services from other PCTs	5,150	858	851	7	5,150	0
Services from other Acute Providers	11,108	1,851	1,806	46	11,109	(1)
Prison Healthcare	0	0	0	0	0	0
Non NHS Providers	20,865	3,478	3,309	168	20,865	0
Complex Packages of Care	104,600	17,433	17,433	0	104,600	0
Free Nursing Care	12,182	2,030	2,030	0	12,182	(0)
Social Care & Reablement	20,465	3,411	3,411	0	20,465	0
Drug and Alcohol Action Team	26,514	4,419	4,381	38	26,514	0
Other (LDP Projects & Disinvestments)	6,540	1,090	1,234	(144)	6,540	0
<b>Total Community Services</b>	<b>402,226</b>	<b>67,038</b>	<b>66,858</b>	<b>180</b>	<b>402,228</b>	<b>(2)</b>
<b>Commissioned Mental Health Services</b>						
Birmingham & Solihull Mental Health NHS FT	136,058	22,676	22,676	0	136,057	1
Other Mental Health Trusts/PCTs	3,112	519	519	(0)	3,112	(0)
Non NHS Providers	9,959	1,660	1,661	(1)	9,959	0
CAMHS Grant (HoB only)	2,334	488	488	0	2,334	(0)
<b>Commissioned Learning Disability Services</b>						
Learning Disability Service (pooled budget)	29,676	4,946	4,946	0	29,676	0
Coventry and Warwickshire Partnership NHS Trust	8,330	1,388	1,388	(0)	8,330	0
Other PCTs/NHS Trusts	0	0	0	0	0	0
Non NHS Providers	4,257	710	710	(0)	4,257	0
<b>Total Mental Health and LD Services</b>	<b>193,726</b>	<b>32,387</b>	<b>32,388</b>	<b>(1)</b>	<b>193,725</b>	<b>1</b>
<b>Commissioned Primary Care</b>						
Global Sum - GMS	59,162	9,860	9,899	(39)	59,161	1
PMS	47,026	7,838	7,832	5	46,975	51
QOF	28,659	4,776	4,777	(0)	28,659	(0)
GP Other	37,144	6,106	6,225	(119)	37,195	(51)
Enhanced Services	17,538	2,923	2,900	23	17,538	(0)
Dental Contractors	50,808	8,468	8,456	12	50,808	0
Pharmacy Contractors	43,486	7,248	7,255	(7)	43,486	0
Ophthalmic Contractors	17,069	2,845	2,840	5	17,069	(0)
Other (Earmarked Commitments)	0	0	0	0	0	0
<b>Total Primary Care Services</b>	<b>300,891</b>	<b>50,064</b>	<b>50,183</b>	<b>(120)</b>	<b>300,891</b>	<b>0</b>
<b>Prescribing</b>	<b>209,863</b>	<b>34,977</b>	<b>34,988</b>	<b>(11)</b>	<b>209,863</b>	<b>0</b>
<b>Corporate Budgets</b>						
Management Budgets	70,353	10,187	11,317	(1,130)	77,550	(7,197)
CCG - Management	7,248	1,208	286	922	7,248	0
<b>Total Corporate Budgets</b>	<b>77,601</b>	<b>11,395</b>	<b>11,603</b>	<b>(208)</b>	<b>84,798</b>	<b>(7,197)</b>

<b>Reserves</b>						
Contingency: Contract Risk	23,932	3,989	0	3,989	23,932	0
2% Non recurrent reserve	25,739	4,290	4,891	(601)	25,738	1
Other Reserves	(15,748)	(2,624)	(2,772)	148	(16,243)	495
Unidentified QIPP	(16,022)	(2,670)	0	(2,670)	0	(16,022)
<b>Total Reserves</b>	<b>17,902</b>	<b>2,985</b>	<b>2,119</b>	<b>866</b>	<b>33,427</b>	<b>(15,525)</b>
Public Health - Commissioning	0	0	0	0	0	0
Public Health - Admin	0	0	0	0	0	0
<b>Provider Arm Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>2,389,032</b>	<b>395,078</b>	<b>394,940</b>	<b>138</b>	<b>2,411,755</b>	<b>(22,723)</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>4,000</b>	<b>667</b>	<b>805</b>	<b>138</b>	<b>(18,723)</b>	<b>(22,723)</b>

## Revenue Expenditure: Source and Application of Funds (BEN PCT)

## Appendix 1a

	Annual Budget	Year to Date	Year to Date	Year to Date	Forecast	Forecast	Forecast
	£'000	Budget M2	Actual M2	Variance	Outturn M2	Outturn Variance	Variance - Prev Mth
		£'000	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>							
Confirmed Allocations	762,240	129,004	129,004	0	780,703	18,463	137
Anticipated Allocations	18,463	0	0	0	0	(18,463)	(137)
<b>Total Revenue Resource Limit</b>	<b>780,703</b>	<b>129,004</b>	<b>129,004</b>	<b>0</b>	<b>780,703</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>							
<u>Acute Services</u>							
University Hospitals Birmingham NHS FT	16,727	2,788	2,789	(1)	16,727	(0)	(1,451)
Birmingham Womens Hospital NHS FT	2,208	368	368	(0)	2,208	0	(263)
Birmingham Childrens Hospital NHS FT	11,650	1,942	1,942	0	11,650	(0)	(906)
Royal Orthopaedic Hospital NHS FT	5,092	849	849	(0)	5,092	0	(498)
Heart of England NHS FT	215,249	35,875	35,875	0	215,249	0	(3,924)
Sandwell and West Birmingham NHS Trust	23,332	3,889	3,889	0	23,331	1	274
West Midlands Ambulance Services NHS Trust	13,025	2,171	2,171	0	13,025	(0)	21
Worcester Acute Hospitals NHS Trust	229	38	38	0	229	0	(37)
Dudley Group of Hospitals NHS FT	226	38	38	0	226	(0)	(78)
Royal Wolverhampton Hospitals NHS Trust	281	47	47	0	281	(0)	(44)
Univ Hospitals Coventry & Warks NHS Trust	1,263	210	210	(0)	1,263	(0)	(66)
Walsall Hospitals NHS Trust	1,325	221	221	(0)	1,325	(0)	156
Other Acute Providers	3,800	633	633	0	3,800	0	639
Non Contracted Activity	4,161	694	694	(0)	4,161	0	(593)
Non NHS Providers	3,767	628	628	0	3,767	0	614
Dental Hospital	2,515	419	419	(0)	2,515	0	0
<b>Total Acute Services</b>	<b>304,849</b>	<b>50,808</b>	<b>50,809</b>	<b>(1)</b>	<b>304,849</b>	<b>0</b>	<b>(6,154)</b>
<u>Commissioned Specialised Services</u>							
Tier 1 & 2 Specialised Services	92,017	14,096	14,096	0	92,017	0	(279)
<b>Total Specialised Services</b>	<b>92,017</b>	<b>14,096</b>	<b>14,096</b>	<b>0</b>	<b>92,017</b>	<b>0</b>	<b>(279)</b>
<u>Commissioned Community Services</u>							
Birmingham Community Healthcare NHS Trust	55,049	9,175	9,175	0	55,049	(0)	(272)
Heart of England NHS FT	3,745	624	586	38	3,745	(0)	(31)
University Hospitals Birmingham NHS FT	1,835	306	293	13	1,835	0	(103)
Services from other PCTs	1,738	290	282	8	1,738	0	60
Services from other Acute Providers	469	78	32	46	469	(0)	20
Prison Healthcare	0	0	0	0	0	0	0
Non NHS Providers	11,744	1,957	1,957	0	11,744	0	24
Complex Packages of Care	41,508	6,918	6,918	0	41,508	0	2,232
Free Nursing Care	4,617	770	770	(0)	4,617	0	392
Social Care & Reablement	6,803	1,134	1,134	0	6,803	0	256
Drug and Alcohol Action Team	2,586	431	431	(0)	2,586	(0)	0
Other (LDP Projects & Disinvestments)	850	142	142	0	850	0	0
<b>Total Community Services</b>	<b>130,944</b>	<b>21,824</b>	<b>21,719</b>	<b>105</b>	<b>130,944</b>	<b>(0)</b>	<b>2,578</b>
<u>Commissioned Mental Health Services</u>							
Birmingham & Solihull Mental Health NHS FT	42,115	7,019	7,019	0	42,115	0	(201)
Other Mental Health Trusts/PCTs	650	108	108	0	650	0	(92)
Non NHS Providers	1,349	225	225	0	1,349	0	90
CAMHS Grant (HoB Only)	753	251	251	0	753	0	0
<u>Commissioned Learning Disability Services</u>							
Learning Disability Service (pooled budget)	11,256	1,876	1,876	0	11,256	0	839
Coventry and Warwickshire Partnership NHS Trust	574	96	96	(0)	574	0	628
Other PCTs/NHS Trusts	0	0	0	0	0	0	142
Non NHS Providers	485	81	81	0	485	0	(277)
<b>Total Mental Health and LD Services</b>	<b>57,183</b>	<b>9,656</b>	<b>9,656</b>	<b>0</b>	<b>57,182</b>	<b>1</b>	<b>1,129</b>
<u>Commissioned Primary Care</u>							
Global Sum - GMS	23,593	3,932	3,932	(0)	23,593	0	31
PMS	9,806	1,634	1,634	1	9,756	50	(49)
QOF	9,353	1,559	1,559	0	9,353	0	(239)
GP Other	10,355	1,726	1,763	(37)	10,405	(50)	95
Enhanced Services	5,740	957	923	33	5,740	0	(404)
Dental Contractors	15,710	2,618	2,618	0	15,710	0	105
Pharmacy Contractors	14,404	2,401	2,401	(0)	14,404	0	(1,747)
Ophthalmic Contractors	5,178	863	858	5	5,178	(0)	(101)
Other (Earmarked Commitments)	0	0	0	0	0	0	0
<b>Total Primary Care Services</b>	<b>94,139</b>	<b>15,690</b>	<b>15,688</b>	<b>2</b>	<b>94,139</b>	<b>0</b>	<b>(2,310)</b>
<b>Prescribing</b>	<b>74,049</b>	<b>12,342</b>	<b>12,342</b>	<b>(0)</b>	<b>74,049</b>	<b>0</b>	<b>935</b>
<u>Corporate Budgets</u>							
Management Budgets	18,167	3,028	3,743	(715)	21,529	(3,362)	(354)
CCG - Management	2,345	391	44	346	2,345	(0)	1,567
<b>Total Corporate Budgets</b>	<b>20,512</b>	<b>3,419</b>	<b>3,787</b>	<b>(369)</b>	<b>23,874</b>	<b>(3,362)</b>	<b>1,213</b>
<u>Reserves</u>							
Contingency: Contract Risk	7,719	1,287	0	1,287	7,719	0	7,537
2% Non Recurrent reserve	10,558	1,760	1,726	34	10,355	203	19,290
Other Reserves	(6,948)	(1,158)	(984)	(174)	(6,919)	(29)	2,223
Unidentified QIPP schemes	(5,318)	(886)	0	(886)	0	(5,318)	(26,200)
<b>Total Reserves</b>	<b>6,011</b>	<b>1,003</b>	<b>742</b>	<b>261</b>	<b>11,155</b>	<b>(5,144)</b>	<b>2,850</b>
Public Health - Commissioning	0	0	0	0	0	0	2,359
Public Health - Admin	0	0	0	0	0	0	(2,081)
<b>Provider Arm Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>278</b>
<b>Total Expenditure</b>	<b>779,703</b>	<b>128,837</b>	<b>128,839</b>	<b>(1)</b>	<b>788,209</b>	<b>(8,506)</b>	<b>240</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>1,000</b>	<b>167</b>	<b>165</b>	<b>(1)</b>	<b>(7,506)</b>	<b>(8,506)</b>	<b>240</b>

