



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 12 DECEMBER 2018
ANGUS IJB STRATEGIC FINANCIAL PLAN 2019/20 – 2021/22 - UPDATE
REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER

ABSTRACT

The purpose of this report is to further update the Integration Joint Board (IJB) regarding the developing Angus IJB Strategic Financial Plan for the period 2019/20 to 2021/22.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board:-

- (i) note this update regarding the IJB's strategic financial plan and requests an update to a future meeting;
- (ii) notes the need to develop an increased understanding of demographic pressures beyond those related to Older People;
- (iii) recognises the risks associated with workforce and recruitment and supports an intention to increase the resources dedicated to developing responses to this issue;
- (iv) receives regular updates regarding planned interventions at future meetings;
- (v) notes the residual likely financial shortfalls over the duration of the forthcoming Strategic Commissioning Plan and accepts the need for a change in pace and tolerance thresholds that will be required within the IJB;
- (vi) requests the Chief Officer, in conjunction with the Chair and Vice Chair of the IJB, to review the forums within the IJB with the intention of ensuring the shortcomings in the current version of the Strategic Financial Plan can be resolved.

2. BACKGROUND

- 2.1 In October 2018, Angus IJB shared its most recent strategic financial plan covering the period 2019/20 to 2021/22 (report IJB 77/18). That report set out a series of positions and assumptions regarding funding uplifts, inflationary, demographic and legal pressures and a series of planned interventions. The described financial plan ultimately needs to be consistent with the next iteration of the IJB's overall Strategic Plan.

This document provides further information regarding progress with developing the IJB's future strategic financial plans, acknowledging the separate papers submitted to the December 2018 IJB meeting regarding future plans generally and the draft Strategic Commissioning Plan for 2019/20 to 2021/22 specifically.

This paper sets out a number of issues as follows:-

- Current Financial Performance.
- Funding assumptions.
- Cost Pressures – including inflationary, demographic and legal pressures.
- Planned Interventions.

At this stage of financial planning, these workings continue to contain multiple assumptions and risks. As risks are inherent at this stage of planning, so no detailed risk assessment is included in this paper. Various recommendations are made in each section of the report reflecting the state of each part of the IJB's overall planning. Two Appendices show multi-year financial plans for both services directed through Angus Council and services directed through NHS Tayside. A commentary on the overall position is included in the summary of this paper (section 7).

3. CURRENT FINANCIAL PERFORMANCE

3.1 It is important to note that the IJB's financial plan for beyond 2018/19 is being constructed during a period when the IJB is not overspending. This is not the same environment as is being faced by a number of other IJBs. It also means the IJB may have reserves at the end of 2018/19 that can be used to support the financial plan on a non-recurring basis only. However this clearly does not reduce the urgency for resolving any shortfalls.

3.2 The underlying financial performance described here is considered independently from progress with savings. The financial position for all services is reported in finance reports at each IJB meeting. From reviewing the 2018/19 position the following material issues are reflected in the IJB's multi-year financial plan and should therefore be noted:-

Service	Position	Impact (£k)	Comment
Adult Services	The IJB has made some progress in containing cost pressures (inflationary and demographic) to date.	c£600k (benefit)	Assuming the IJB can continue to contain cost pressures, then this will benefit the opening financial planning for 2019/20.
Community Health	The IJB has made good progress in releasing recurring savings regarding these services.	c£1050k (benefit)	Subject to update, this is a confirmed benefit rolling forward from 2018/19.
Out Of Hours	This service continues to overspend while recovery plans are again looked at.	c£200k (£300k+ when unmet savings included)	While recovery plans are in development, this pressure needs to be allowed for in financial plans. The current assumption is that recovery plans will at least partially resolve this issue.
General Medical Services	Workforce issues are placing specific financial pressures on services.	c£200k	This reflects service provision at, for example, Brechin.
Prescribing	The IJB has previously described ongoing issues re Prescribing.	c£1800k	This pressure, along with offsetting recovery plans, needs to be allowed for in financial plans. This is an improvement on previous estimates.
Hosted Services (Elsewhere)	These pressures include In Patient Mental Health Plans.	c£500k	This is a share of Tayside pressure. Recovery interventions will be overseen by other Tayside IJBs. In future years it is assumed that incremental savings will ensure any pressure at least does not increase.

