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Agenda Item: 10

Integration Joint Board

Date of Meeting: 6 November 2024.

Subject: Revenue Expenditure Monitoring.

1. Purpose

1.1. To present the Revenue Expenditure Monitoring report for the period to 30 September 2024 for scrutiny.

2. Recommendations

The Integration Joint Board is invited to note:

2.1. The financial position of the Orkney Health and Social Care Partnership as at 30 September 2024, as follows:

- A current over-spend of £1,570k in relation to Orkney Islands Council commissioned services. This is an improvement on the quarter one position.
- The position in relation to the NHS Orkney commissioned services is on track with the plan agreed with Scottish Government and NHS Orkney. There is a current overspend of £695k. To achieve the full contribution of the Integration Joint Board (IJB) savings to the plan, the Board is being asked to approve the drawdown of £500k reserves in non-recurring savings for 2024/25.
- There is a current overspend of £882k on Set Aside Services but this too is in line with the financial plan agreed with Scottish Government.
- The full year projected variance on delegated services is £2,930k. This is made up of £2,430k overspend on Orkney Islands Council commissioned services and £500k overspend on NHS Orkney commissioned services (which will be addressed if the Board agrees the draw down of £500k from reserves).

2.2. Orkney Islands Council's proposed financial recovery plan actions, detailed in Annex 3, which aims to deliver further reductions in spend to improve the year end projections to a position that is closer to balancing the budget, but not a balanced position.

2.3. The balance within the earmarked reserves/holding account of £3,260k, as detailed in Annex 2.

2.4. The proposal that some of the reserves are utilised in 2024/25 to help improve the year-end position as previously agreed with NHS Orkney and as part of the wider financial plan agreed with Scottish Government. These reserves will be used on a non-recurring basis to mitigate the budget pressures and reduce the forecasted overspend as outlined above.

2.5. The non-recurring reserves which have been identified for consideration to be utilised, ss follows:

2.5.1. £436k underspend brought forward from 2023/24.

2.5.2. £64k from system pressures reserves balance.

It is recommended:

2.6. That the proposed utilisation of reserves totalling £500k detailed at paragraph 2.5 above, be approved.

3. Background

3.1. Within the IJB, presentation of the figures is consistent with the Council's approach. Positive figures illustrate an overspend and figures within a bracket show an underspend. This is the opposite way within NHS reports.

3.2. Within the Integration Scheme it states that, throughout the financial year, the Board shall receive comprehensive financial monitoring reports. The reports shall set out information on actual expenditure and budget for the year to date and forecast outturn against annual budget together with explanations of significant variances and details of any action required.

3.3. Any potential deviation from a breakeven position should be reported to the Board, NHS Orkney and Orkney Islands Council at the earliest opportunity.

3.4. The Orkney Integration Scheme requires that where it is forecast that an overspend shall arise then the Chief Officer and the Chief Finance Officer of the Board, in consultation with NHS Orkney and Orkney Islands Council, shall identify the cause of the forecast overspend and prepare a recovery plan setting out how they propose to address the forecast overspend and return to a breakeven position.

3.5. A recovery plan shall aim to bring the forecast expenditure of the Board back in line with the budget within the current financial year. The recovery plan shall then be approved by the board. Where an in-year recovery cannot be achieved then any recovery plan that extends into later years should ensure that over the period of the Strategic Plan forecast expenditure does not exceed the resources made available. Any recovery plan extending beyond in year shall also require approval of NHS Orkney and Orkney Islands Council in addition to the Board.

3.6. The Orkney Integration Scheme requires that where a recovery plan extends beyond the current year any shortfall (the amount recovered in later years) will be charged to reserves held by the Board.

3.7. Where such recovery plans are unsuccessful and an overspend occurs at the financial year end, and there are insufficient reserves to meet the overspend, then the partners will be required to make additional payments to the Board. Such arrangements should describe additional recovery plans and a clear formal agreement by the Board and the Parties to break even within a defined timescale.

3.8. The full year forecast projection is included in the report based on a detailed review of spend activity and the potential impact of recovery plans to reduce spend this financial year.

3.9. The Board may also consider issuing further Directions to NHS Orkney or Orkney Islands Council to bring forecast expenditure back in line with budget.