## Revenue Expenditure: Source and Application of Funds (HoB PCT)

Appendix 1b

	Annual Budget	Year to Date	Year to Date	Year to Date	Forecast	Forecast	Forecast
	£'000	Budget M2	Actual M2	Variance	Outturn M2	Outturn Variance	Variance - Prev Mth
		£'000	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>							
Confirmed Allocations	589,917	97,342	97,342	0	593,695	3,778	(731)
Anticipated Allocations	3,778	0	0	0	0	(3,778)	731
<b>Total Revenue Resource Limit</b>	<b>593,695</b>	<b>97,342</b>	<b>97,342</b>	<b>0</b>	<b>593,695</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>							
<u>Acute Services</u>							
University Hospitals Birmingham NHS FT	24,214	4,036	4,124	(88)	24,214	(0)	(1,118)
Birmingham Womens Hospital NHS FT	9,191	1,532	1,532	0	9,191	0	(293)
Birmingham Childrens Hospital NHS FT	16,509	2,752	2,752	(0)	16,509	0	(1,171)
Royal Orthopaedic Hospital NHS FT	2,942	490	490	(0)	2,942	0	(294)
Heart of England NHS FT	27,625	4,604	4,604	0	27,624	1	(596)
Sandwell and West Birmingham NHS Trust	90,154	15,026	15,026	0	90,154	(0)	(2,412)
West Midlands Ambulance Services NHS Trust	11,115	1,852	1,852	0	11,115	(0)	0
Worcester Acute Hospitals NHS Trust	136	23	23	0	136	0	(0)
Dudley Group of Hospitals NHS FT	264	44	44	(0)	264	0	31
Royal Wolverhampton Hosps NHS Trust	141	23	23	(0)	141	(0)	62
Univ Hospitals Coventry & Warks NHS Trust	343	57	57	0	343	0	23
Walsall Hospitals NHS Trust	731	122	122	0	731	0	(145)
Other Acute Providers	390	65	65	0	390	(0)	(358)
Non Contracted Activity	2,886	481	481	0	2,886	0	(540)
Non NHS Providers	2,839	473	474	(0)	2,839	0	(564)
Dental Hospital	2,008	335	335	0	2,008	(0)	1,386
<b>Total Acute Services</b>	<b>191,489</b>	<b>31,915</b>	<b>32,003</b>	<b>(88)</b>	<b>191,487</b>	<b>2</b>	<b>(5,989)</b>
<u>Commissioned Specialised Services</u>							
Tier 1 & 2 Specialised Services	84,070	13,969	13,969	0	84,069	1	(199)
<b>Total Specialised Services</b>	<b>84,070</b>	<b>13,969</b>	<b>13,969</b>	<b>0</b>	<b>84,069</b>	<b>1</b>	<b>(199)</b>
<u>Commissioned Community Services</u>							
Birmingham Community Healthcare NHS Trust	43,822	7,304	7,304	0	43,822	(0)	(223)
Heart of England NHS FT	2,051	342	339	2	2,051	(0)	0
University Hospitals Birmingham NHS FT	3,290	548	546	2	3,290	0	(220)
Services from other PCTs	817	136	136	0	817	0	53
Services from other Acute Providers	9,384	1,564	1,564	0	9,384	(0)	(1)
Prison Healthcare	0	0	0	0	0	0	(74)
Non NHS Providers	1,679	280	280	0	1,679	0	1,218
Complex Packages of Care	19,507	3,251	3,251	0	19,507	0	1,532
Free Nursing Care	1,658	276	276	(0)	1,658	(0)	(215)
Social Care & Reablement	4,986	831	831	0	4,986	0	193
Drug and Alcohol Action Team	19,868	3,311	3,259	52	19,868	(0)	305
Other (LDP Projects & Disinvestments)	3,245	541	730	(189)	3,245	0	(536)
<b>Total Community Services</b>	<b>110,306</b>	<b>18,384</b>	<b>18,517</b>	<b>(133)</b>	<b>110,307</b>	<b>(1)</b>	<b>2,032</b>
<u>Commissioned Mental Health Services</u>							
Birmingham & Solihull Mental Health NHS FT	36,159	6,027	6,027	0	36,159	0	582
Other Mental Health Trusts/PCTs	1,178	196	196	0	1,178	0	38
Non NHS Providers	2,446	408	409	(1)	2,446	(0)	63
CAMHS Grant (HoB only)	948	132	132	0	948	(0)	102
<u>Commissioned Learning Disability Services</u>							
Learning Disability Service (pooled budget)	8,404	1,401	1,401	0	8,404	0	626
Coventry and Warwickshire Partnership NHS Trust	429	72	72	0	429	0	469
Other PCTs/ Trusts	0	0	0	0	0	0	107
Non NHS Providers	362	60	60	(0)	362	0	(207)
<b>Total Mental Health and LD Services</b>	<b>49,926</b>	<b>8,295</b>	<b>8,296</b>	<b>(1)</b>	<b>49,926</b>	<b>0</b>	<b>1,779</b>
<u>Commissioned Primary Care</u>							
Global Sum - GMS	6,854	1,142	1,145	(3)	6,853	1	485
PMS	21,910	3,652	3,651	1	21,910	0	(16)
QOF	5,970	995	995	(0)	5,970	(0)	30
GP Other	8,373	1,395	1,449	(53)	8,373	(0)	328
Enhanced Services	2,649	441	452	(11)	2,649	(0)	35
Dental Contractors	13,319	2,220	2,207	13	13,319	0	909
Pharmacy Contractors	10,855	1,809	1,816	(7)	10,855	0	149
Ophthalmic Contractors	6,100	1,017	1,017	(1)	6,100	0	(139)
Other (Earmarked Commitments)	0	0	0	0	0	0	0
<b>Total Primary Care Services</b>	<b>76,029</b>	<b>12,672</b>	<b>12,732</b>	<b>(61)</b>	<b>76,029</b>	<b>0</b>	<b>1,781</b>
<b>Prescribing</b>	<b>44,421</b>	<b>7,404</b>	<b>7,415</b>	<b>(11)</b>	<b>44,421</b>	<b>0</b>	<b>1,486</b>
<u>Corporate Budgets</u>							
Management Budgets	29,324	3,348	3,349	(1)	30,896	(1,572)	(1,087)
CCG - Management	1,701	284	48	235	1,701	0	272
<b>Total Corporate Budgets</b>	<b>31,025</b>	<b>3,632</b>	<b>3,397</b>	<b>235</b>	<b>32,597</b>	<b>(1,572)</b>	<b>(815)</b>
<u>Reserves</u>							
Contingency: Contract Risk	6,203	1,034	0	1,034	6,203	0	0
2% Non Recurrent reserve	1,670	278	805	(527)	1,227	443	0
Other Reserves	1,487	248	(58)	306	931	556	(246)
Unidentified QIPP	(3,931)	(655)	0	(655)	0	(3,931)	0
<b>Total Reserves</b>	<b>5,429</b>	<b>905</b>	<b>747</b>	<b>158</b>	<b>8,361</b>	<b>(2,932)</b>	<b>(246)</b>
Public Health - Commissioning	0	0	0	0	0	0	16
Public Health - Admin	0	0	0	0	0	0	(18)
<b>Provider Arm Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2)</b>
<b>Total Expenditure</b>	<b>592,695</b>	<b>97,175</b>	<b>97,077</b>	<b>98</b>	<b>597,197</b>	<b>(4,502)</b>	<b>(172)</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>1,000</b>	<b>167</b>	<b>265</b>	<b>98</b>	<b>(3,502)</b>	<b>(4,502)</b>	<b>(172)</b>

## Revenue Expenditure: Source and Application of Funds (Solihull PCT)

## Appendix 1c

	Annual Budget	Year to Date	Year to Date	Year to Date	Forecast	Forecast	Forecast
	£'000	Budget M2	Actual M2	Variance	Outturn M2	Outturn Variance	Variance - Prev Mth
		£'000	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>							
Confirmed Allocations	333,303	58,984	58,984	0	355,436	22,133	208
Anticipated Allocations	22,133	0	0	0	0	(22,133)	(208)
<b>Total Revenue Resource Limit</b>	<b>355,436</b>	<b>58,984</b>	<b>58,984</b>	<b>0</b>	<b>355,436</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>							
<u>Acute Services</u>							
University Hospitals Birmingham NHS FT	8,710	1,452	1,544	(92)	8,710	(0)	(891)
Birmingham Womens Hospital NHS FT	838	140	140	(0)	838	(0)	(136)
Birmingham Childrens Hospital NHS FT	2,494	416	416	0	2,494	(0)	(209)
Royal Orthopaedic Hospital NHS FT	1,793	299	299	0	1,793	0	(232)
Heart of England NHS FT	105,107	17,518	17,518	0	105,107	0	(3,077)
Sandwell and West Birmingham NHS Trust	2,955	493	493	(0)	2,955	0	(788)
West Midlands Ambulance Services NHS Trust	5,606	934	934	0	5,606	0	(1)
Worcester Acute Hospitals NHS Trust	821	137	137	(0)	821	(0)	(133)
Dudley Group of Hospitals NHS FT	127	21	21	0	127	(0)	(18)
Royal Wolverhampton Hosps NHS Trust	0	0	0	0	0	0	0
Univ Hospitals Coventry & Warks NHS Trust	3,316	553	553	(0)	3,316	(0)	(168)
Walsall Hospitals NHS Trust	94	16	16	0	94	0	(4)
Other Acute Providers	3,021	504	504	0	3,021	0	(1,329)
Non Contracted Activity	2,237	373	372	1	2,237	(0)	(694)
Non NHS Providers	4,815	803	803	(0)	4,816	(1)	596
Dental Hospital	715	119	119	0	715	0	2,696
<b>Total Acute Services</b>	<b>142,649</b>	<b>23,775</b>	<b>23,867</b>	<b>(92)</b>	<b>142,650</b>	<b>(1)</b>	<b>(4,388)</b>
<u>Commissioned Specialised Services</u>							
Tier 1 & 2 Specialised Services	34,943	5,653	5,653	0	34,943	(0)	(133)
<b>Total Specialised Services</b>	<b>34,943</b>	<b>5,653</b>	<b>5,653</b>	<b>0</b>	<b>34,943</b>	<b>(0)</b>	<b>(133)</b>
<u>Commissioned Community Services</u>							
Birmingham Community Healthcare NHS Trust	1,134	189	189	0	1,134	(0)	3
Heart of England NHS FT	27,958	4,660	4,660	(0)	27,958	(0)	65
University Hospitals Birmingham NHS FT	213	35	37	(2)	213	(0)	47
Services from other PCTs	177	29	30	(0)	177	(0)	573
Services from other Acute Providers	296	49	49	0	296	(0)	0
Prison Healthcare	0	0	0	0	0	0	0
Non NHS Providers	3,570	595	595	(0)	3,570	0	367
Complex Packages of Care	16,467	2,745	2,745	0	16,467	0	877
Free Nursing Care	1,392	232	232	0	1,392	0	0
Social Care & Reablement	2,999	500	500	0	2,999	0	0
Drug and Alcohol Action Team	1,529	255	269	(14)	1,529	0	80
Other (LDP Projects & Disinvestments)	350	58	58	0	350	0	0
<b>Total Community Services</b>	<b>56,084</b>	<b>9,347</b>	<b>9,364</b>	<b>(16)</b>	<b>56,085</b>	<b>(1)</b>	<b>2,013</b>
<u>Commissioned Mental Health Services</u>							
Birmingham & Solihull Mental Health NHS FT	13,402	2,234	2,234	0	13,402	0	18
Other Mental Health Trusts/PCTs	228	38	38	0	228	(0)	26
Non NHS Providers	4,778	796	796	0	4,778	0	(779)
CAMHS Grant (HoB only)	0	0	0	0	0	0	0
<u>Commissioned Learning Disability Services</u>							
Learning Disability Service (pooled budget)	0	0	0	0	0	0	0
Coventry and Warwickshire Partnership	6,816	1,136	1,136	0	6,816	0	(380)
Other PCTs/ Trusts	0	0	0	0	0	0	0
Non NHS Providers	2,978	496	496	0	2,978	0	718
<b>Total Mental Health and LD Services</b>	<b>28,202</b>	<b>4,700</b>	<b>4,700</b>	<b>0</b>	<b>28,202</b>	<b>0</b>	<b>(396)</b>
<u>Commissioned Primary Care</u>							
Global Sum - GMS	8,214	1,369	1,367	2	8,214	0	142
PMS	8,091	1,349	1,347	1	8,091	0	111
QOF	4,848	808	809	(1)	4,848	0	(130)
GP Other	5,887	896	897	(1)	5,887	0	(290)
Enhanced Services	3,888	648	649	(1)	3,888	0	(28)
Dental Contractors	6,459	1,077	1,077	(0)	6,459	0	(59)
Pharmacy Contractors	7,260	1,210	1,210	(0)	7,260	0	51
Ophthalmic Contractors	2,508	418	418	0	2,508	0	(224)
Other (Earmarked Commitments)	0	0	0	0	0	0	0
<b>Total Primary Care Services</b>	<b>47,155</b>	<b>7,774</b>	<b>7,774</b>	<b>0</b>	<b>47,155</b>	<b>0</b>	<b>(427)</b>
<b>Prescribing</b>	<b>34,591</b>	<b>5,765</b>	<b>5,765</b>	<b>0</b>	<b>34,591</b>	<b>0</b>	<b>389</b>
<u>Corporate Budgets</u>							
Management Budgets	9,275	1,546	1,648	(102)	9,586	(311)	(1,648)
CCG - Management	1,162	194	90	103	1,162	(0)	(150)
<b>Total Corporate Budgets</b>	<b>10,437</b>	<b>1,739</b>	<b>1,738</b>	<b>1</b>	<b>10,748</b>	<b>(311)</b>	<b>(1,798)</b>
<u>Reserves</u>							
Contingency: Contract Risk	3,348	558	0	558	3,348	0	0
2% Non recurrent reserve	4,744	791	779	12	4,671	73	20,647
Other Reserves	(5,359)	(893)	(926)	33	(5,352)	(7)	5,729
Unidentified QIPP	(2,358)	(393)	0	(393)	0	(2,358)	(21,686)
<b>Total Reserves</b>	<b>375</b>	<b>63</b>	<b>(147)</b>	<b>210</b>	<b>2,667</b>	<b>(2,292)</b>	<b>4,690</b>
Public Health - Commissioning	0	0	0	0	0	0	288
Public Health - Admin	0	0	0	0	0	0	40
<b>Provider Arm Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>329</b>
<b>Total Expenditure</b>	<b>354,436</b>	<b>58,817</b>	<b>58,713</b>	<b>104</b>	<b>357,041</b>	<b>(2,605)</b>	<b>279</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>1,000</b>	<b>167</b>	<b>271</b>	<b>104</b>	<b>(1,605)</b>	<b>(2,605)</b>	<b>279</b>