The above factors, while all still under review, are all allowed for in setting out the opening commitments for 2019/20.

4. FUNDING ASSUMPTIONS (BUDGET SETTLEMENTS)

4.1 As noted previously this issue remains a complicated and challenging one for the IJB. There has been no material movement in discussions with either Partner since the last IJB meeting. Any inclusion of assumptions in this report does not represent an endorsement of those assumptions. The assumptions currently included in plans are as follows:-

Partner	Position	£k	Risk/Comments
Angus Council	Angus Council have not currently committed to any increase in the funding they provide to Angus IJB. Angus Council report 310/10 noted they “assume a continuation of the flat cash position over the 3-year term”. The same report also noted... “The AHSCP target also includes an adjustment of minus 1% to provide some further flexibility related to potential funding announcements.”	c£0k	The IJB have raised concerns regarding the funding of inflationary, demographic and legal pressures to Angus Council.
NHS Tayside	In 2018/19, NHS Tayside passed through a fair share of funding uplifts received from Scottish Government to Angus IJB. A similar assumption of a 1.5% uplift is included going forward.	c£1400k	There has been no recent dialogue with NHS Tayside regarding 2019/20 budgets.
Scottish Government	It is expected that the Scottish Government will provide some additional ring fenced funds to support policies such as the roll out of the Carers (Scotland) Act 2016 and Free Personal Care (under 65s). It is possible funds may be channelled through Local Authorities.	c£450k	At this stage this assumption is notional. There is a risk funds may be channelled via Angus Council and Angus Council determine not to pass on the full uplift (see above).

It is important to note that there remain a number of unresolved budget issues with NHS Tayside including:-

- 1) Unresolved issues regarding Complex Care funding – while this remains unresolved and is an ongoing risk, for financial planning purposes this is assumed to be neutral for Angus IJB.
- 2) Unresolved issues regarding Large Hospital Set Aside resources - this issue is a Scottish Government priority for 2018/19 but, to date, little progress has been made in Tayside to resolve this. For financial planning purposes this is assumed to be neutral for Angus IJB.
- 3) Underlying issues regarding the adequacy and fairness of the devolved Prescribing budget. This concern has been highlighted again to NHS Tayside.

In order to ensure discussion regarding future budget settlements progress as productively as possible from an Angus IJB perspective, for the 2019/20 budget it has previously been agreed that IJB Board members (specifically voting Board members), are kept more fully informed of discussions with Partners as they develop in the period in advance of formal budget approval.

5. COST PRESSURES

5.1 Previous versions of the IJB’s multi-year financial plan have set out a series of cost pressures faced by the IJB. These pressures, and the mitigation of them, are still a critical factor within financial planning and future cost pressures are described below:-

5.2 Inflationary Pressures

There has been no update in planning assumptions since the last report to the Board. It is important to note that for the IJB, unlike a number of other services, non-pay inflation (e.g. ‘supplies’ inflation) will be more directly influenced by pay inflation due to the IJB reliance on Third Party Providers. This creates a particular pressure within the IJB.

While attached plans need to allow for these factors, each will be subject to refinement, negotiation and potential mitigation over the coming months.

5.3 Demographic Pressure

It remains a general assumption that most of the IJB's growth will occur within Social Care and Prescribing and that, for example, the In-Patient and Residential Care Home components of care within Angus IJB will have a relatively static capacity.

The potential impact of Older People's demographic growth (over 75s) is explored in more detail in separate December 2018 IJB reports. Separately the impact of demographics on prescription volume is also factored in (1.0% per annum).

Due to forecast changes in client numbers, an assumed level of growth has also been allowed for within Learning and Physical Disabilities (this partly reflects clients transitioning from Children's services). There are also recent patterns of demand growth in younger age groups (e.g. under 65s) more generally. This range of pressures have been grouped in this report and estimated at c£400k in the first year of the plan, followed by £300k and £200k in subsequent years. This is a high level estimate reflecting changes in demand that can fluctuate quite widely. More detail regarding these pressures should be made available within the IJB in due course.

5.4 Legal Pressures

The two main immediate legal issues that require to be reflected in plans are the continued roll-out of the Carers (Scotland) Act 2016 and delivery of the Scottish Government's commitment to extend Free Personal Care to all Under 65s who require it regardless of condition.