4. Main Financial Issues

4.1. Highlighted Areas

4.1.1. Agency and Locum staff costs continue to be the largest cause of overspend to budget. For the first half of the financial year the total spend on agency/locum staff for NHS Orkney commissioned services is £215k and £2.553m on Orkney Islands Council commissioned services, totalling £2.768m for both partners.

4.1.2. There are proposed recovery plans to reduce the use of agency staffing. Recruitment incentives via the Growing a Sustainable Social Care Workforce project and Growing our own Social Work scheme have been implemented. Children Services are in the process of permanent recruitment to management and social work frontline teams.

4.1.3. Disabled commissioned services costs are significantly higher than allocated budgets. More detail is provided in section 2 of Annex 1.

4.1.4. Adults outwith Orkney placements budget is forecast to overspend, as detailed in section 3 of Annex 1.

4.1.5. The IJB cost centre includes £770k additional money that had been received from Scottish Government for additional capacity. This budget has not yet been allocated to services but has been used to reduce the overall forecast overspend for Orkney Islands Council commissioned services.

4.2. Children and Families (£384k overspend).

4.2.1. The NHS budget is £163k underspent and the Council budget is £547k overspent. The full year forecast overspend for Children and Families services is £518k.

4.2.2. Social Work services are still experiencing high levels of vacancies and some difficulties with long term sickness absence. When teams are small, sickness absences alone can have a notable impact on the stability of the team. The biggest area of challenge is the frontline social work teams. There are vacancies in Service Manager, Team Manager and Social Worker job roles. Unfilled positions, combined with recruitment challenges, continues to result in the need to employ agency staff.

This comes with additional costs for travel and accommodation on top of notably higher costs for the salary.

4.2.3. As at quarter 2, the service has spent £666k on agency staff.

4.2.4. The statutory requirement to provide Social Work services for children and young people, particularly in the field of Child Protection and Care Experienced Children and Young People, requires the ability to respond to need quickly and for staff teams to be appropriately staffed. Temporary agency staff arrangements to ensure this capacity are incurring significant, additional, unfunded expenditure. In the long term the service needs permanent staff to ensure continuity and consistency of service delivery. This workforce will need to have a varied skills and experience mix to ensure complex case work is safely and appropriately progressed.

4.2.5. There is a proposed recovery action plan included in this report to recruit permanent staff to management roles. The positions are two Service Manager posts, three Team Manager posts and four Social Worker posts. Unfortunately, following unsuccessful shortlisting for the Team Manager posts, the jobs will go back out to advert imminently. Service Manager and Social Worker posts are currently out for advert. If the current recruitment offer does not attract appropriate applications, a market supplement will be considered following two unsuccessful recruitment rounds.

4.2.6. It is important to be realistic to the current challenges to permanent recruitment. There are national recruitment challenges in frontline social work teams, and the remote, rural and islands context complicates this further. There is therefore a need to find innovative ways to enhance recruitment offers to attract skilled and experienced social work staff to apply for the current vacancies and for some this will require a move from elsewhere to Orkney. There is a need to ensure that staff who live on the outer islands are supported to be able to secure permanent contracts and travel effectively to and from work. To achieve a stable permanent workforce in frontline social work teams, recruitment is only part of the issue, retention being of equal importance thereafter. Social Workers in frontline children's public protection roles require appropriate protections to support them to be safe and competent in their roles. There is a need to be innovative and creative to become an employer of choice in this complex and complicated landscape, supported by relevant teams within the Council.

4.2.7. Further detail on placements outwith Orkney is detailed at section 4 of Annex 1.

4.2.8. The current fostering budget is overspent due to a number of children being placed in foster care outwith Orkney. There is a need to recruit more foster carers. To support this, a review of the fostering allowance and fee structure has been undertaken, and a paper will be submitted to the Council's Policy and Resources Committee in November 2024. A stable local foster carer workforce will safeguard against the need for outwith foster care and residential provision into the future, therefore it is pertinent that the fee and allowance structure recognises foster care as a professional profession requiring appropriate remuneration. Following a period of planning and preparation and consultation with key stakeholders, a foster carer and recruitment campaign is currently being launched.

4.2.9. Childcare direct payments budget is forecast to overspend by £15k. At present children's services does not have a general self-directed support budget for children. This does not take into account the likelihood that there will be new self-directed support packages required, therefore in preparation for the next financial year this will require consideration. In Orkney's small context it is difficult to predict the yearly self-directed support budget because packages can vary significantly in size and cost dependent upon the assessed needs.