	Annual Budget	Year to Date Budget M2	Year to Date Actual M2	Year to Date Variance	Forecast Outturn M2	Forecast Outturn Variance	Forecast Variance - Prev Mth
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>							
Confirmed Allocations	663,251	110,415	110,415	0	663,198	(53)	(2,353)
Anticipated Allocations	(53)	0	0	0	0	53	2,353
<b>Total Revenue Resource Limit</b>	<b>663,198</b>	<b>110,415</b>	<b>110,415</b>	<b>0</b>	<b>663,198</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>							
<u>Acute Services</u>							
University Hospitals Birmingham NHS FT	125,847	20,974	21,360	(386)	125,847	(0)	(5,262)
Birmingham Womens Hospital NHS FT	26,294	4,382	4,382	0	26,294	0	(201)
Birmingham Childrens Hospital NHS FT	16,713	2,786	2,786	(0)	16,713	0	(616)
Royal Orthopaedic Hospital NHS FT	17,954	2,992	2,992	(0)	17,954	0	(1,699)
Heart of England NHS FT	21,872	3,645	3,645	0	21,872	(0)	322
Sandwell and West Birmingham NHS Trust	19,504	3,251	3,251	(0)	19,504	(0)	(18)
West Midlands Ambulance Services NHS Trust	10,552	1,759	1,759	0	10,552	(0)	0
Worcester Acute Hospitals NHS Trust	3,378	563	563	(0)	3,378	0	(97)
Dudley Group of Hospitals NHS FT	857	143	143	(0)	857	(0)	109
Royal Wolverhampton Hosps NHS Trust	134	22	22	(0)	134	0	1
Univ Hospitals Coventry & Warks NHS Trust	252	42	42	(0)	252	(0)	(150)
Walsall Hospitals NHS Trust	451	75	75	(0)	451	0	(130)
Other Acute Providers	0	0	0	(0)	0	0	(3)
Non Contracted Activity	3,276	546	554	(8)	3,276	(0)	(1,208)
Non NHS Providers	5,092	849	841	7	5,092	0	0
Dental Hospital	1,639	273	273	0	1,639	0	135
<b>Total Acute Services</b>	<b>253,814</b>	<b>42,302</b>	<b>42,689</b>	<b>(387)</b>	<b>253,815</b>	<b>(1)</b>	<b>(8,817)</b>
<u>Commissioned Specialised Services</u>							
Tier 1 & 2 Specialised Services	82,993	13,715	13,715	0	82,993	0	(243)
<b>Total Specialised Services</b>	<b>82,993</b>	<b>13,715</b>	<b>13,715</b>	<b>0</b>	<b>82,993</b>	<b>0</b>	<b>(243)</b>
<u>Commissioned Community Services</u>							
Birmingham Community Healthcare NHS Trust	51,973	8,662	8,662	0	51,973	(0)	(326)
Heart of England NHS FT	1,314	219	220	(1)	1,314	(0)	16
University Hospitals Birmingham NHS FT	2,419	403	392	11	2,419	(0)	(30)
Services from other PCTs	2,418	403	403	(0)	2,418	0	(110)
Services from other Acute Providers	960	160	160	(0)	960	(0)	0
Prison Healthcare	0	0	0	0	0	0	0
Non NHS Providers	3,872	645	478	168	3,872	(0)	(34)
Complex Packages of care	27,118	4,520	4,520	0	27,118	0	1,757
Free Nursing care	4,515	752	752	0	4,515	(0)	(0)
Social Care & Reablement	5,677	946	946	0	5,677	0	399
Drug and Alcohol Action Team	2,531	422	422	(0)	2,531	0	(0)
Other (LDP Projects & Disinvestments)	2,095	349	304	46	2,095	0	1,257
<b>Total Community Services</b>	<b>104,891</b>	<b>17,482</b>	<b>17,259</b>	<b>223</b>	<b>104,892</b>	<b>(1)</b>	<b>2,930</b>
<u>Commissioned Mental Health and LD Services</u>							
Birmingham & Solihull Mental Health NHS FT	44,381	7,397	7,397	0	44,381	0	(246)
Other Mental Health Trusts/PCTs	1,056	176	176	(0)	1,056	(0)	(89)
Non NHS Providers	1,386	231	231	0	1,386	(0)	71
CAMHS Grant (HoB only)	633	106	106	0	633	0	0
Commissioned Learning Disability Services	0	0	0	0	0	0	0
Learning Disability Service (pooled budget)	10,016	1,669	1,669	0	10,016	0	746
Coventry and Warwickshire Partnership	511	85	85	(0)	511	0	559
Other PCTs/ Trusts	0	0	0	0	0	0	127
Non NHS Providers	432	72	72	0	432	0	(247)
<b>Total Mental Health and LD Services</b>	<b>58,415</b>	<b>9,736</b>	<b>9,736</b>	<b>(0)</b>	<b>58,415</b>	<b>0</b>	<b>922</b>
<u>Commissioned Primary Care</u>							
Global Sum - GMS	20,501	3,417	3,454	(37)	20,501	0	(123)
PMS	7,218	1,203	1,201	2	7,218	0	(50)
QOF	8,488	1,415	1,415	(0)	8,488	0	(563)
GP Other	12,530	2,088	2,116	(27)	12,530	0	263
Enhanced Services	5,261	877	875	2	5,261	0	(71)
Dental Contractors	15,320	2,553	2,553	(0)	15,320	0	116
Pharmacy Contractors	10,967	1,828	1,828	0	10,967	0	(241)
Ophthalmic Contractors	3,283	547	547	0	3,283	0	(139)
Other (Commissioned Services)	0	0	0	0	0	0	0
<b>Total Primary Care Services</b>	<b>83,568</b>	<b>13,928</b>	<b>13,989</b>	<b>(61)</b>	<b>83,568</b>	<b>0</b>	<b>(809)</b>
<b>Prescribing</b>	<b>56,802</b>	<b>9,467</b>	<b>9,467</b>	<b>0</b>	<b>56,802</b>	<b>0</b>	<b>(215)</b>
<u>Corporate Budgets</u>							
Management Budgets	13,587	2,264	2,577	(312)	15,539	(1,952)	910
CCG Mgmt Allowance	2,040	340	103	237	2,040	0	123
<b>Total Corporate Budgets</b>	<b>15,627</b>	<b>2,605</b>	<b>2,680</b>	<b>(76)</b>	<b>17,579</b>	<b>(1,952)</b>	<b>1,034</b>
<u>Reserves</u>							
Contingency: Contract Risk	6,662	1,110	0	1,110	6,662	0	(0)
2% Non Recurrent reserve	8,767	1,461	1,581	(120)	9,485	(718)	0
Other Reserves	(4,927)	(821)	(804)	(17)	(4,903)	(24)	5,451
Unidentified QIPP	(4,415)	(736)	0	(736)	0	(4,415)	(520)
	0	0	0	0	0	0	0
<b>Total Reserves</b>	<b>6,087</b>	<b>1,014</b>	<b>777</b>	<b>237</b>	<b>11,244</b>	<b>(5,157)</b>	<b>4,931</b>
Public Health - Commissioning	0	0	0	0	0	0	0
Public Health - Admin	0	0	0	0	0	0	0
<b>Provider Arm Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>662,198</b>	<b>110,249</b>	<b>110,311</b>	<b>(63)</b>	<b>669,308</b>	<b>(7,110)</b>	<b>(268)</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>1,000</b>	<b>167</b>	<b>104</b>	<b>(63)</b>	<b>(6,110)</b>	<b>(7,110)</b>	<b>(268)</b>

**Provider Activity and Cost (Clusterwide)**

**Appendix 2**

**1. University Hospitals Birmingham NHS FT**

Activity	YTD (M1) Plan	YTD (M1) Actual	YTD (M1) Variance	Full Year Plan	Full Year Forecast	Full year Variance
A&E	5,802	6,272	(470)	76,347	76,347	0
Elective	2,200	2,319	(119)	28,944	28,944	0
Emergency	1,958	2,061	(103)	25,764	25,764	0
Outpatients (New)	5,875	6,201	(326)	77,302	77,302	0
Outpatients (Review)	21,875	22,470	(595)	287,834	287,834	0
Other / Public health	0	0	0	0	0	0
<b>Total</b>	<b>37,711</b>	<b>39,323</b>	<b>(1,612)</b>	<b>496,192</b>	<b>496,192</b>	<b>0</b>

Cost	YTD (M1) Plan £000	YTD (M1) Actual £000	YTD (M1) Variance £000	Full Year Plan £000	Full Year Forecast £000	Full year Variance £000
A&E	542	620	(78)	7,132	7,132	0
Elective	2,376	2,404	(28)	31,265	31,265	0
Emergency	3,951	4,464	(513)	51,987	51,987	0
Outpatients (New)	977	1,077	(99)	12,861	12,861	0
Outpatients (Review)	1,850	2,103	(253)	24,340	24,340	0
Other	3,557	3,154	403	46,802	46,802	0
Adjustments / P Health	84	84	0	1,111	1,111	0
<b>Total</b>	<b>13,338</b>	<b>13,905</b>	<b>(568)</b>	<b>175,497</b>	<b>175,497</b>	<b>0</b>

**2. Heart of England NHS FT**

Activity	YTD (M1) Plan	YTD (M1) Actual	YTD (M1) Variance	Full Year Plan	Full Year Forecast	Full year Variance
A&E	17,778	16,939	839	207,199	197,424	9,775
Elective	5,264	5,048	216	68,170	64,921	3,249
Emergency	8,584	8,737	(153)	103,815	106,405	(2,590)
Outpatients (New)	16,386	15,005	1,381	216,051	195,888	20,163
Outpatients (Review)	39,977	41,663	(1,686)	526,807	543,903	(17,096)
Other - Public health	0	0	0	0	0	0
<b>Total</b>	<b>87,989</b>	<b>87,392</b>	<b>597</b>	<b>1,122,042</b>	<b>1,108,541</b>	<b>13,501</b>

Cost	YTD (M1) Plan £000	YTD (M1) Actual £000	YTD (M1) Variance £000	Full Year Plan £000	Full Year Forecast £000	Full year Variance £000
A&E	1,605	1,563	42	18,706	18,219	488
Elective	5,267	5,240	27	68,019	67,391	628
Emergency	12,026	12,073	(47)	146,766	147,055	(289)
Outpatients (New)	2,574	2,496	77	34,114	32,756	1,358
Outpatients (Review)	3,323	3,427	(105)	43,943	44,922	(979)
Other	3,954	4,044	(90)	49,087	53,054	(3,967)
Adjustments - P Health	268	268	0	3,218	3,218	0
Adjustment Risk Share	0	(95)	(1)	0	(2,760)	2,760
<b>Total</b>	<b>29,017</b>	<b>29,018</b>	<b>(96)</b>	<b>363,853</b>	<b>363,854</b>	<b>(1)</b>

**3. Sandwell and West Birmingham Hospitals NHS Trust**

Activity	YTD (M1) Plan	YTD (M1) Actual	YTD (M1) Variance	Full Year Plan	Full Year Forecast	Full year Variance
A&E	8,776	8,106	670	102,758	94,917	7,841
Elective	1,788	1,879	(91)	21,875	23,041	(1,166)
Emergency	3,143	2,832	311	25,082	22,605	2,478
Outpatients (New)	5,427	5,855	(428)	72,517	78,234	(5,717)
Outpatients (Review)	14,313	13,102	1,211	181,850	166,468	15,381
Other / Public health	0	0	0	0	0	0
<b>Total</b>	<b>33,447</b>	<b>31,774</b>	<b>1,673</b>	<b>404,082</b>	<b>385,265</b>	<b>18,817</b>

Cost	YTD (M1) Plan £000	YTD (M1) Actual £000	YTD (M1) Variance £000	Full Year Plan £000	Full Year Forecast £000	Full year Variance £000
A&E	827	774	53	9,686	9,066	620
Elective	1,685	1,668	17	22,349	22,126	222
Emergency	3,207	3,122	85	39,198	38,160	1,038
Outpatients (New)	936	993	(57)	12,516	13,282	(765)
Outpatients (Review)	1,558	1,457	101	19,614	18,339	1,275
Other	2,666	2,865	(199)	32,129	34,519	(2,390)
Adjustments - P Health	0	0	0	0	0	0
<b>Total</b>	<b>10,879</b>	<b>10,879</b>	<b>0</b>	<b>135,492</b>	<b>135,492</b>	<b>0</b>

#### 4. Birmingham Children's Hospital NHS FT

Activity	YTD (M1) Plan	YTD (M1) Actual	YTD (M1) Variance	Full Year Plan	Full Year Forecast	Full year Variance
A&E	3,340	3,340	0	40,074	40,074	0
Elective	521	521	0	6,249	6,249	0
Emergency	811	811	0	9,722	9,722	0
Outpatients (New)	1,674	1,674	0	20,087	20,087	0
Outpatients (Review)	2,385	2,385	0	28,621	28,621	0
Other / Public health	0	0	0	0	0	0
<b>Total</b>	<b>8,730</b>	<b>8,730</b>	<b>0</b>	<b>104,753</b>	<b>104,753</b>	<b>0</b>

Cost	YTD (M1) Plan £000	YTD (M1) Actual £000	YTD (M1) Variance £000	Full Year Plan £000	Full Year Forecast £000	Full year Variance £000
A&E	317	317	0	3,805	3,805	0
Elective	732	732	0	8,781	8,781	0
Emergency	950	950	0	11,403	11,403	0
Outpatients (New)	272	272	0	3,266	3,266	0
Outpatients (Review)	258	258	0	3,096	3,096	0
Other	1,418	1,418	0	17,014	17,014	0
Adjustments - P Health	0	0	0	0	0	0
<b>Total</b>	<b>3,947</b>	<b>3,947</b>	<b>0</b>	<b>47,364</b>	<b>47,364</b>	<b>0</b>

#### 5. Birmingham Women's Hospital NHS FT

Activity	YTD (M1) Plan	YTD (M1) Actual	YTD (M1) Variance	Full Year Plan	Full Year Forecast	Full year Variance
A&E	0	0	0	0	0	0
Elective	173	173	0	2,455	2,455	0
Emergency	867	867	0	10,560	10,560	0
Outpatients (New)	3,845	3,845	0	54,784	54,784	0
Outpatients (Review)	3,172	3,172	0	45,152	45,152	0
Other / Public health	0	0	0	0	0	0
<b>Total</b>	<b>8,057</b>	<b>8,057</b>	<b>0</b>	<b>112,951</b>	<b>112,951</b>	<b>0</b>

Cost	YTD (M1) Plan £000	YTD (M1) Actual £000	YTD (M1) Variance £000	Full Year Plan £000	Full Year Forecast £000	Full year Variance £000
A&E	0	0	0	0	0	0
Elective	218	218	0	3,099	3,099	0
Emergency	1,442	1,442	0	17,548	17,548	0
Outpatients (New)	361	361	0	5,133	5,133	0
Outpatients (Review)	414	414	0	5,889	5,889	0
Other	483	483	0	6,062	6,062	0
Adjustments - P Health	65	65	0	798	798	0
<b>Total</b>	<b>2,983</b>	<b>2,983</b>	<b>0</b>	<b>38,531</b>	<b>38,531</b>	<b>0</b>

#### 6. Royal Orthopaedic Hospital NHS FT

Activity	YTD (M1) Plan	YTD (M1) Actual	YTD (M1) Variance	Full Year Plan	Full Year Forecast	Full year Variance
A&E	0	0	0	0	0	0
Elective	556	556	0	6,678	6,678	0
Emergency	13	13	0	162	162	0
Outpatients (New)	2,468	2,468	0	29,621	29,621	0
Outpatients (Review)	865	865	0	10,383	10,383	0
Other / Public health	0	0	0	0	0	0
<b>Total</b>	<b>3,904</b>	<b>3,904</b>	<b>0</b>	<b>46,843</b>	<b>46,843</b>	<b>0</b>