Both issues are referred to in a separate IJB report to the December 2018 meeting. It is currently assumed that the net financial impact of both these legal pressures will be fully funded by Scottish Government funding. This assumption does contain an element of risk (see section 4.1).

5.5 Other Pressures

For the duration of the forthcoming Strategic Plan, the IJB will need to manage additional, sometimes unforeseen, pressures. The IJB needs to maintain a flexible budget framework such that it is able to address these other pressures in a responsive and pragmatic manner. Examples may include workforce issues or issues regarding Third Party Providers and General Practice.

As documented elsewhere, one current major risk that the whole of the IJB is exposed to is regarding recruitment. To mitigate this risk, it is now recommended that the IJB support an intention to, through the Chief Officer's delegated authority, increase the resources dedicated to developing responses to workforce and recruitment issues.

5.6 Noting the scale of the potential inflationary, demographic and legal pressures, the IJB needs to do what it can to mitigate these. However it is reasonable to say that the compounding impact of pressures does place a material burden on the IJB. This needs to be addressed through a combination of mitigating these growth factors on a practical basis, implementing offsetting efficiencies, and through agreeing supportive budget settlements with Partners.

6. PLANNED INTERVENTIONS

6.1 The section below provides an update regarding existing, revised and new planned interventions as follows:-

6.2 Angus Care Model (ACM) – In-Patients

Existing Plans – Work to conclude moves of In-Patient beds within the Stracathro site have now been delayed. It is now anticipated that this change (previously assessed at a £61k benefit) will not now happen until mid-2019/20. Savings associated with Operations Directorate cost reductions will benefit the IJB to c£150k with 60% (£90k) of that saving released at April 2019.

Extended Review of In-Patient Services - In the January 2018 plans to implement the Angus Care Model (In-Patients), the planned ward configuration did result in wards with varying nurse staffing ratios – largely dependent on the bed numbers in those wards. Noting both workforce and financial constraints, it is expected that a move towards more efficient nurse staffing ratios through reconfiguration could contain staffing costs. Estimated saving – 2019/20 - £150k; recurring £300k.

Angus Care Model – Psychiatry of Old Age (POA) - The January 2018 plans resulted in 3 remaining POA wards. Further review of this could be undertaken to seek to revise in-patient bed capacity and increase the use of Care Home beds or other community resources. Initial estimated saving – 2019/20 - £50k; recurring £200k.

6.3 Angus Care Model – Minor Injury Units

While this work has, as previously been noted, been somewhat delayed, the overall expectation is that the originally intended saving of c£300k per annum will still be realised from April 2019. Some of this savings is already apparent in 2018/19 projected out-turns.

6.4 Angus Care Model – Care Home Review

This piece of work has not progressed at the pace originally envisaged. Savings had been envisaged for 2018/19, with recurring savings of c£500k planned for 2019/20. Some parts of the review have now concluded, with recommendations being made to the IJB in December 2018. However further recommendations will come forward to February 2019's IJB meeting. The original savings target of £500k is now deferred until April 2020 due to lead times, though the intention should remain for earlier implementation. This deferment places a significant additional burden on the IJB's overall plans for 2019/20.

Angus Care Model – Care Home Review - Nursing Services - While this was initially part of the overall Care Home Review within the Angus Care Model, it is now proposed to treat this as a discrete work stream, retaining the previous target of an annualised £100k recurring saving from mid-2019/20. The Associate Nurse Director is, in principle, fully supportive of working up the design of a peripatetic nursing model which would then need to be considered in respect to workforce, cost, governance and risk.

Angus Care Model – Support Services - While this was initially part of the overall Care Home Review within the Angus Care Model, it has now been agreed to treat this as a discrete work stream with a target of an annualised £100k recurring saving from mid-2019/20. A project initiation document is being drawn up for this programme during December 2018.

6.5 Help to Live at Home (Fair Cost of Care)

Previous estimates of planned savings were at £50k per annum for 2 years. This is now amended due to the recommendations of report 'Changes to Provider Arrangements for Care at Home Provision under SDS' submitted to the December 2018 IJB meeting.

6.6 Learning Disability Review

This has been described in a separate report to the December 2018 IJB meeting. The updated financial impact of this report is now reflected in the IJB's overall financial plan, albeit risk assessed (at an assumed level of 75% delivery).

6.7 Executive Management Team (EMT) Reviews – As noted previously, the IJB's EMT members are now working towards delivering further operational efficiencies. Good progress is being made in clarifying these and previously set out targets are still assumed to be achievable.