4.2.10. Further information on Children's Residential Services is provided at section 4.7. in Annex 1.

4.3. Elderly (£1,138k overspend)

4.3.1. Elderly care services are overspent against budget by £1,138k mainly attributed to Council Elderly residential services (£797k) and outwith Orkney residential placements (£397k).

4.3.2. The full year forecast overspend for Elderly care services is £1,496k primarily made up of £925k on Elderly residential services and £592k on residential independent out of Orkney placements.

4.3.3. The service has spent £742k on agency staff in the first six months of the financial year.

4.3.4. The Growing a Sustainable Social Care Workforce project recruitment campaign has commenced, and it is hoped that with the recruitment of permanent staff, agency spend will reduce later in the financial year.

4.3.5. The situation remains fluid as new recruits begin to take up permanent roles. Work continues to model the financial impact of the ongoing recruitment, and it is anticipated that there will be further reductions in spend.

4.4 Disability (£67k overspend)

4.4.1. Disability spend is £67k over budget at quarter 2.

4.4.2. There are payments relating to Disabled commissioned services that are not included in the spend at quarter 2, this has resulted in a lower year to date variance being reported

4.4.2. The full year forecast variance for Disability services is £875k. The variance is mainly due to £542k overspend on disabled commissioned services and £373k on staff costs due to reliance on agency staff for in-house services. Commissioned services are discussed further in Annex 1.

4.4.3. There is continued reliance on agency staffing for inhouse services due to recruitment issues and increasing demand within the service. Agency spend to date is £351k. The Growing a Sustainable Social Care Workforce project recruitment campaign has commenced. It is hoped that with the recruitment of permanent staff, agency spend will reduce later in the financial year.

4.4.4. Direct payments budget is forecasting a small underspend of £18k. The existing processes and procedures, including eligibility have been further reviewed this financial year and payments have been clawed back or stopped.

4.5. Prescribing (£84k overspend)

4.5.1. The trend of overspend against budget for prescribing has continued from 2023/24. There has been an increase in average unit price.

4.5.2. The full year forecast overspend for the service is £169k.

4.6. Primary Care (£172k underspend)

4.6.1. The main variances are due to £438k underspend within community dental services due to staff vacancies while board run GP practices are over budget by £209k.

4.6.2. The full year forecast underspend for the service is £283k.

4.7. Allied Health Professionals (£43k overspend)

4.7.1. The overspend is due to posts within the service being over the approved establishment.

4.7.2 The full year forecast overspend is £85k.

4.8. Mental Health (£33k underspend)

4.8.1. The full year forecast is an overspend of £84k due to unfunded posts.

4.9. Care at Home (£87k underspend)

4.9.1 The full year forecast is a small overspend of £4k.

4.9.2. Direct payments budget is forecast to underspend by £168k as existing direct payments arrangements are being reviewed to ensure that budget is aligned with needs. Some payments have been recouped or stopped.

4.9.3. Within the Care at Home service there is a continued reliance on agency staffing due to recruitment issues and increasing demand. Agency spend to date is £656k. As highlighted above, the Growing a Sustainable Social Care Workforce project recruitment campaign has commenced. It is hoped that with the recruitment of permanent staff, agency spend will reduce later in the financial year. The forecast overspend on staff costs is £80k.

4.9.4. The carers budget is forecast to overspend by £72k.

4.10. Community Nursing (£128k underspend)

4.10.1. The underspend is due to vacancies in Mainland Nursing Teams.

4.10.2. The full year forecast underspend is £157k.

5. Financial Position

5.1. The following table shows the revised total budget allocation as at 30 September 2024 for delegated services commissioned.

Partner	Original Budget £000s	Revised Budget £000s	Budget Movement £000s
NHS Orkney	29,369	30,068	699
Orkney Islands Council	28,698	28,698	0
Service Total	58,067	58,766	699
Set Aside Services	8,639	9,232	593
Total	66,706	67,998	1,292

5.2. The following table shows the current financial position as at 30 September 2024 for delegated services commissioned.

5.2.1. For IJB delegated services the year to date overspend is £2,265k and the full year projected overspend is £2,930k.