Cost	YTD (M1) Plan £000	YTD (M1) Actual £000	YTD (M1) Variance £000	Full Year Plan £000	Full Year Forecast £000	Full year Variance £000
A&E	0	0	0	0	0	0
Elective	1,522	1,522	0	18,270	18,270	0
Emergency	64	64	0	768	768	0
Outpatients (New)	277	277	0	3,321	3,321	0
Outpatients (Review)	136	136	0	1,634	1,634	0
Other	316	316	0	3,788	3,788	0
Adjustments - P Health	0	0	0	0	0	0
<b>Total</b>	<b>2,315</b>	<b>2,315</b>	<b>0</b>	<b>27,781</b>	<b>27,781</b>	<b>0</b>

	Annual Budget	YTD	Actual	Year to Date Variance	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>					
Revenue resource limit	980,250	162,119	162,119	0	0
<b>Total Revenue Resource Limit</b>	<b>980,250</b>	<b>162,119</b>	<b>162,119</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>					
<u>Acute Services</u>					
University Hospitals Birmingham NHS FT	86,866	14,478	14,698	(220)	0
Birmingham Womens Hospital NHS FT	17,614	2,936	2,936	(0)	0
Birmingham Childrens Hospital NHS FT	21,110	3,518	3,518	(0)	0
Royal Orthopaedic Hospital NHS FT	13,674	2,279	2,279	0	0
Heart of England NHS FT	169,883	28,314	28,314	(0)	1
Sandwell and West Birmingham NHS Trust	28,974	4,829	4,829	(0)	0
West Midlands Ambulance Services NHS Trust	16,138	2,690	2,690	0	0
Worcester Acute Hospitals NHS Trust	983	164	164	0	0
Dudley Group of Hospitals NHS FT	812	135	135	0	0
Royal Wolverhampton Hospitals NHS Trust	247	41	41	0	0
Univ Hospitals Coventry & Warks NHS Trust	1,030	172	172	0	0
Walsall Hospitals NHS Trust	1,303	217	217	0	0
Bham Dental Hospital	2,871	479	479	0	0
Other Acute Providers	2,648	441	441	0	0
Non Contracted Activity	4,835	806	811	(5)	0
Non NHS Providers	5,820	970	962	8	(1)
<b>Total Acute Services</b>	<b>374,808</b>	<b>62,468</b>	<b>62,685</b>	<b>(218)</b>	<b>(0)</b>
<u>Commissioned Specialised Services</u>					
Specialised Services	120,141	18,983	18,983	0	0
<b>Total Specialised Services</b>	<b>120,141</b>	<b>18,983</b>	<b>18,983</b>	<b>0</b>	<b>0</b>
<u>Commissioned Community Services</u>					
Birmingham Community Healthcare NHS Trust	72,202	12,034	12,034	(0)	0
Personal Dental Services - Community	0	0	0	0	0
Health Visitors (additional funding)	0	0	0	0	0
Winter Pressures	0	0	0	0	0
Heart of England NHS FT	3,531	589	563	26	0
University Hospitals Birmingham NHS FT	2,978	496	481	16	0
Services from other PCTs	2,679	446	441	5	0
Services from other Acute Providers	1,763	294	262	32	0
Prison Healthcare	0	0	0	0	0
Non NHS Providers	10,483	1,747	1,649	98	0
Complex Packages of Care	46,144	7,691	7,691	(0)	0
Free Nursing Care	5,957	993	993	0	0
Reablement	8,448	1,408	1,408	0	0
Social Care Funding	0	0	0	0	0
Carers Support	0	0	0	0	0
Drug and Alcohol Action Team	5,118	853	848	5	0
Other (LDP Projects & Disinvestments)	2,109	351	343	8	(1)
<b>Total Community Services</b>	<b>161,411</b>	<b>26,902</b>	<b>26,713</b>	<b>189</b>	<b>(1)</b>
<u>Commissioned Mental Health Services</u>					
Birmingham & Solihull Mental Health NHS FT	58,425	9,696	9,696	0	0
Other Mental Health Trusts/PCTs	1,172	195	195	0	0
Non NHS Providers	1,964	327	327	0	0
CAMHS Grant (HoB Only)	975	246	246	0	0
<u>Commissioned Learning Disability Services</u>					
Learning Disability Service (pooled budget)	14,355	2,393	2,393	0	0
Coventry and Warwickshire Partnership NHS Trust	732	122	122	0	0
Other PCTs/NHS Trusts	0	0	0	0	0
Non NHS Providers	619	103	103	0	0
<b>Total Mental Health and LD Services</b>	<b>78,243</b>	<b>13,082</b>	<b>13,082</b>	<b>0</b>	<b>0</b>
<u>Commissioned Primary Care</u>					
Global Sum - GMS	28,792	4,799	4,820	(22)	0
PMS	12,965	2,161	2,165	(4)	34
QOF	11,929	1,988	1,988	0	0
GP Other	15,231	2,539	2,579	(41)	(34)
Enhanced Services	7,256	1,209	1,186	23	0
Dental Contractors	20,966	3,494	3,493	1	0
Pharmacy Contractors	17,303	2,884	2,884	(1)	0
Ophthalmic Contractors	6,042	1,007	1,004	3	0
<b>Total Primary Care Services</b>	<b>120,484</b>	<b>20,081</b>	<b>20,121</b>	<b>(40)</b>	<b>(0)</b>
<b>Prescribing</b>	<b>88,553</b>	<b>14,759</b>	<b>14,759</b>	<b>0</b>	<b>0</b>
<u>Corporate Budgets</u>					
Management Budgets	23,125	3,711	4,383	(672)	(3,589)
Capital Charges	0	0	0	0	0
Other	2,960	494	95	399	0
<b>Total Corporate Budgets</b>	<b>26,086</b>	<b>4,204</b>	<b>4,478</b>	<b>(274)</b>	<b>(3,589)</b>
<u>Reserves</u>					
Contingency: Contract Risk	9,776	1,629	0	1,629	0
Other Reserves	(888)	(263)	1,024	(1,287)	(7,133)
<b>Total Reserves</b>	<b>8,888</b>	<b>1,367</b>	<b>1,024</b>	<b>343</b>	<b>(7,133)</b>
<b>Total Expenditure</b>	<b>978,612</b>	<b>161,846</b>	<b>161,845</b>	<b>0</b>	<b>(10,723)</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>1,638</b>	<b>274</b>	<b>274</b>	<b>0</b>	<b>(10,723)</b>
<b>NOT ALLOCATED TO CCG POST 2013 - memorandum</b>					
Public Health - estimated	(37,856)	(6,309)	(6,309)	0	0
Spec serv/Primary care	(240,624)	(40,104)	(40,104)	0	0
Prison/dental	(5,283)	(881)	(881)	0	0
Corporate	(11,733)	(1,955)	(1,955)	0	0
Reserves	(3,246)	(541)	(541)	0	0
	<b>679,870</b>	<b>(49,517)</b>	<b>(49,516)</b>	<b>0</b>	<b>(10,723)</b>

	Annual Budget	YTD	Actual	Year to Date Variance	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>					
Revenue resource limit	421,001	69,971	69,971	0	0
<b>Total Revenue Resource Limit</b>	<b>421,001</b>	<b>69,971</b>	<b>69,971</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>					
<u>Acute Services</u>					
University Hospitals Birmingham NHS FT	64,281	10,713	10,916	(202)	0
Birmingham Womens Hospital NHS FT	16,277	2,713	2,713	(0)	0
Birmingham Childrens Hospital NHS FT	12,920	2,153	2,154	(0)	0
Royal Orthopaedic Hospital NHS FT	8,337	1,390	1,390	0	0
Heart of England NHS FT	15,149	2,525	2,525	0	1
Sandwell and West Birmingham NHS Trust	17,196	2,866	2,866	(0)	0
West Midlands Ambulance Services NHS Trust	7,188	1,198	1,198	0	0
Worcester Acute Hospitals NHS Trust	2,601	433	433	0	0
Dudley Group of Hospitals NHS FT	255	43	43	0	0
Royal Wolverhampton Hospitals NHS Trust	85	14	14	0	0
Univ Hospitals Coventry & Warks NHS Trust	125	21	21	0	0
Walsall Hospitals NHS Trust	221	37	37	0	0
Bham Dental Hospital	1,187	198	198	0	0
Other Acute Providers	97	16	16	0	0
Non Contracted Activity	2,262	377	380	(3)	0
Non NHS Providers	2,838	473	470	3	(0)
<b>Total Acute Services</b>	<b>151,020</b>	<b>25,170</b>	<b>25,372</b>	<b>(202)</b>	<b>0</b>
<u>Commissioned Specialised Services</u>					
Specialised Services	55,000	9,223	9,223	0	0
<b>Total Specialised Services</b>	<b>55,000</b>	<b>9,223</b>	<b>9,223</b>	<b>0</b>	<b>0</b>
<u>Commissioned Community Services</u>					
Birmingham Community Healthcare NHS Trust	32,674	5,446	5,446	(0)	0
Heart of England NHS FT	1,062	177	177	0	0
University Hospitals Birmingham NHS FT	1,833	306	301	5	0
Services from other PCTs	1,215	202	202	0	0
Services from other Acute Providers	2,747	458	458	0	0
Prison Healthcare	0	0	0	0	0
Non NHS Providers	2,038	340	270	70	0
Complex Packages of Care	16,209	2,702	2,702	(0)	0
Free Nursing Care	2,301	384	384	0	0
Reablement	3,619	603	603	0	0
Social Care Funding	0	0	0	0	0
Carers Support	0	0	0	0	0
Drug and Alcohol Action Team	6,023	1,004	991	13	0
Other (LDP Projects & Disinvestments)	1,687	281	309	(28)	(0)
<b>Total Community Services</b>	<b>71,408</b>	<b>11,901</b>	<b>11,841</b>	<b>60</b>	<b>(0)</b>
<u>Commissioned Mental Health Services</u>					
Birmingham & Solihull Mental Health NHS FT	27,335	4,598	4,598	0	0
Other Mental Health Trusts/PCTs	736	123	123	0	0
Non NHS Providers	1,191	199	199	(0)	0
CAMHS Grant (HoB Only)	501	77	77	0	0
	0	0	0	0	0
	0	0	0	0	0
<u>Commissioned Learning Disability Services</u>					
Learning Disability Service (pooled budget)	6,287	1,048	1,048	0	0
Coventry and Warwickshire Partnership NHS Trust	321	53	53	0	0
Other PCTs/NHS Trusts	0	0	0	0	0
Non NHS Providers	271	45	45	0	0
<b>Total Mental Health and LD Services</b>	<b>36,641</b>	<b>6,143</b>	<b>6,143</b>	<b>(0)</b>	<b>0</b>
<u>Commissioned Primary Care</u>					
Global Sum - GMS	10,281	1,714	1,730	(16)	0
PMS	8,493	1,415	1,415	0	0
QOF	5,040	840	840	0	0
GP Other	7,329	1,222	1,247	(25)	0
Enhanced Services	2,861	477	479	(2)	0
Dental Contractors	9,732	1,622	1,619	3	0
Pharmacy Contractors	7,297	1,216	1,218	(2)	0
Ophthalmic Contractors	2,897	483	483	0	0
	0	0	0	0	0
<b>Total Primary Care Services</b>	<b>53,929</b>	<b>8,988</b>	<b>9,029</b>	<b>(41)</b>	<b>0</b>
<b>Prescribing</b>	<b>34,698</b>	<b>5,783</b>	<b>5,783</b>	<b>0</b>	<b>0</b>
<u>Corporate Budgets</u>					
Management Budgets	13,110	1,789	1,918	(128)	(1,204)
Other	1,274	212	55	158	0
<b>Total Corporate Budgets</b>	<b>14,384</b>	<b>2,002</b>	<b>1,972</b>	<b>29</b>	<b>(1,204)</b>
<u>Reserves</u>					
Contingency: Contract Risk	4,295	716	0	716	0
Other Reserves	(1,078)	(72)	490	(562)	(2,504)
<b>Total Reserves</b>	<b>3,217</b>	<b>644</b>	<b>490</b>	<b>154</b>	<b>(2,504)</b>
<b>Total Expenditure</b>	<b>420,296</b>	<b>69,854</b>	<b>69,854</b>	<b>(0)</b>	<b>(3,709)</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>705</b>	<b>117</b>	<b>117</b>	<b>(0)</b>	<b>(3,709)</b>
<b>NOT ALLOCATED TO CCG POST 2013 - memorandum (est)</b>					
Public Health	(19,576)	(3,263)	(3,263)	0	0
Spec serv/Primary care	(108,929)	(18,155)	(18,155)	0	0
Prison/dental	(4,315)	(719)	(719)	0	0
Corporate	(7,382)	(1,230)	(1,230)	0	0
Reserves	(2,040)	(340)	(340)	0	0
Expenditure	278,054	(23,590)	(23,590)	(0)	(3,709)