6.8 Prescribing – Prescribing plans are being developed in parallel to the IJB's overall plans. For now, opening commitments and interventions are only reflected at a high level and are consistent with previously documented intentions to reduce the Angus variation from national weighted average costs per patient (including increasing funding to support Prescribing). It is anticipated the Tayside Prescribing Management Group meeting of 9 January 2019 will receive the first draft of Angus Prescribing (financial) plans for 2019/20 and beyond, after input from all those involved in local and regional Prescribing issues.

6.9 Collaboration & Working With Partners – It has previously been agreed that a report will be brought back to the IJB in February 2019 setting out options regarding this. Previous targets remain within the financial plan.

6.10 Sickness and Absence Review – Sickness and Absence levels vary across parts of the staffed services within the IJB and within that variation, some parts of our services are currently running at absence levels that are above our expected levels. It is now anticipated that, through improved liaison with Partners' corporate support services (specifically Human Resources Departments), the IJB can work to reduce levels of sickness absence and therefore reduce the additional costs

of higher than expected levels of absence. A cost reduction target of c£50k per annum has been attached to this from April 2019.

- 6.11 In order to ensure progression of the above it is recommended that the IJB receives regular updates, summarised or detailed, regarding each of the above components at future meetings until individual plans are finalised.

7. SUMMARY

Report IJB 77/18 set out the status of the IJB’s strategic financial planning as the IJB’s Strategic Plan for 2019-22 was being developed. The financial plans require to be consistent with the Strategic Plan and the Strategic Commissioning Plan will, of course, influence the strategic financial plan. Report IJB 77/18 indicated that “further work needs to be rapidly undertaken to both conclude existing plans and to develop strategic interventions as part of the development of the Strategic Commissioning Plan”.

In terms of what is set out in this report we can note the following:-

- The assumptions regarding the level of funding to be received from Partners do place significant pressure on Angus IJB in future years. Those assumptions, which are not currently subject to any agreement with Partners, are significantly lower than the expected impact of inflation and demographic pressures.
- Many parts of the IJB’s plans have been revised slightly (e.g. adjusted in terms of scale or timing).
- A number of projects have slipped back in terms of likely timing (e.g. Angus Care Model – In-Patient changes, Care Home proposals).
- A number of estimates continue to contain a high level of risk, for example where firm proposals have yet to come forward to the IJB or projects concluded (e.g. Review of Nursing Services within Nursing Homes, Care Home review).
- The Strategic Commissioning Plan is not yet identifying proposals that can clearly assist the IJB deliver services within its devolved resources.
- A number of projects that are slipping are dependent on specific instances of Partner corporate support arrangements (e.g. Stracathro / NHS Tayside Property Services; Learning Disability / Angus Council Procurement). While the IJB will do what it can to continue to push these issues forward, some changes that are dependent on corporate support arrangements may be affected. Separately there is a general issue of the level of capacity (e.g. within Finance) that does undermine the ability of the IJB to develop financial plans.
- A very significant financial gap still remains. The table below sets this out. This table is adjusted for an estimated reliance on one-off reserves (of c£1.5m in these workings) which may be able to assist with the financial position in 2019/20 only.

Year	2019/20	2020/21	2021/22
	£K	£K	£K
Shortfalls – Appendix 1	1701	3760	6024
Shortfalls – Appendix 2	1147	1111	1371
Shortfalls - Total	2848	4871	7395
Planned Use of Reserves	-1500	N/A	N/A
Revised Shortfall	1348	4871	7395

The above does not provide the IJB with the reassurance it requires as the IJB embarks on the next steps of developing its Strategic Commissioning Plan for 2019-22. It suggests that in order to deliver a Strategic Commissioning Plan within a balanced financial framework, a stepped change needs to happen in both the pace of decision making and implementation of plans and the tolerance thresholds of the IJB to potential changes. The current status of Strategic Commissioning Plans is outlined in a separate report to the IJB’s December meeting.