5.2.2. For Set Aside Services the year to date overspend is £882k and the full year projected overspend is £1,664k.

IJB Commissioned Services	Spend YTD	Budget YTD	Variance YTD		Year End Projection	Annual Budget	Over/(Under) Spend	
	£000	£000	£000	%	£000	£000	£000	%
Support Services and Overheads	1,352	1,406	(54)	96%	3,836	4,756	(919)	81%
ADP	265	268	(3)	99%	530	535	(5)	99%
Voluntary Sector	23	42	(19)	54%	46	84	(38)	54%
Children and Families	3,735	3,351	384	111%	7,669	7,152	518	107%
Prescribing	3,059	2,974	84	103%	6,165	5,996	169	103%
Elderly	5,672	4,534	1,138	125%	11,001	9,505	1,496	116%
Disability	3,117	3,050	67	102%	7,481	6,607	875	113%
Mental Health	925	957	(33)	97%	1,965	1,880	84	104%
Other Community Care	691	778	(87)	89%	1,814	1,774	40	102%
Occupational Therapy	437	434	3	101%	990	963	28	103%
Home Care	2,621	2,709	(87)	97%	5,105	5,101	4	100%
Criminal Justice	90	74	17	122%	82	182	(100)	45%
Community Nursing	840	968	(128)	87%	1,780	1,937	(157)	92%
Primary Care	6,009	6,180	(172)	97%	12,038	12,321	(283)	98%
Allied Health Professionals	610	567	43	107%	1,220	1,135	85	107%
Rehabilitation	146	147	(1)	99%	292	294	(3)	99%
Reserves	272	272	0	100%	544	544	0	100%
Savings	0	(1,200)	1,200	0%	0	(1,145)	1,145	0%
COVID-19	114	200	(87)	57%	393	401	(8)	98%
Service Totals	29,977	27,712	2,265	108%	62,951	60,021	2,930	105%
Set Aside	4,563	5,445	882	84%	10,896	9,232	1,664	118%
IJB Totals	34,540	33,157	3,147	104%	73,847	69,253	4,594	107%

6. Set Aside

6.1. The following table shows the current financial position as at 30 September 2024.

Set Aside Services	Year to Date Budget £	Year to Date Actual £	Year to Date Variance £		Annual Budget £.	Full Year Forecast £.	Forecast Variance Over/(under) Spend £
Acute Services	815,705	1,014,866	138,597		1,631,410.	2,035,531.	404,121.
Medical Team – Junior Doctors	741,140	689,499	76,215		1,482,279.	1,378,999.	(103,280).
Medical Team – Consultants	265,871	544,855	111,934		531,741.	1,089,709.	557,968.
Assessment and Rehabilitation	967,403	1,011,416	22,852		1,929,806.	2,022,832.	93,026.
Hospital Drugs	449,202	676,872	93,528		898,404.	1,353,744.	455,340.
Acute Receiving	424,835	612,755	83,229		960,745.	1,225,510.	264,765.
Acute Mental Health Placements	106,497	104,746	(875)		212,993.	209,493.	(3,500).
Sub Total	3,770,652	4,655,009	525,482		7,647,378.	9,315,818.	1,668,440.
Memorandum Budget – Off Island Acute Services:							
Unplanned Activity (Unpacs)	295,071	245,807	(49,264)		590,141.	491,614.	(98,527).
Service Level Agreement (SLA) Healthcare Purchasing – Grampian Mental Health	367,818	382,131	14,314		735,635.	764,262.	28,627.
SLA Healthcare Purchasing – Grampian Block	84,513	84,513	0		169,025.	169,025.	0.
SLA Healthcare Purchasing – Lothian	45,096	77,793	32,698		90,191.	155,586.	65,395.
Sub Total Memorandum Budget	792,497	790,244	(2,253)		1,584,992.	1,580,487.	(4,505).
Total Set Aside	4,563,148	5,455,253	882,105		9,232,370.	10,896,305.	1,663,935.

7. Contribution to quality

Please indicate which of the Orkney Community Plan 2023 to 2030 values are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	Yes.
Equality: To encourage services to provide equal opportunities for everyone.	No.
Fairness: To make sure socio-economic and social factors are balanced.	No.
Innovation: To overcome issues more effectively through partnership working.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
Sustainability: To make sure economic and environmental factors are balanced.	No.

8. Resource and financial implications

8.1. The year to date variance position is showing overspends in services delegated of £2,265k and £882k for Set Aside services for quarter 2 of financial year 2024/25.