	Annual Budget	YTD	Actual	Year to Date Variance	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>					
Revenue resource limit	377,295	62,610	62,610	0	0
<b>Total Revenue Resource Limit</b>	<b>377,295</b>	<b>62,610</b>	<b>62,610</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>					
<u>Acute Services</u>					
University Hospitals Birmingham NHS FT	9,099	1,517	1,609	(92)	0
Birmingham Womens Hospital NHS FT	907	151	151	0	0
Birmingham Childrens Hospital NHS FT	2,627	438	438	0	0
Royal Orthopaedic Hospital NHS FT	1,897	316	316	0	0
Heart of England NHS FT	112,204	18,701	18,701	(0)	0
Sandwell and West Birmingham NHS Trust	3,174	529	529	0	0
West Midlands Ambulance Services NHS Trust	5,967	995	995	0	0
Worcester Acute Hospitals NHS Trust	828	138	138	0	0
Dudley Group of Hospitals NHS FT	141	23	23	0	0
Royal Wolverhampton Hospitals NHS Trust	0	0	0	0	0
Univ Hospitals Coventry & Works NHS Trust	3,396	566	566	0	0
Walsall Hospitals NHS Trust	136	23	23	0	0
Bham Dental Hospital	785	131	131	0	0
Other Acute Providers	3,126	521	521	0	0
Non Contracted Activity	2,330	388	388	0	0
Non NHS Providers	4,920	820	820	0	0
<b>Total Acute Services</b>	<b>151,537</b>	<b>25,256</b>	<b>25,348</b>	<b>(92)</b>	<b>0</b>
<u>Commissioned Specialised Services</u>					
Specialised Services	37,489	6,044	6,044	0	0
<b>Total Specialised Services</b>	<b>37,489</b>	<b>6,044</b>	<b>6,044</b>	<b>0</b>	<b>0</b>
<u>Commissioned Community Services</u>					
Birmingham Community Healthcare NHS Trust	2,659	443	443	0	0
Heart of England NHS FT	28,061	4,677	4,677	(0)	0
University Hospitals Birmingham NHS FT	264	43	45	(2)	0
Services from other PCTs	521	37	38	(1)	0
Services from other Acute Providers	13	51	50	1	0
Non NHS Providers	3,895	649	649	0	0
Complex Packages of Care	17,617	2,936	2,936	0	0
Free Nursing Care	1,520	253	253	0	0
Reablement	3,188	531	531	0	0
Drug and Alcohol Action Team	1,601	267	281	(14)	0
Other (LDP Projects & Disinvestments)	374	62	62	0	0
<b>Total Community Services</b>	<b>59,713</b>	<b>9,952</b>	<b>9,967</b>	<b>(15)</b>	<b>0</b>
<u>Commissioned Mental Health Services</u>					
Birmingham & Solihull Mental Health NHS FT	14,569	2,428	2,428	0	0
Other Mental Health Trusts/PCTs	246	41	41	0	0
Non NHS Providers	4,815	803	803	0	0
CAMHS Grant (HoB Only)	21	7	7	0	0
<u>Commissioned Learning Disability Services</u>	0	0	0	0	0
Learning Disability Service (pooled budget)	312	52	52	0	0
Coventry and Warwickshire Partnership NHS Trust	6,832	1,139	1,139	0	0
Other PCTs/NHS Trusts	0	0	0	0	0
Non NHS Providers	2,991	499	499	0	0
<b>Total Mental Health and LD Services</b>	<b>29,787</b>	<b>4,968</b>	<b>4,968</b>	<b>0</b>	<b>0</b>
<u>Commissioned Primary Care</u>					
Global Sum - GMS	8,868	1,478	1,476	2	0
PMS	8,361	1,394	1,392	2	1
QOF	5,107	851	852	(1)	0
GP Other	6,175	944	946	(2)	(1)
Enhanced Services	4,047	675	675	(0)	0
Dental Contractors	6,894	1,149	1,149	0	0
Pharmacy Contractors	7,659	1,277	1,277	0	0
Ophthalmic Contractors	2,651	442	442	0	0
<b>Total Primary Care Services</b>	<b>49,764</b>	<b>8,209</b>	<b>8,208</b>	<b>1</b>	<b>(0)</b>
<b>Prescribing</b>	<b>36,949</b>	<b>6,158</b>	<b>6,158</b>	<b>0</b>	<b>0</b>
<u>Corporate Budgets</u>					
Management Budgets	9,737	1,623	1,743	(120)	(397)
Other	1,221	204	91	112	0
<b>Total Corporate Budgets</b>	<b>10,959</b>	<b>1,826</b>	<b>1,834</b>	<b>(8)</b>	<b>(397)</b>
<u>Reserves</u>					
Contingency: Contract Risk	3,569	595	0	595	0
Other Reserves	(3,102)	(503)	(126)	(377)	(2,521)
<b>Total Reserves</b>	<b>467</b>	<b>92</b>	<b>(126)</b>	<b>218</b>	<b>(2,521)</b>
<b>Total Expenditure</b>	<b>376,665</b>	<b>62,505</b>	<b>62,401</b>	<b>104</b>	<b>(2,918)</b>
<b>Total Under/(Over) v RRL</b>	<b>630</b>	<b>105</b>	<b>209</b>	<b>104</b>	<b>(2,918)</b>
<b>NOT ALLOCATED TO CCG POST 2013 - memorandum (est)</b>					
Public Health	(15,834)	(2,639)	(2,639)	0	0
Spec serv/Primary care	(87,253)	(14,253)	(14,252)	(1)	0
Prison/dental	(815)	(131)	(131)	0	0
Corporate	(4,447)	(741)	(741)	0	0
Reserves	(249)	(42)	(42)	0	0
CCG Expenditure Est	268,066	44,700	44,597	103	(2,918)

	Annual Budget	YTD	Actual	Year to Date Variance	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>					
Revenue resource limit	225,538	37,290	37,290	0	0
<b>Total Revenue Resource Limit</b>	<b>225,538</b>	<b>37,290</b>	<b>37,290</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>					
<u>Acute Services</u>					
University Hospitals Birmingham NHS FT	5,107	851	869	(18)	0
Birmingham Womens Hospital NHS FT	515	86	86	0	0
Birmingham Childrens Hospital NHS FT	2,148	358	358	0	0
Royal Orthopaedic Hospital NHS FT	2,367	395	395	0	0
Heart of England NHS FT	65,485	10,914	10,914	(0)	0
Sandwell and West Birmingham NHS Trust	4,616	769	769	0	0
West Midlands Ambulance Services NHS Trust	3,712	619	619	0	0
Worcester Acute Hospitals NHS Trust	52	9	9	0	0
Dudley Group of Hospitals NHS FT	37	6	6	0	0
Royal Wolverhampton Hospitals NHS Trust	107	18	18	0	0
Univ Hospitals Coventry & Warks NHS Trust	384	64	64	0	0
Walsall Hospitals NHS Trust	303	50	50	0	0
Bham Dental Hospital	717	119	119	0	0
Other Acute Providers	1,083	181	181	0	0
Non Contracted Activity	1,421	237	237	0	0
Non NHS Providers	1,074	179	179	0	0
<b>Total Acute Services</b>	<b>89,128</b>	<b>14,855</b>	<b>14,873</b>	<b>(18)</b>	<b>0</b>
<u>Commissioned Specialised Services</u>					
Specialised Services	26,262	4,018	4,018	0	0
<b>Total Specialised Services</b>	<b>26,262</b>	<b>4,018</b>	<b>4,018</b>	<b>0</b>	<b>0</b>
<u>Commissioned Community Services</u>					
Birmingham Community Healthcare NHS Trust	15,690	2,615	2,615	0	0
Heart of England NHS FT	1,067	178	167	11	0
University Hospitals Birmingham NHS FT	523	88	84	4	0
Services from other PCTs	495	82	80	2	0
Services from other Acute Providers	134	22	9	13	0
Prison Healthcare	0	0	0	0	0
Non NHS Providers	3,347	558	558	(0)	0
Complex Packages of Care	11,831	1,972	1,972	(0)	0
Free Nursing Care	1,316	219	219	0	0
Reablement	1,939	323	323	0	0
Drug and Alcohol Action Team	737	123	123	0	0
Other (LDP Projects & Disinvestments)	242	40	40	0	0
<b>Total Community Services</b>	<b>37,323</b>	<b>6,220</b>	<b>6,190</b>	<b>30</b>	<b>0</b>
<u>Commissioned Mental Health Services</u>					
Birmingham & Solihull Mental Health NHS FT	12,004	2,001	2,001	0	0
Other Mental Health Trusts/PCTs	185	31	31	0	0
Non NHS Providers	385	64	64	0	0
CAMHS Grant (HoB Only)	215	72	72	0	0
Commissioned Learning Disability Services	0	0	0	0	0
Learning Disability Service (pooled budget)	3,208	535	535	0	0
Coventry and Warwickshire Partnership NHS Trust	164	27	27	0	0
Non NHS Providers	138	23	23	0	0
<b>Total Mental Health and LD Services</b>	<b>16,299</b>	<b>2,752</b>	<b>2,752</b>	<b>0</b>	<b>0</b>
<u>Commissioned Primary Care</u>					
Global Sum - GMS	6,725	1,121	1,121	0	0
PMS	2,781	463	466	(2)	14
QOF	2,666	444	444	0	0
GP Other	2,966	495	503	(8)	(14)
Enhanced Services	1,636	272	263	9	0
Dental Contractors	4,478	746	746	0	0
Pharmacy Contractors	4,106	684	684	0	0
Ophthalmic Contractors	1,476	246	245	1	0
<b>Total Primary Care Services</b>	<b>26,832</b>	<b>4,472</b>	<b>4,472</b>	<b>(0)</b>	<b>0</b>
<b>Prescribing</b>	<b>21,687</b>	<b>3,614</b>	<b>3,614</b>	<b>0</b>	<b>0</b>
<u>Corporate Budgets</u>					
Management Budgets	5,322	887	1,097	(210)	(985)
Other	687	115	13	102	0
<b>Total Corporate Budgets</b>	<b>6,009</b>	<b>1,002</b>	<b>1,110</b>	<b>(108)</b>	<b>(985)</b>
<u>Reserves</u>					
Contingency: Contract Risk	2,230	372	0	372	0
Other Reserves	(608)	(82)	193	(275)	(1,600)
<b>Total Reserves</b>	<b>1,622</b>	<b>290</b>	<b>193</b>	<b>96</b>	<b>(1,600)</b>
<b>Total Expenditure</b>	<b>225,162</b>	<b>37,223</b>	<b>37,223</b>	<b>0</b>	<b>(2,585)</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>376</b>	<b>67</b>	<b>67</b>	<b>0</b>	<b>(2,585)</b>
<b>NOT ALLOCATED TO CCG POST 2013 - memorandum (est)</b>					
Public Health	(8,422)	(1,404)	(1,404)	0	0
Spec serv/Primary care	(53,094)	(8,849)	(8,849)	0	0
Prison/dental	(1,029)	(172)	(172)	0	0
Corporate	(2,283)	(380)	(380)	0	0
Reserves	(467)	(78)	(78)	0	0
Expenditure	159,867	(10,816)	(10,816)	0	(2,585)

	Annual Budget	YTD	Actual	Year to Date Variance	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000
<b>SOURCES</b>					
Revenue resource limit	388,948	63,755	63,755	0	0
		0	0	0	0
<b>Total Revenue Resource Limit</b>	<b>388,948</b>	<b>63,755</b>	<b>63,755</b>	<b>0</b>	<b>0</b>
<b>APPLICATIONS</b>					
<b>Acute Services</b>					
University Hospitals Birmingham NHS FT	10,144	1,691	1,727	(36)	0
Birmingham Womens Hospital NHS FT	3,217	536	536	0	0
Birmingham Childrens Hospital NHS FT	8,560	1,427	1,427	0	0
Royal Orthopaedic Hospital NHS FT	1,505	251	251	0	0
Heart of England NHS FT	7,133	1,189	1,189	0	1
Sandwell and West Birmingham NHS Trust	81,986	13,665	13,665	(0)	0
West Midlands Ambulance Services NHS Trust	7,292	1,215	1,215	0	0
Worcester Acute Hospitals NHS Trust	100	17	17	0	0
Dudley Group of Hospitals NHS FT	228	38	38	0	0
Royal Wolverhampton Hospitals NHS Trust	116	19	19	0	0
Univ Hospitals Coventry & Warks NHS Trust	238	40	40	0	0
Walsall Hospitals NHS Trust	639	106	106	0	0
Bham Dental Hospital	1,317	220	220	0	0
Other Acute Providers	256	43	43	0	0
Non Contracted Activity	1,713	285	285	0	0
Non NHS Providers	1,863	310	310	0	0
<b>Total Acute Services</b>	<b>126,308</b>	<b>21,052</b>	<b>21,088</b>	<b>(36)</b>	<b>1</b>
<b>Commissioned Specialised Services</b>					
Specialised Services	55,131	9,165	9,165	0	0
<b>Total Specialised Services</b>	<b>55,131</b>	<b>9,165</b>	<b>9,165</b>	<b>0</b>	<b>0</b>
<b>Commissioned Community Services</b>					
Birmingham Community Healthcare NHS Trust	28,751	4,792	4,792	(0)	0
Personal Dental Services - Community	0	0	0	0	0
Health Visitors (additional funding)	0	0	0	0	0
Heart of England NHS FT	1,346	224	222	2	0
University Hospitals Birmingham NHS FT	2,159	360	358	2	0
Services from other PCTs	536	89	89	0	0
Services from other Acute Providers	6,157	1,026	1,026	0	0
Prison Healthcare	0	0	0	0	0
Non NHS Providers	1,102	184	184	0	0
Complex Packages of Care	12,798	2,133	2,133	(0)	0
Free Nursing Care	1,088	181	181	0	0
Reablement	3,271	545	545	0	0
Social Care Funding	0	0	0	0	0
Carers Support	0	0	0	0	0
Drug and Alcohol Action Team	13,035	2,172	2,138	34	0
Other (LDP Projects & Disinvestments)	2,129	355	479	(124)	0
				0	
<b>Total Community Services</b>	<b>72,371</b>	<b>12,062</b>	<b>12,148</b>	<b>(86)</b>	<b>0</b>
<b>Commissioned Mental Health Services</b>					
Birmingham & Solihull Mental Health NHS FT	23,724	3,954	3,954	0	0
Other Mental Health Trusts/PCTs	773	129	129	0	0
Non NHS Providers	1,605	267	268	(1)	0
CAMHS Grant (HoB Only)	622	87	87	0	0
	0	0	0	0	0
	0	0	0	0	0
<b>Commissioned Learning Disability Services</b>					
Learning Disability Service (pooled budget)	5,514	919	919	0	0
Coventry and Warwickshire Partnership NHS Trust	281	47	47	0	0
Other PCTs/NHS Trusts	0	0	0	0	0
Non NHS Providers	238	40	40	0	0
				0	
<b>Total Mental Health and LD Services</b>	<b>32,756</b>	<b>5,442</b>	<b>5,443</b>	<b>(1)</b>	<b>0</b>
<b>Commissioned Primary Care</b>					
Global Sum - GMS	4,497	749	751	(2)	0
PMS	14,375	2,396	2,396	0	0
QOF	3,917	653	653	0	0
GP Other	5,493	916	951	(35)	0
Enhanced Services	1,738	290	297	(7)	0
Dental Contractors	8,738	1,456	1,448	8	0
Pharmacy Contractors	7,122	1,187	1,191	(4)	0
Ophthalmic Contractors	4,002	667	667	0	0
	0	0	0	0	0
				0	
<b>Total Primary Care Services</b>	<b>49,882</b>	<b>8,314</b>	<b>8,353</b>	<b>(40)</b>	<b>0</b>
				0	
<b>Prescribing</b>	<b>27,977</b>	<b>4,663</b>	<b>4,674</b>	<b>(11)</b>	<b>0</b>
<b>Corporate Budgets</b>					
Management Budgets	19,058	2,176	2,177	(1)	(1,022)
Other	1,105	185	31	154	0
<b>Total Corporate Budgets</b>	<b>20,163</b>	<b>2,360</b>	<b>2,207</b>	<b>153</b>	<b>(1,022)</b>
<b>Reserves</b>					
Contingency: Contract Risk	4,062	677	0	677	0
Other Reserves	(355)	(84)	537	(622)	(1,769)
<b>Total Reserves</b>	<b>3,707</b>	<b>593</b>	<b>537</b>	<b>55</b>	<b>(1,769)</b>
<b>Public Health - Commissioning</b>					
Public Health - Admin	0	0	0	0	0
<b>Total Public Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>388,296</b>	<b>63,650</b>	<b>63,616</b>	<b>34</b>	<b>(2,790)</b>
<b>Total Under/(Over) Spend v RRL</b>	<b>652</b>	<b>105</b>	<b>139</b>	<b>34</b>	<b>(2,790)</b>
<b>NOT ALLOCATED TO CCG POST 2013 - memorandum (est)</b>					
Public Health	(24,126)	(4,021)	(4,021)	0	0
Spec serv/Primary care	(105,013)	(17,502)	(17,502)	0	0
Prison/dental	(8,281)	(1,380)	(1,380)	0	0
Corporate	(14,336)	(2,389)	(2,389)	0	0
Reserves	(2,338)	(390)	(390)	0	0
	234,201	0	(25,577)	(25,543)	34
					(2,790)