The IJB's current governance structures and forums include an IJB and Strategic Planning Group that meet bi-monthly, and monthly meetings of the IJB's Executive Management Team and other Management forums. Due to the scale of change required and the need to develop realistic and appropriate plans with pace, these existing forums may well not be able to support the IJB's needs over the coming months. It is therefore recommended that the IJB request that the Chief Officer review the IJBs current forums and that, in conjunction with the Chair and Vice Chair of the IJB, new revised forums are initiated with early effect with the purpose of driving forward the Strategic Commissioning Plan and Strategic Financial Plan such that the Strategic Commissioning Plan is operationally deliverable and delivered within available resources. It is recommended that the IJB consider involving IJB members in any new forum, whilst noting any new forum would not be intended to change the locus of authority within the IJB (e.g. regarding roles of the IJB and Strategic Planning Group).

The IJB as a whole, and any revised forums, will increasingly need to consider proposals with different tolerance thresholds. Generally the IJB would wish to consider proposals that are consistent with the IJB's Strategic Commissioning Plan, however the IJB may need to consider proposals that are not consistent with the existing Strategic Commissioning Plan due to the need to operate within available devolved resources. The earlier the challenges associated with this issue are grasped, the more likely it is that reasonable plans are developed within the IJB which, while not necessarily consistent with initial aspirations, are as closely matched to the IJB's aspirations and the IJB's overall Strategic Commissioning Plans as is possible.

To summarise, the information in this paper sets out the updated status of the IJB's financial planning as the IJB continues to develop its Strategic Commissioning Plan and Strategic Financial Plans for beyond 2018/19. The financial plans require to be consistent with the IJB's Strategic Commissioning Plan and in turn the Strategic Commissioning Plan will influence the financial plan.

Current plans suggest a material shortfall in terms of demonstrating the IJB's ability to deliver its Strategic Commissioning Plan within available resources. Consequently the IJB needs to rapidly revisit its future plans to address projected shortfalls in a manner most consistent with the IJB's aspirations. Additionally, it is suggested the IJB quickly revisits its governance forums to ensure that the progress and decisions required to ensure the delivery of a balanced plan can be taken forward at the right pace.

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December 2018

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Appendix 1: Adult Services Financial Planning Summary

Appendix 2: Community Health Services Financial Planning Summary

Appendix 1: Adult Services Financial Planning Summary

Angus HSCP - Financial Plan 2019/20 to 2021/22			
	Services Delivered by Angus Council		
Year	2019/20	2020/21	2121/22
	£k	£k	£k
Brought Forward Budget	44389	44839	45139
Assumed Budget Uplift			
Partner - Inflation	0	0	0
Partner - Demographic	0	0	0
Scottish Government - Legal	450	300	160
Annual	450	300	160
Total Available Budget	44839	45139	45299
Brought Forward Spend Commitments	43791	46490	48849
Inflation Pressures			
Inflation - Pay (inc. Increments)	730	780	810
Inflation - Third Parties	630	620	540
Inflation - NCHC	1100	1100	850
Inflation - Other	40	40	40
Annual Inflation Pressures	2500	2540	2240
Service Pressures			
Legal - Carers	300	200	60
Legal - Free Personal Care (FPC)(under 65s)	150	100	100
Demographics (Excluding Older People)	400	300	200
Demographics (Older People)	568	588	518
Annual Service Pressures	1418	1188	878
Planned Expenditure	47709	50218	51967
Initial Annual Shortfall	-2870	-5079	-6668
Less Planned Interventions			
Increased Charging/Recoveries	230	200	200
ACM - Care Home Review - In House Care 1	0	500	0
ACM - Care Home Review - Nursing Care	50	50	0
Support Services Review 2	50	50	0
Help to Live at Home (Fair Cost of Care)	150	50	0
LD - Remodel Care	364	244	244
EMT Reviews	300	250	250
Collaboration	25	25	0
Sickness & Absence Review	50	0	0
Total Interventions	1219	1369	694
Revised Planned expenditure	46490	48849	51273
Revised Annual Shortfall	-1651	-3710	-5974
Cumulative Shortfall	-1651	-5361	-11335
Notes			
1. Excludes Support Services.			
2. Includes Care Homes Support Services.			