8.1.1. The full year projected overspend for financial year 2024/25 for delegated services is £2,930k and £1,664k for Set Aside services.

8.1.2 The position in relation to the NHS commissioned services is on track with the plan agreed with Scottish Government and the NHS Board.

8.1.3. However, for Council commissioned services, there is a risk that should service commitments activity continue in the same pattern or the recovery plan actions are not in place the year end outturn position would be a significant overspend.

9. Risk and equality implications

9.1. The Board is responsible for ensuring that its business is conducted in accordance with the law and proper standards; that public money is safeguarded; properly accounted for; and used economically, efficiently and effectively.

9.2. The IJB year to date position is an overspend against budget at the end of quarter 2, including Set Aside, totalling £3,147k.

9.3. There are no equality implications directly arising from this report. Any future reductions in service delivery will need to be risk assessed and equality implications considered.

9.4. Under Section 50A(4) of the Local Government (Scotland) Act 1973, the public should be excluded from the meeting in respect of any discussion relating to Annexes 1 and 3. Annexes 1 and 3 contains exempt information as defined in paragraphs 3, 6, 8 and 12 of Part 1 of Schedule 7A of the Act.

10. Direction required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.

11. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

12. Author and contact information

12.1. Taiye Sanwo (Interim Chief Finance Officer), Integration Joint Board. Email: Taiye.sanwo@orkney.gov.uk, telephone: 01856873535 extension 2611.

13. Supporting documents

13.1. Annex 1: Additional Exempt Information.

13.2. Annex 2: Reserves/Holding Account – Detailed.

13.3. Annex 3: Recovery Plan – Orkney Islands Council Delegated Services.

Annex 2: Reserves/Holding Account.

Reserves	Allocations B/f £s	Budget Allocation £s.	Allocated £s.	Balance £s
Reduced Drug Death.	21,861.	0.	0.	21,861.
Alcohol and Drugs Partnership (ADP) (Balance).	48,380.	0.	0.	48,380.
Funding for ADPs.	67,678.	0.	0.	67,678.
ADP Frontline Services.	32,585.	0.	0.	32,585.
ADP Programme for Government 21/22.	82,380.	0.	0.	82,380.
Task Force Funding to ADP.	1,570.	0.	0.	1,570.
Task Force Funding to ADP.	30,079.	0.	0.	30,079.
ADP Tranche 2 Allocation of National Mission.	69,000.	0.	0.	69,000.
ADP Programme.	85,105.	0.	0.	85,105.
ADP NM Tranche 1.	112,768.	0.	0.	112,768.
ADP Tranche 2.	44,044.	0.	0.	44,044.
ADP Programme for Government Uplift.	0.	85,105.	0.	85,105.
ADP Tranche 1 allocation and Agenda for Change (AFC) uplift.	0.	117,449.	0.	117,449.
ADP / PfG AfC uplift /recurring.	0.	10,000.	0.	10,000.
Sub-total ADP.	595,450.	212,554.	0.	808,004.
Child Death Review.	3,969.	0.	0.	3,969.
Child Death Review.	3,969.	0.	0.	3,969.
Administration of the Child Death Review Process.	0.	3,969.	0.	3,969.
Sub-total Children and Family Services.	7,938.	3,969.	0.	11,907.
District Nursing.	0.	55,000.	(63,000).	(8,000).
COVID-19 Reserve 22/23.	68,832.	0.	0.	68,832.
COVID-19 Reserve 23/24.	70,164.	0.	0.	70,164.

Reserves	Allocations B/f £s	Budget Allocation £s.	Allocated £s.	Balance £s
Sub-total COVID-19.	138,996.	-	-.	138,996.
Hospital at Home.	219,439.	0.	(66,000).	153,439.
Mental Health Recovery and Renewal - Facilities Projects.	75,197.	0.	0.	75,197.
CAMHS Intensive Home Treatment Teams.	10,026.	0.	0.	10,026.
CAMHS Learning Disability, Forensic and Secure.	3,509.	0.	0.	3,509.
CAMHS Out of Hours Unscheduled Care.	5,865.	0.	0.	5,865.
CAMHS Liaison Teams.	8,773.	0.	0.	8,773.
CAMHS Neurodevelopmental Professionals.	15,340.	0.	0.	15,340.
Mental Health and Wellbeing in Primary Care Services.	54,011.	0.	0.	54,011.
Dementia Post Diagnostic Support Service.	17,546.	0.	0.	17,546.
Emergency COVID Funding for Eating Disorders.	22,309.	0.	0.	22,309.
Learning Disability Health Check.	4,930.	0.	0.	4,930.
Mental Health Pharmacy and Technician Recruitment.	12,642.	0.	0.	12,642.
Dementia Post Diagnostic Support Funds to IJBs.	12,941.	0.	0.	12,941.
Learning Disability Health Checks.	4,930.	0.	0.	4,930.
Mental Health COVID Hospital.	4,906.	0.	0.	4,906.
Mental Health Outcomes.	29,297.	0.	0.	29,297.
Digital Therapy.	13,844.	0.	0.	13,844.
Learning Disability Health Checks.	6,902.	0.	0.	6,902.
Dementia Post Diagnosis.	17,254.	0.	0.	17,254.