**Financial Risk Summary (Cluster)**

**Appendix 5a**

Headline Risk	Value £m	Likelihood L/M/H	Detail	Mitigation
Unidentified QIPP	16.0	High	Unidentified QIPP target remains unachieved	High priority area for CCGs and Cluster to identify new schemes that deliver savings in year.
High risk QIPP	8.1	High	High risk QIPP schemes do not deliver	Ongoing monitoring; development of alternative schemes.
2% non recurrent reserve	14.6	High	SHA withhold 1/3 of 2% non recurrent reserve	Assuming that the withholding is to fund restructure costs, budgets can be released to cover a proportion of the retention.
2% non recurrent reserve	14.6	Med	SHA withhold additional 1/3 of 2% non recurrent reserve	Budgets funded by the non recurrent reserve would need to be reviewed and cancelled or deferred.
Contingency	2.2	Med	1% contingency sum is insufficient	Ongoing contract monitoring and implementation of QIPP schemes.
Central Funding	- 4.0	Med	DH or SHA release significant funds late in year	Development of contingency plans in the event of winter pressures or similar funding being made available.
Business cases	0.4	Low	Additional business cases are approved at risk	Gateway process ensures viability & return in year.
Restructuring costs	2.0	Low	Restructuring costs exceed available funds	Transition to new system being managed to minimise costs.
Specialised Services	0.8	Low	WMSCT cost pressures not managed in year	WMSCT to manage within pressure existing resources.
Complex Care	- 2.0	Low	Level of demand funded is overstated	Ongoing monitoring undertaken.
	<b>52.7</b>			

## Cluster Performance Dashboard - Month 2

## Appendix 10

Description	Green Target	Amber Target	Actual	VAR	Period
<b>15 key diagnostic tests - number of patients waiting 6 weeks or more [Commissioner]</b>					
15 key diagnostic tests - number of patients waiting 6 weeks or more [B&S]	0		162	▼R	Apr 12
<b>15 key diagnostic tests - number of patients waiting 6 weeks or more [Provider]</b>					
15 key diagnostic tests - number of patients waiting 6 weeks or more [BCH]	0		0	▶G	Apr 12
15 key diagnostic tests - number of patients waiting 6 weeks or more [BWH]	0		0	▶G	Apr 12
15 key diagnostic tests - number of patients waiting 6 weeks or more [HEFT]	0		156	▼R	Apr 12
15 key diagnostic tests - number of patients waiting 6 weeks or more [ROH]	0		0	▶G	Apr 12
15 key diagnostic tests - number of patients waiting 6 weeks or more [SWBH]	0		77	▼R	Apr 12
15 key diagnostic tests - number of patients waiting 6 weeks or more [UHB]	0		0	▶G	Apr 12
<b>All first outpatient attendances</b>					
All first outpatient attendances [B&S]	31,630	33,211	31,625	▲G	Apr 12
<b>Breast feeding - Data quality of method of feeding at 6-8 weeks</b>					
Breast feeding - Data quality of method of feeding at 6-8 weeks [B&S]	95	90	87	▼R	Qtr 4 11/12
<b>Breast feeding - Prevalence of breast feeding at 6-8 weeks</b>					
Breast feeding - Prevalence of breast feeding at 6-8 weeks [B&S]	46	44	48	▲G	Qtr 4 11/12
<b>Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [Commissioner]</b>					
Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [B&S]	93	88	94	▼G	Mar 12
<b>Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [Provider]</b>					
Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [BCH]	93	88	100	▲G	Mar 12
Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [HEFT]	93	88	95	▲G	Mar 12
Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [ROH]	93	88	0	▶R	Mar 12
Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [SWBH]	93	88	99	▲G	Mar 12
Cancer 2 week wait for referral for breast symptoms (where cancer was not initially suspected) [UHB]	93	88	98	▼G	Mar 12
<b>Cancer 2 week wait for urgent referral for suspected cancer [Commissioner]</b>					
Cancer 2 week wait for urgent referral for suspected cancer [B&S]	93	88	96	▼G	Mar 12
<b>Cancer 2 week wait for urgent referral for suspected cancer [Provider]</b>					
Cancer 2 week wait for urgent referral for suspected cancer [BCH]	93	88	100	▶G	Mar 12
Cancer 2 week wait for urgent referral for suspected cancer [BWH]	93	88	95	▼G	Mar 12
Cancer 2 week wait for urgent referral for suspected cancer [HEFT]	93	88	93	▼G	Mar 12
Cancer 2 week wait for urgent referral for suspected cancer [ROH]	93	88	100	▶G	Mar 12
<b>Cancer 31-day standard for subsequent cancer treatments (anti-cancer drug regimens) [Commissioners]</b>					
Cancer 31-day standard for subsequent cancer treatments (anti-cancer drug regimens) [B&S]	98	93	100	▶G	Mar 12
<b>Cancer 31-day standard for subsequent cancer treatments (anti-cancer drug regimens) [Provider]</b>					
Cancer 31-day standard for subsequent cancer treatments (anti-cancer drug regimens) [BCH]	98	93	100	▶G	Mar 12
<b>Cancer 31-day standard for subsequent cancer treatments (Radiotherapy) [Commissioners]</b>					
Cancer 31-day standard for subsequent cancer treatments (Radiotherapy) [B&S]	94	89	99	▼G	Mar 12

## Cluster Performance Dashboard - Month 2

## Appendix 10

Description	Green Target	Amber Target	Actual	VAR	Period
<b>Cancer 31-day standard for subsequent cancer treatments (Radiotherapy) [Provider]</b>					
Cancer 31-day standard for subsequent cancer treatments (Radiotherapy) [BCH]	94	89	100	▶G	Oct 11
Cancer 31-day standard for subsequent cancer treatments (Radiotherapy) [HEFT]	94	89	100	▶G	Aug 11
Cancer 31-day standard for subsequent cancer treatments (Radiotherapy) [UHB]	94	89	100	▼G	Mar 12
<b>Cancer 31-day standard for subsequent cancer treatments (Surgery) [Commissioners]</b>					
Cancer 31-day standard for subsequent cancer treatments (Surgery) [B&S]	94	89	97	▼G	Mar 12
<b>Cancer 31-day standard for subsequent cancer treatments (Surgery) [Provider]</b>					
Cancer 31-day standard for subsequent cancer treatments (Surgery) [BCH]	94	89	100	▶G	Mar 12
Cancer 31-day standard for subsequent cancer treatments (Surgery) [BWH]	94	89	100	▶G	Mar 12
Cancer 31-day standard for subsequent cancer treatments (Surgery) [HEFT]	94	89	94	▼A	Mar 12
Cancer 31-day standard for subsequent cancer treatments (Surgery) [ROH]	94	89	100	▶G	Mar 12
Cancer 31-day standard for subsequent cancer treatments (Surgery) [SWBH]	94	89	100	▶G	Mar 12
Cancer 31-day standard for subsequent cancer treatments (Surgery) [UHB]	94	89	98	▼G	Mar 12
<b>Cancer 31-day wait for first definitive treatment [Commissioners]</b>					
Cancer 31-day wait for first definitive treatment [B&S]	96	91	99	▲G	Mar 12
<b>Cancer 31-day wait for first definitive treatment [Provider]</b>					
Cancer 31-day wait for first definitive treatment [BCH]	96	91	100	▶G	Mar 12
Cancer 31-day wait for first definitive treatment [BWH]	96	91	100	▶G	Mar 12
Cancer 31-day wait for first definitive treatment [ROH]	96	91	100	▶G	Mar 12
Cancer 31-day wait for first definitive treatment [SWBH]	96	91	100	▶G	Mar 12
Cancer 31-day wait for first definitive treatment [UHB]	96	91	99	▲G	Mar 12
<b>Cancer 62-day wait for an urgent GP referral for suspected cancer [Commissioners]</b>					
Cancer 62-day wait for an urgent GP referral for suspected cancer [B&S]	85	81	87	▼G	Mar 12
<b>Cancer 62-day wait for an urgent GP referral for suspected cancer [Provider]</b>					
Cancer 62-day wait for an urgent GP referral for suspected cancer [BCH]	85	81	100	▶G	Aug 11
Cancer 62-day wait for an urgent GP referral for suspected cancer [BWH]	85	81	100	▶G	Mar 12
Cancer 62-day wait for an urgent GP referral for suspected cancer [HEFT]	85	81	88	▲G	Mar 12
Cancer 62-day wait for an urgent GP referral for suspected cancer [ROH]	85	81	100	▲G	Mar 12
Cancer 62-day wait for an urgent GP referral for suspected cancer [SWBH]	85	81	90	▲G	Mar 12
Cancer 62-day wait for an urgent GP referral for suspected cancer [UHB]	85	81	80	▼R	Mar 12
<b>Cancer 62-day wait for first treatment following referral from an NHS cancer screening service [Commissioners]</b>					
Cancer 62-day wait for first treatment following referral from an NHS cancer screening service [B&S]	90	86	100	▲G	Mar 12
<b>Cancer 62-day wait for first treatment following referral from an NHS cancer screening service [Provider]</b>					
Cancer 62-day wait for first treatment following referral from an NHS cancer screening service [BWH]	90	86	100	▶G	Mar 12
Cancer 62-day wait for first treatment following referral from an NHS cancer screening service [HEFT]	90	86	100	▶G	Mar 12
Cancer 62-day wait for first treatment following referral from an NHS cancer screening service [SWBH]	90	86	100	▶G	Mar 12
Cancer 62-day wait for first treatment following referral from an NHS cancer screening service [UHB]	90	86	100	▶G	Mar 12

## Cluster Performance Dashboard - Month 2

## Appendix 10

Description	Green Target	Amber Target	Actual	VAR	Period
<b>Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [Commissioners]</b>					
Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [B&S]	90	86	100	▲G	Mar 12
<b>Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [Provider]</b>					
Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [BCH]	90	86	100	▶G	Mar 12
Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [BWH]	90	86	100	▶G	Mar 12
Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [HEFT]	90	86	100	▲G	Mar 12
Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [ROH]	90	86	100	▶G	Jan 12
Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [SWBH]	90	86	95	▲G	Mar 12
Cancer 62-day wait for first treatment for cancer following a consultants decision to upgrade the patient's priority [UHB]	90	86	98	▲G	Mar 12
<b>Category A 19 Minute Ambulance Response Time</b>					
Category A 19 Minute Ambulance Response Time [B&S]	95	90	99	▼G	Apr 12
<b>Category A 8 Minute Ambulance Response Time</b>					
Category A 8 Minute Ambulance Response Time [B&S]	75	70	77	▲G	Apr 12
<b>Diabetic Retinopathy Screening - offered (Commissioner)</b>					
Diabetic Retinopathy Screening - offered [B&S]	95	90	106	▼G	Qtr 4 11/12
<b>Diabetic Retinopathy Screening - received (Commissioner)</b>					
Diabetic Retinopathy Screening - received [B&S]	95	90	78	▼R	Qtr 4 11/12
<b>Diagnostic activity - Endoscopy based tests [Commissioner]</b>					
Diagnostic activity - Endoscopy based tests [B&S]	2,365		2030	▶R	Apr 12
<b>Diagnostic activity - Non-endoscopy based tests [Commissioner]</b>					
Diagnostic activity - Non-endoscopy based tests [B&S]	26,036		27606	▶G	Apr 12
<b>DTOC - Percentage of delayed transfers of care [Provider]</b>					
DTOC - Percentage of delayed transfers of care [BCHC]	8		5	▲G	Qtr 4 11/12
DTOC - Percentage of delayed transfers of care [BSMHFT]	8		2	▼G	Qtr 4 11/12
DTOC - Percentage of delayed transfers of care [HEFT]	4		3	▲G	Qtr 4 11/12
DTOC - Percentage of delayed transfers of care [SWBH]	4		5	▶R	Qtr 4 11/12
DTOC - Percentage of delayed transfers of care [UHB]	4		4	▼R	Qtr 4 11/12
<b>Elective FFCEs</b>					
Elective FFCEs [B&S]	10,317	10,832	12098	▶R	Apr 12
<b>First outpatient attendances following GP referral</b>					
First outpatient attendances following GP referral [B&S]	17,945	18,842	17457	▲G	Apr 12
<b>GP written referrals to hospital</b>					
GP written referrals to hospital [B&S]	19,001	19,951	23471	▶R	Apr 12
<b>HCAI measure - Clostridium difficile infections [Commissioner]</b>					
HCAI measure - Clostridium difficile infections [B&S]	467	490	469	▼A	Mar 12