Appendix 2: Community Health Services Financial Planning Summary

Angus HSCP - Financial Plan 2019/20 to 2021/22	Services Delivered by NHS Tayside																				
	2019/20							2020/21							2021/22						
	Local £k	Hosted (Angus) £k	Hosted (In) £k	PX £k	FHS £k	Large Hospitals £k	Total £k	Local £k	Hosted (Angus) £k	Hosted (In) £k	PX £k	FHS £k	Large Hospitals £k	Total £k	Local £k	Hosted (Angus) £k	Hosted (In) £k	PX £k	FHS £k	Large Hospitals £k	Total £k
Brought Forward Budget	44376	11540	13116	21836	28994	8946	128808	44646	11710	13316	22566	28994	8946	130178	45116	11890	13516	23106	28994	8946	131568
Annual Assumed Budget Uplift																					
Partner	670	170	200	330	0	0	1370	670	180	200	340	0	0	1390	680	180	200	350	0	0	1410
Transfer (Within IJB)	-400	0	0	400	0	0	0	-200	0	0	200	0	0	0	0	0	0	0	0	0	0
Annual Assumed Budget Uplift	270	170	200	730	0	0	1370	470	180	200	540	0	0	1390	680	180	200	350	0	0	1410
Available Budget	44646	11710	13316	22566	28994	8946	130178	45116	11890	13516	23106	28994	8946	131568	45796	12070	13716	23456	28994	8946	132978
Brought Forward Spend Commitments	43325	11858	13616	23636	29194	8946	130575	43610	12018	13816	23966	29194	8946	131550	44244	12198	14016	24306	29194	8946	132904
Inflation Pressures																					
Inflation - Pay	660	350	410	0	0	0	1420	660	360	410	0	0	0	1430	660	360	420	0	0	0	1440
Inflation - Third Parties	420	10	0	0	0	0	430	430	10	0	0	0	0	440	440	10	0	0	0	0	450
Inflation - Prescribing	0	0	0	240	0	0	240	0	0	0	240	0	0	240	0	0	0	240	0	0	240
Annual	1080	360	410	240	0	0	2090	1090	370	410	240	0	0	2110	1100	370	420	240	0	0	2130
New Service Pressures																					
Community Nursing	50	0	0	0	0	0	50	50	0	0	0	0	0	50	50	0	0	0	0	0	50
Drugs	0	0	0	240	0	0	240	0	0	0	240	0	0	240	0	0	0	240	0	0	240
Annual	50	0	0	240	0	0	290	50	0	0	240	0	0	290	50	0	0	240	0	0	290
Planned Expenditure	44455	12218	14026	24116	29194	8946	132955	44750	12388	14226	24446	29194	8946	133950	45394	12568	14436	24786	29194	8946	135324
Initial Annual Shortfall	191	-508	-710	-1550	-200	0	-2777	366	-498	-710	-1340	-200	0	-2382	402	-498	-720	-1330	-200	0	-2346
Less Planned Interventions																					
OOH Review	0	200	0	0	0	0	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACM - In Patient Review (Existing Plans)	120	0	0	0	0	0	120	31	0	0	0	0	0	31	60	0	0	0	0	0	60
ACM - In Patient Review (Extended review of In Patient)	150	0	0	0	0	0	150	150	0	0	0	0	0	150	0	0	0	0	0	0	0
ACM - In Patient Review (POA Review)	50	0	0	0	0	0	50	150	0	0	0	0	0	150	0	0	0	0	0	0	0
ACM - MIU Review	300	0	0	0	0	0	300	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EMT Reviews	200	0	210	0	0	0	410	150	190	210	0	0	0	550	150	190	220	0	0	0	560
Collaboration	25	0	0	0	0	0	25	25	0	0	0	0	0	25	0	0	0	0	0	0	0
Resolution of Cost Pressures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GP PX (Additional Savings)	0	0	0	150	0	0	150	0	0	0	140	0	0	140	0	0	0	130	0	0	130
Total Interventions	845	200	210	150	0	0	1405	506	190	210	140	0	0	1046	210	190	220	130	0	0	750
Revised Planned expenditure	43610	12018	13816	23966	29194	8946	131550	44244	12198	14016	24306	29194	8946	132904	45184	12378	14216	24656	29194	8946	134574
Revised Shortfall	1036	-308	-500	-1400	-200	0	-1372	872	-308	-500	-1200	-200	0	-1336	612	-308	-500	-1200	-200	0	-1596
Adjustment For Hosting	0	225	0	0	0	0	225	0	225	0	0	0	0	225	0	225	0	0	0	0	225
Final Shortfall	1036	-83	-500	-1400	-200	0	-1147	872	-83	-500	-1200	-200	0	-1111	612	-83	-500	-1200	-200	0	-1371