Reserves	Allocations B/f £s	Budget Allocation £s.	Allocated £s.	Balance £s
Annual Health Check.	2,958.	0.	0.	2,958.
Enhanced Mental Health Outcomes Framework.	0.	1,075,592.	(1,013,650).	61,942.
Digital Mental Health Programme Licences and Support.	0.	15,253.	0.	15,253.
Sub-total Mental Health.	323,180.	1,090,845.	(1,013,650).	400,375.
Collaborative Care Home Support Teams.	0.	120,000.	(59,814).	60,186.
Supporting Improvements in Primary Care Digital Technology.	35,504.	0.	0.	35,504.
Primary Care Rural Fund.	1,604.	0.	0.	1,604.
General Practice Digital Improvement 2020/21.	9,692.	0.	0.	9,692.
Primary Care Improvement Fund - Tranche 2.	177,971.	0.	(177,971).	0.
Electric Speed Adjusting Hand Pieces.	37,599.	0.	0.	37,599.
Primary Care Digital Improvement.	10,026.	0.	0.	10,026.
Workforce Wellbeing - Primary Care and Social Care.	246.	0.	0.	246.
Workforce Wellbeing - Primary Care and Social Care.	10,026.	0.	0.	10,026.
Dental Remobilisation of NHS Dental Services.	23,562.	0.	0.	23,562.
Optometry Support.	21,000.	0.	0.	21,000.
Realistic Medicine and network projects.	3,000.	0.	0.	3,000.
GP Contract Change Management - Tranche 1.	25,079.	0.	0.	25,079.
GP Sustainability Payment 2022/23.	52,551.	0.	0.	52,551.

Reserves	Allocations B/f £s	Budget Allocation £s.	Allocated £s.	Balance £s
GP Contract Change Management - Tranche 2.	11,725.	0.	0.	11,725.
GP Contract Management.	24,211.	0.	0.	24,211.
Primary Care Improvement Fund – Tranche 1.	31,030.	0.	(31,030).	0.
Oral Health.	18,068.	0.	0.	18,068.
GP Contract Management.	10,376.	0.	0.	10,376.
Primary Care Improvement Fund – Tranche 2.	0.	97,305.	0.	97,305.
Primary Care Improvement Fund – Tranche 1.	0.	591,748.	(503,518).	88,230.
Primary Care Workforce and Rural – Tranche 1.	0.	41,000.	0.	41,000.
General Dental Services.	0.	18,068.	0.	18,068.
GP Subgroup b/f.	84,344.	0.	0.	84,344.
GP Subgroup 23/24.	29,834.	0.	0.	29,834.
Sub-total Primary Care.	617,448.	748,121.	(712,519).	653,050.
Integration Authorities - Multi Disciplinary Teams.	96,497.	0.	0.	96,497.
Cervical Audit GP.	365.	0.	0.	365.
Funding for Band 2-4.	175,762.	0.	0.	175,762.
Multi-Disciplinary Teams.	52,934.	0.	0.	52,934.
Multi-Disciplinary Teams.	51,519.	0.	0.	51,519.
Multi-Disciplinary Teams.	0.	154,558.	(64,000).	90,558.
Band 2-4.	0.	175,772.	(37,624).	138,148.
Sub-total System Pressures.	377,077.	330,330.	(101,624).	605,783.
Underspend 2023/24.	436,116.	0.	0.	436,116.
Total Reserves at 30 September 2024	2,715,644.	2,560,819.	(2,016,607).	3,259,856.