## Cluster Performance Dashboard - Month 2

## Appendix 10

Description	Green Target	Amber Target	Actual	VAR	Period
<b>HCAI measure - Clostridium difficile infections [Provider]</b>					
HCAI measure - Clostridium difficile infections [BCH]	0		1	▶R	Mar 12
HCAI measure - Clostridium difficile infections [BWH]	0		0	▶G	Mar 12
HCAI measure - Clostridium difficile infections [HEFT]	0		122	▼R	Mar 12
HCAI measure - Clostridium difficile infections [ROH]	0		6	▶R	Mar 12
HCAI measure - Clostridium difficile infections [SWBH]	0		93	▼R	Mar 12
HCAI measure - Clostridium difficile infections [UHB]	0		85	▼R	Mar 12
<b>HCAI measure - MRSA [Commissioner]</b>					
HCAI measure - MRSA [B&S]	30	31	36	▼R	Mar 12
<b>HCAI measure - MRSA [Provider]</b>					
HCAI measure - MRSA [BCH]	0		0	▶G	Mar 12
HCAI measure - MRSA [BWH]	0		1	▶R	Mar 12
HCAI measure - MRSA [HEFT]	0		8	▼R	Mar 12
HCAI measure - MRSA [ROH]	0		0	▶G	Mar 12
HCAI measure - MRSA [SWBH]	0		2	▶R	Mar 12
HCAI measure - MRSA [UHB]	0		5	▼R	Mar 12
<b>Hospital turnaround less than 30 minutes [Provider]</b>					
Hospital turnaround less than 30 minutes [BCH]	90	85	74	▼R	Mar 12
Hospital turnaround less than 30 minutes [HEFT]	90	85	51	▼R	Mar 12
Hospital turnaround less than 30 minutes [SWBH]	90	85	60	▲R	Mar 12
Hospital turnaround less than 30 minutes [UHB]	90	85	61	▲R	Mar 12
<b>Maternity 12 week booking (Commissioner)</b>					
Maternity 12 week booking [B&S]	90	85	92	▲G	Qtr 4 11/12
<b>Mental Health Measure - Care Programme Approach (CPA) 7 day follow up</b>					
Mental Health Measure - Care Programme Approach (CPA) 7 day follow up [B&S]	95	90	97	▲G	Qtr 4 11/12
<b>Mental Health Measure - Number of new cases of psychosis served by early intervention teams</b>					
Mental Health Measure - Number of new cases of psychosis served by early intervention teams [B&S]	296	278	233	▼R	Qtr 4 11/12
<b>Mixed sex accommodation (MSA) breaches [Commissioner]</b>					
Mixed sex accommodation (MSA) breaches [B&S]	0		0	▲G	Mar 12
<b>Mixed sex accommodation (MSA) breaches [Provider]</b>					
Mixed sex accommodation (MSA) breaches [BCH]	0		0	▶G	Mar 12
Mixed sex accommodation (MSA) breaches [BCHC]	0		0	▶G	Mar 12
Mixed sex accommodation (MSA) breaches [BWH]	0		0	▶G	Mar 12
Mixed sex accommodation (MSA) breaches [HEFT]	0		0	▶G	Mar 12
Mixed sex accommodation (MSA) breaches [ROH]	0		0	▶G	Mar 12
Mixed sex accommodation (MSA) breaches [SWBH]	0		0	▲G	Mar 12
Mixed sex accommodation (MSA) breaches [UHB]	0		0	▶G	Mar 12

## Cluster Performance Dashboard - Month 2

## Appendix 10

Description	Green Target	Amber Target	Actual	VAR	Period
<b>NHS Health Checks - eligible people who have been offered a check</b>					
NHS Health Checks - eligible people who have been offered a check [B&S]	18	17	21	 G	Qtr 4 11/12
<b>NHS Health Checks - eligible people who have received a check</b>					
NHS Health Checks - eligible people who have received a check [B&S]	11	10	12	 G	Qtr 4 11/12
<b>Non-elective FFCEs</b>					
Non-elective FFCEs [B&S]	11,243	11,805	10992	 G	Apr 12
<b>Number of patients receiving NHS primary dental services within a 24 month period</b>					
Number of patients receiving NHS primary dental services within a 24 month period [B&S]	733,897	697202	698936	 A	Apr-12
<b>Numbers waiting on an incomplete referral to treatment pathway [Commissioner]</b>					
Numbers waiting on an incomplete referral to treatment pathway [B&S]	53,265	55,928	62375	 R	Apr 12
<b>Other referrals for a first outpatient appointment</b>					
Other referrals for a first outpatient appointment [B&S]	19,001	19,951	17084	 G	Apr 12
<b>Percentage of deaths at home (inc care homes)</b>					
Percentage of deaths at home (inc care homes) [B&S]	34.54		36.96	 G	Qtr 2 11/12
<b>RTT - the percentage of admitted pathways within 18 weeks for admitted patients [Commissioner]</b>					
RTT - the percentage of admitted pathways within 18 weeks for admitted patients [B&S]	90	85	94	 G	Apr 12
<b>RTT - the percentage of incomplete pathways within 18 weeks for patients on incomplete pathways at the end of the period [Commissioner]</b>					
RTT - the percentage of incomplete pathways within 18 weeks for patients on incomplete pathways at the end of the period [B&S]	92	87	96	 G	Apr 12
<b>RTT - the percentage of non-admitted pathways within 18 weeks for non-admitted patients [Commissioner]</b>					
RTT - the percentage of non-admitted pathways within 18 weeks for non-admitted patients [B&S]	95	90	98	 G	Apr 12
<b>Smoking four-week quitters</b>					
Smoking four-week quitters [B&S]	7,499	7,124	7270	 A	Qtr 3 11/12
<b>Stroke - Patients who spend at least 90% of their time on a stroke unit (Commissioner)</b>					
Stroke - Patients who spend at least 90% of their time on a stroke unit [B&S]	80	75	79	 A	Qtr 4 11/12
<b>Stroke - Percentage of higher risk TIA cases who are treated within 24 hours (Commissioner)</b>					
Stroke - Percentage of higher risk TIA cases who are treated within 24 hours [B&S]	60	55	1	 R	Qtr 4 11/12
<b>VTE risk assessment [Provider]</b>					
VTE risk assessment [BWH]	90	85	92	 G	Mar 12
VTE risk assessment [HEFT]	90	85	95	 G	Mar 12
VTE risk assessment [ROH]	90	85	92	 G	Feb 12
VTE risk assessment [SWBH]	90	85	93	 G	Mar 12
VTE risk assessment [UHB]	90	85	98	 G	Mar 12

SUMMARY & KEY (number of projects)		Development	Implementation	Outcomes / benefits Savings	Outcomes / benefits Quality
Not Yet Started		7	20	36	39
Off Plan - intervention Required		2	1	0	0
Off Plan But Recoverable		11	5	2	1
On Plan		14	16	8	7
Stage Completed		14	6	2	0
Status To Be Confirmed	TBC	1	1	1	2
<b>TOTAL NUMBER OF PROJECTS</b>		<b>49</b>	<b>49</b>	<b>49</b>	<b>49</b>

SUMMARY & KEY (% of projects)		Development	Implementation	Outcomes / benefits Savings	Outcomes / benefits Quality
Not Yet Started		14%	41%	73%	80%
Off Plan - intervention Required		4%	2%	0%	0%
Off Plan But Recoverable		22%	10%	4%	2%
On Plan		29%	33%	16%	14%
Stage Completed		29%	12%	4%	0%
Status To Be Confirmed	TBC	2%	2%	2%	4%
<b>TOTAL NUMBER OF PROJECTS</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**PROJECT PORTFOLIO STATUS**

**LONG TERM CONDITIONS**

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
LTC-001	Expansion of systemised self management	557					
LTC-002	Redesign of diabetes diagnostic testing	100					
LTC-003	Respiratory improved management on long term oxygen therapy - Invoice Authorisation	50					
LTC-004	Falls pathway improved secondary prevention programme	250					
LTC-006	Targeted reduction in excess bed days	500					
LTC-005	Improved support to individuals in care homes	800					
<b>Total</b>		<b>2,257</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
376	66	(310)	18%		396	(1,861)	

**COMMENTS**  
 5 of the 6 projects within the Long Term Condition portfolio are scheduled to start realising benefits from September / October 12 - their development / implementation milestones are either completed or on plan. For LTC-005 (Care Homes) and LTC-004 (Falls) both projects are now part of the Frailty Transformation agenda - both projects will therefore be remodelled and have their benefits recalculated. LTC-003 (oxygen therapy - invoice authorisation) is scheduled to start delivering savings from April. The 1st month's savings are lower than planned. This will be monitored over the next 2-3 months.  
 Finances have been profiled across the year in equal twelfths which is therefore showing an inaccurate current position - a meeting has been arranged to clarify finance profiling and reporting.

**ALCOHOL**

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
ALC-002	Birmingham Addiction Services alcohol programme	744					
<b>Total</b>		<b>744</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
124	124	0	100%		744	0	

COMMENTS							
ALC-002 Birmingham Addictions services programme:- Alcohol hospital Frequent Flyers are now being tracked through treatment services to ascertain rates of hospital readmission . The top 50 GP surgeries have been identified in terms of highest total patient cost for alcohol related secondary care admissions and targeted visits from treatment providers underway to support management and referral of target patients into treatment							

TOBACCO							
Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
TOB-001	Tobacco CQUIN, redesign of Birmingham stop smoking service and Tobacco control delivery plan	355	●	●	●	●	
<b>Total</b>		<b>355</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
59	59	0	100%		355	0	

COMMENTS							
The QIPP Programme lead will now be regularly attending the HEFT contract review meetings where performance against the CQUIN is addressed. This will enable close management of the project outputs with this particular trust. However, there are still delays in confirmation of the CQUINs for Alcohol and Tobacco with all the other provider trusts in the cluster. This is to be escalated as a programme risk to the Director of Public Health.							

URGENT CARE							
Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
URG-001	Expected FYE of NHS Pathways	500	●	●	●	●	
URG-003	Acute Medical Clinics	649	●	●	●	●	
URG-002	Avoidance of growth in HEFT contract (1% growth paid v planned 2.5%)	2,800	●	●	●	●	
<b>Total</b>		<b>3,949</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
654	624	(30)	95%		3,749	(200)	

COMMENTS							
The two cluster wide projects for urgent care are currently on track to deliver, both in terms of the financial assumptions and the project milestones. Plans and projects for sustainability of the avoidance of growth in the HEFT contract are still to be formally identified and cross referenced to the £2.8m savings plan (URG-002) as part of the validation and prioritisation of the local QIPP plan for BCCCG. However, financial savings are being realised via the contractual arrangements with HEFT.							

PLANNED CARE							
Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
PLC-001	Avoidance of growth in HEFT contract (1% growth paid v planned 2.5%)	2,800	●	●	●	●	
PLC-002	Procedures of Limited Clinical Value	1,000	●	●	●	●	
PLC-003	Nurse Led Clinics	250	●	●	●	●	
PLC-004	Demand Management (Peer Review)	2,000	●	●	●	●	
PLC-005	Advice and Guidance	500	●	●	●	●	
PLC-006	New to Follow Ups	1,500	●	●	●	●	
PLC-007	Direct Access Diagnostics	250	●	●	●	●	
<b>Total</b>		<b>8,300</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
1,384	1,112	(272)	80%		6,676	(1,624)	

COMMENTS							

**PLC-002 PLCV**:- contract variation issued to providers and agreed policy now in place to support delivery of planned savings target.

**PLC-003 Nurse Led Clinics** :- Contracts with providers signed off and SDIPs in place. At UHB nurse responsible clinics will be covered as part of individual pathways as oppose to a single SDIP.

**PLC-004 Demand Management**:- Solihull model currently being re-invigorated through the QP for QOF process and programme of annual practice visits (all 32 practices) which will commence in June. BSC – Several demand management programmes being implemented in BSC such as supporting referral conferral at practice level , peer review and maximising the use of community based service provision wherever appropriate.

**PLC-005 Advice and Guidance** :- No project update received - PMO to follow up.

**PLC-006 New to follow up & PLC-007 Direct Access Diagnostics**:- :- Work is still ongoing with Trust JCCGs to sign off all SDIPs. This work is likely to be completed by July 2012, which will impact on delivery timescales.

## MEDICINES MANAGEMENT

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
MED-001	Better use of nutritional feeds	80	●	●	●	●	
MED-002	Prescribing support for CCGs	3,000	●	●	●	●	
MED-003	Review of high cost non-PBR drugs outside NICE guidance	150	●	●	●	●	
MED-004	Improve blood glucose test monitoring	500	●	●	●	●	
MED-005	B'ham Children's Hospital Specials		●	●	●	●	
<b>Total</b>		<b>3,730</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
622	622	0	100%	●	3,732	2	●

### COMMENTS

Medicines Management projects are currently on plan against development and implementation milestones. For MED-002 (Prescribing support) savings are being made but data is not yet available to evidence a status of 'on plan'. It is envisaged that this data will be available for next month's reporting

## MENTAL HEALTH

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
MEN-001	MH Five key areas of redesign	1,000	●	●	●	●	
MEN-002	Commission a new city wide day service	500	●	●	●	●	
MEN-003	Learning and work services	150	●	●	●	●	
MEN-004	Decommission STR service	14	●	●	●	●	
MEN-005	RAID	1,336	●	●	●	●	
MEN-006	BCHC LD Five Key Areas of Redesign	1,200	●	●	●	●	
<b>Total</b>		<b>4,200</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
700	401	(299)	57%	●	4,200	0	●

### COMMENTS

**MEN-001 5 Areas of redesign** :- Contract price reduction agreed and redesign programme underway.

**MEN-002 City Wide Day Service** :- New service has gone live, procured at reduced cost to commissioners, savings are being realised, new service specification being delivered including the development of new hubs to be open by November.

**MEN-003 Learning and Work Service**:-Procurement progressing, target date for award of contract is now July 1st 2012 due to requirement of Cluster Sign off. However the Implementation phase and start date are not anticipated to be affected by this.

**MEN-005 RAID**:-Service transitioned to 24/7 service at HEFT & UHB from April, however there are some workforce issues resulting in gaps in service reported by the Acute Trusts. This is being managed within the RAID operational groups at each of the Acute sites and reported monthly at the RAID Strategic Partnership Board. Concern has been expressed in respect to the reduction of referrals to community alcohol programmes – root cause analysis and action plan to be reported on at September Board. However critical milestones development and Implementation milestones remain on track.

**MEN-006 BCHC Learning Disabilities** :- Work is ongoing to engage with BCHC and secure commitment and sign up to redesign developments.

## MATERNITY & CHILDREN

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
MAT-001	BCH Contract Adjustments	250	tbc	tbc	tbc	tbc	
MAT-002	Demand Management	750	●	●	●	●	
MAT-003	BCH portal extension - close project (included in MAT-002)	-					
MAT-004	Tier 4 Home Treatment	1,123	●	●	●	●	
	<b>Total</b>	<b>2,123</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
354	354	0	100%		2,123	0	

#### COMMENTS

**MAT-002 Demand Management** :- A children's summit was held on 13th June and utilised as an opportunity to support strategic engagement. Data to identify significant out layers in demand are currently being analysed to support targeted intervention.

**MAT-004 Tier 4 home treatment**:- Business case and procurement plan approved by CCN. CCG's agreed to provide letters of support to secure SHA approval to award 3 year contract, this remains outstanding and requires follow up.

#### CONTINUING HEALTH CARE

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS	
CHC-001	Increase number of contracted nursing homes in South Birmingham	150	●	●	●	●	
CHC-002	Home care provider procurement pilot	400	●	●	●	●	
CHC-003	Reduce complex care activity with BCHC	460	●	●	●	tbc	
CHC-004	Review high cost care packages	694	●	●	●	●	
CHC-005	Extended access service implemented in acute services	500	●	●	●	●	
CHC-006	Short and long term rehabilitation for acquired brain injury	150	●	●	●	●	
CHC-009	CHC ratification pathway	650	●	●	●	●	
CHC-010	Review of equipment	65	●	●	●	●	
CHC-011	Removal of outstanding reviews	500	●	●	●	●	
CHC-013	Avoidance of growth - schemes to be identified	2,931	●	●	●	●	
	<b>Total</b>	<b>6,500</b>					
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
1,084	829	(255)	76%		6,500	0	

#### COMMENTS

**CHC 001 Contracted Nursing Beds South B'ham**:- Project fully scoped and base lines and market assessment completed. Progressing with formal provider accreditation process, utilising the same model used by Warwickshire PCT following advice from procurement, resulting in slight delay to the project which is recoverable.

**CHC002 Home Care Procurement Pilot**:- A matrix of available providers has been developed and circulated to referring clinicians. Nurses are selecting providers from the matrix and new referrals are being placed with the most clinically appropriate provider with best value for money. Awaiting confirmation to secure procurement support for tender which is next phase of the project.

**CHC-004 Review high cost care packages**:- 50 cases confirmed - further work up required including clinical review where this is outstanding. 30 of the 50 cases submitted for evaluation, 20 further cases to progressed.

**CHC-005 Extended access service implemented in acute services** Negotiations have taken place with the Provider organisations to allow the commissioner to make use of under-utilised block contracted beds for extended assessment. MDT capacity has been identified to assess eligibility for CHC and undertake discharge planning in extended assessment service settings.

**CHC-009 CHC ratification pathway**:-sign-up to Joint Operational Policy for CHC agreed in principal across health and social care and validated list of outstanding reviews completed.

#### END OF LIFE

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS
EOL-001	Map of Med pathway, DNAR policy, agree clinical thresholds and protocols	885	●	●	●	●

		Total		885			
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
148	0	(148)	0%		300	(585)	

**COMMENTS**

This account is in transition to the Frail Elderly Programme. Agreement still required around formal closure, exit plans, lessons learned and redistribution of the savings target across the existing QIPP Programme.

**PRIMARY CARE**

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS
PRC-001	Closer scrutiny of Ophthalmic Claims	100	●	●	●	●
PRC-002	Improved contract management in GDS contracts to eliminate repeat treatment claims	300	●	●	●	●
PRC-003	Management of discretionary payments	100	●	●	●	●

		Total		500			
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
78	78	0	100%		500	0	

**COMMENTS**

The programme of work to improve the efficiency of the management of dental contracts is slightly off track but recoverable. The project to improve the level of scrutiny of ophthalmic claims is on track, but financial savings assumptions have been scaled back on the basis of increasing risk that the staffing resources will be insufficient to accommodate the increased scrutiny and that local resistance will be heightened by the development of a national optometry programme. It is assumed at this stage that the overall target of £500k will be met by the balance of efficiencies across the 3 schemes.

**BUSINESS EFFICIENCIES**

Project No	Project Title	Savings Plan £'000	Development	Implementation	Outcomes / Benefits SAVINGS	Outcomes / benefits QUALITY IMPROVEMENTS
BEF-001	Management Costs - further reduction in 12/13	5,000	●	●	●	●
BEF-002	Specialised Services	3,436	●	●	●	●
	Unidentified Gap	16,019	●	●	●	●

		Total		24,455			
Plan Year to Date £'000	Actual Year to Date £'000	Variance Year to Date £'000	% Achieved to Date	RAG Rating Year to Date	Forecast Outturn £'000	Forecast Variance £'000	RAG Rating Forecast
4,078	574	(3,504)	14%		3,436	(21,019)	

**COMMENTS**

**BEF-001 Management Costs:-** A meeting has been agreed with Human Resources, representatives of the CSS leadership team, Finance and the PMO to review the work programme for this scheme, which to date has included vacancy freeze and review panel being established, department start budgets review, and contractors and management consultants terminated where possible and appropriate.

Dashboard – Project Status Movement – April 12 to May 12												
	Development Phase			Implementation Phase			Outcomes / Benefits - Savings			Outcomes / Benefits - Quality		
	Last Mnth	This Mnth	Change	Last Mnth	This Mnth	Change	Last Mnth	This Mnth	Change	Last Mnth	This Mnth	Change
<b>Not yet started</b>	11	7	↓	26	20	↓	41	36	↓	41	39	↓
<b>Off plan intervention required</b>	3	2	↓	1	1	↔	0	0	↔	0	0	↔
<b>Off plan but recoverable</b>	6	11	↑	2	5	↑	1	2	↑	0	1	↑
<b>On plan</b>	9	14	↑	10	16	↑	6	8	↑	7	7	↔
<b>Stage completed</b>	19	14	↓	9	6	↓	0	2	↑	0	0	↔

The table above compares the start position of projects for 2012/13 (the majority being an assessment made by the Programme Management Office) against the May 12 status as reported by Project Leads. Next month's movement trend will show a more accurate comparison as both months will have been produced by the Project Leads (i.e. comparing 'like with like').

## 18 Weeks RTT Performance - Commissioner Breakdown

## Appendix 12

Mar 2012

### Admitted

Code	Organisation Name	Trust Median	DH Median	Trust 95th percentile	DH 95th percentile	% seen within 18 weeks	DH Threshold
5PG	Birmingham East And North PCT	11.4	11.1	20.6	23.0	92.6%	90%
5MX	Heart Of Birmingham Teaching PCT	8.1	11.1	20.3	23.0	93.3%	90%
5PF	Sandwell PCT	6.4	11.1	19.5	23.0	94.1%	90%
5QW	Solihull Care Trust	9.8	11.1	19.4	23.0	94.1%	90%
5M1	South Birmingham PCT	7.8	11.1	19.7	23.0	92.6%	90%

### Non-Admitted

Code	Organisation Name	Trust Median	DH Median	Trust 95th percentile	DH 95th percentile	% seen within 18 weeks	DH Threshold
5PG	Birmingham East And North PCT	3.9	6.6	15.1	18.3	97.3%	95%
5MX	Heart Of Birmingham Teaching PCT	3.0	6.6	14.2	18.3	97.8%	95%
5PF	Sandwell PCT	4.1	6.6	13.9	18.3	98.0%	95%
5QW	Solihull Care Trust	4.1	6.6	14.7	18.3	97.4%	95%
5M1	South Birmingham PCT	3.2	6.6	15.6	18.3	97.7%	95%

### Incomplete Pathways

Code	Organisation Name	Trust Median	DH Median	Trust 95th percentile	DH 95th percentile	% of not yet seen who have already waited over 18 weeks	Of those still waiting how many have waited over 18 weeks
5PG	Birmingham East And North PCT	4.2	7.2	16.9	28.0	3.89%	736
5MX	Heart Of Birmingham Teaching PCT	4.3	7.2	16.3	28.0	3.10%	359
5PF	Sandwell PCT	4.0	7.2	15.9	28.0	2.99%	409
5QW	Solihull Care Trust	4.0	7.2	17.2	28.0	4.22%	356
5M1	South Birmingham PCT	5.1	7.2	16.9	28.0	3.81%	811

Birmingham & Solihull Cluster Workforce Key Performance Indicators - April 2012											
<b>Sickness Absence</b>			<b>Mandatory Training</b> <i>Percentage of staff who are up to date</i>			<b>Staff At Risk</b>			<b>Operational HR</b>		
<b>Sickness Absence Rate</b>			<b>Fire safety</b>			<b>Due to Organisational Change</b>			<b>Disciplinary Investigations</b>		
Previous month	Latest month	Trend	Previous month	Latest month	Trend	Previous month	Latest month	Trend	Previous month	Latest month	Trend
Mar-12	Apr-12	↑	Mar-12	Apr-12	↑	Mar-12	Apr-12	↓	Mar-12	Apr-12	↑
2.42%	2.85%		25.39%	35.75%		2	0		1	3	
<b>Sickness Absence Cost</b>			<b>Health &amp; Safety</b>			<b>Due to Medical Reasons</b>			<b>Grievance Investigations</b>		
Previous month	Latest month	Trend	Previous month	Latest month	Trend	Previous month	Latest month	Trend	Previous month	Latest month	Trend
Mar-12	Apr-12	↑	Mar-12	Apr-12	↑	Mar-12	Apr-12	↑	Mar-12	Apr-12	↓
£100,743	£107,140		21.92%	32.64%		0	1		2	1	
<b>Retention &amp; Turnover</b> <i>Average monthly figures</i>			<b>Manual Handling</b>			<b>Due to Formal HR Procedures</b>			<b>B &amp; H Investigations</b>		
Previous month	Latest month	Trend	Previous month	Latest month	Trend	Previous month	Latest month	Trend	Previous month	Latest month	Trend
Mar-12	Apr-12	↓	Mar-12	Apr-12	↑	Mar-12	Apr-12	→	Mar-12	Apr-12	↑
1102.42	1053.56		24.57%	34.45%		0	0		3	5	
<b>Whole Time Equivalent (WTE)</b>			<b>Data Protection</b>			<b>Agenda For Change</b>			<b>Capability Investigations</b>		
Previous month	Latest month	Trend	Previous month	Latest month	Trend				Previous month	Latest month	Trend
Mar-12	Apr-12	↓	Mar-12	Apr-12	↑				Mar-12	Apr-12	→
1102.42	1053.56		25.39%	35.83%		1	1				
<b>Labour Turnover</b>						<b>Posts awaiting AFC banding</b>			<b>Stage 2 Sickness Absence</b>		
Previous month	Latest month	Trend				Previous month	Latest month	Trend	Previous month	Latest month	Trend
Mar-12	Apr-12	↑				Mar-12	Apr-12	↓	Mar-12	Apr-12	↓
1.48%	3.36%					87	53		9	7	
<b>Starters - WTE</b>						<b>Posts that have been AFC banded</b>			<b>Stage 3 Sickness Absence</b>		
Previous month	Latest month	Trend				Previous month	Latest month	Trend	Previous month	Latest month	Trend
Mar-12	Apr-12	↑				Mar-12	Apr-12	↑	Mar-12	Apr-12	↑
0.00	1.20					19	29		1	2	
<b>Leavers - WTE</b>						<b>Bank Staff Usage</b>			<b>Long Term Sickness</b>		
Previous month	Latest month	Trend							Previous month	Latest month	Trend
Mar-12	Apr-12	↑	Mar-12	Apr-12	→						
14.24	38.00		<b>Bank staff spend</b>			13	13				
<b>Personal Files</b>			Previous month	Latest month	Trend	<b>Appeals</b>					
<b>% of files received in HR</b>			Mar-12	Apr-12	↓	Previous month	Latest month	Trend			
Previous month	Latest month	Trend	Mar-12	Apr-12	↓	Mar-12	Apr-12	↓			
Mar-12	Apr-12	↑	£ 28,324	£ 25,518		1	0				
77.95%	87.39%		<b>Employment Tribunal</b>			Previous month	Latest month	Trend			
			Mar-12	Apr-12	→	Mar-12	Apr-12	→			
			1	1							

**KPI Setting** - To enable RAG reporting for all of the above, could the HR & OD committee confirm what KPI's they would like to set/benchmarks.

**AFC Panels** - 23 half day AFC panels have been set up during May. The purpose of these panels is to clear the current backlog.

<p><u>ESR Data Extract Dates</u>                  Oct/Nov/Dec 2011 data produced on 21st Jan 2012                  Jan 2012 data produced on 10th Feb 2012                  Feb 2012 data produced on 7th March 2012                  March 2012 data produced on 10th April 2012                  April 2012 data produced on 9th May 2012</p>
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