



LONDON AMBULANCE SERVICE NHS TRUST

Finance Report

For the Month Ending 30 June 2005 (Month 03)

	<i>IN THE MONTH</i>			<i>YEAR TO DATE</i>				£000s
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>	<u>ANNUAL Budget</u>
Total Income	17,736	17,670	66F	52,921	52,912	10 F	0.0 U	210,227
Total Expenditure	17,727	17,537	(189)U	51,489	51,879	389 F	0.8 F	210,227
Trust Result	9	133	(123)U	1,432	1,033	399F	38.6F	0

1. Month

- 1.1. Total Trust income was £66k higher than planned, largely due to a revision in targets for A&E long distance journey income and Stadia attendance income.
- 1.2. Total Trust expenditure was £189k higher than planned due largely to an increase made for legal provisions.

2. Year to Date

- 2.1. Income is on target for the year to date and expenditure is 0.8% less than target for the first quarter of the financial year.

3. Annual

- 3.1. Based on the first quarter of the year, a year end breakeven position is forecast.



LONDON AMBULANCE SERVICE NHS TRUST

Income & Expenditure - Analysis by Function

For the Month Ending 30 June 2005 (Month 03)

	<i>IN THE MONTH</i>			<i>YEAR TO DATE</i>				£000s
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>	<u>ANNUAL</u>
								<u>Budget</u>
Income	16,546	16,497	48 F	49,306	49,393	(88)U	0.2U	198,794
A&E Operations Cost								
Sector	9,720	9,620	(101)U	28,042	28,052	10F	0.0F	114,110
Control Services	1,196	1,153	(44)U	3,392	3,422	30F	0.9F	14,395
Training Services	522	582	61F	1,568	1,645	77F	4.7F	8,467
A&E Operational Support	682	745	64F	1,980	2,214	234F	10.6F	10,022
Total Operations Cost	12,120	12,100	(20)U	34,983	35,334	351 F	1.0F	146,995
A&E gross surplus/(deficit)	4,426	4,398	28 F	14,323	14,060	264 F	1.9 F	51,799
A&E Gross Margin	27.0%	26.9%	0.0%F	29.2%	28.6%	0.6F	2.0%F	26.2%
Corporate Support								
Medical Director	17	20	3F	29	35	5F	15.4F	139
Service Development	49	76	27F	182	229	47F	20.5F	967
Communications	120	115	(5)U	322	343	20F	6.0F	1,382
Human Resources	352	332	(21)U	1,099	1,130	31F	2.7F	4,229
IM&T	451	565	114F	1,418	1,630	211F	13.0F	7,011
Finance	1,584	1,389	(195)U	4,005	3,930	(75)U	1.9U	15,565
Chief Executive	122	118	(4)U	335	343	8F	2.4F	1,405
Centrally Held Funds	1,627	1,627	0U	5,597	5,597	0U	0.0U	20,862
Total Corporate	4,324	4,243	(81)U	12,988	13,236	248 F	1.9F	51,561
A&E net surplus/(deficit)	102	155	(52)U	1,335	824	511F	62.1F	238
A&E net margin	0.6%	0.9%	(0.3)%U	2.7%	1.7%	1.0F	62.3%F	0.1%
PTS								
Income	1,190	1,173	17F	3,616	3,518	97F	2.8F	11,434
Expenditure	1,283	1,195	(89)U	3,519	3,309	(210)U	6.3U	11,672
Surplus/(Deficit)	93	22	(71)U	97	209	(112)U	53.7U	238
Margin	(7.8)%	(1.9)%	(5.9)U	2.7%	5.9%	(3.3)U	54.9U	(2.1)%
Trust Result	9	133	(123)U	1,432	1,033	399F	38.6F	0



LONDON AMBULANCE SERVICE NHS TRUST

Income & Expenditure - Analysis by Function

For the Month Ending 30 June 2005 (Month 03)

Notes

1. **Income**
 - The favourable movement stems largely from PTS, A&E long distance and stadia attendance (see Income Analysis sheet)
2. **Sectors**
 - Several budgets have been reprofiled this month to reflect the pattern of spend expected in the latter part of the year and this has in part caused the adverse swing in the month.
 - Subsistence £119K F/£55K F ytd- From October 2005 there will be an increase in meal breaks given compared to current practice so budget has been moved forward to reflect this.
 - Fuel and Oil – Volume variance has led to a £66k adverse variance in the month
 - Accident Repairs- This budget has been reprofiled to reflect the pattern of spend last year and this has led to a £115K unfavourable movement in the month.
 - 3rd Party Accident damage- £61K U in the month due to a revised accrual for an increased provision.
 - RTA Cost Recovered. The target budget was increased in month by £47K as there were several exceptionally high recoveries. This budget has been transferred to help offset the Operations efficiency savings target
3. **CAC**
 - EMDs and Sector controllers remain underspent (£48K in month £115K YTD) as overtime hours are less than budget.
 - A correction to a year end accrual for 3rd party has caused a £53K unfavourable movement for St Johns Ambulance.
 - Long distance journeys have decreased with a corresponding shortfall in income and use of 3rd party transport. The income target has been decreased by £42k and the corresponding 3rd Party transport budget has also been decreased by £42K in month. This has led to an adverse movement of £25K in month
4. **Training**
 - Pay is underspent due to trainer secondments £24K F in month
 - Training expenses are underspent due to courses being held in the latter part of the year. £36K in month.
5. **A&E Operational Support**
 - The underspend in month 3 stems from Fleet; expenditure on vehicle maintenance is lower in month 3 than the average.
 - To date Logistics report an underspend on the Make ready project and several ISONs.
 - Pay reports an underspend of £70k due to vacancies in Fleet within the maintenance staff and in Logistics within the tender drivers.
6. **Service Development**
 - The underspend in month 3 stems from the Project Support Office where there are several vacancies. The equipment budget for the new A&E ambulances is also held in PSO, this is reporting an underspend to date. This will be moved to Logistics in month 4.
 - Pay is underspent within A&E Development, on A&C staff.
7. **IM & T**
 - The underspend is a result of the termination of some maintenance contracts in 0405 but were continued to be accrued for into 0506. Analysis is currently taken place to determine exact numbers and values of all technology maintenance contracts to ensure all expenditure is correctly accounted for.
8. **Finance**
 - The overspend stems from legal provisions. In the first quarter of the year there has been a provision made for a staff member retiring through ill health of £175k against a quarterly budget of £78K. In addition £50k was provided for as a result of a technical accounting adjustment relating to a change in the discount rate used for assessing the size of provisions.
9. **PTS**
 - The adverse movement on PTS is mainly due to the very high usage of private ambulances in Central Services. This area continues to be monitored closely to ascertain the validity of these increased costs. It is anticipated that these costs should reduce substantially in future months as staff and vehicle resources are redeployed from the Hammersmith Hospitals contract which terminated at the end of June.
 - The redeployment of the Hammersmith Hospital staff will also significantly reduce agency costs and the large favourable variances seen on PTS operational staff as many contracts will now become fully established.



LONDON AMBULANCE SERVICE NHS TRUST

Analysis by Expense Type

For the Month Ending 30 June 2005 (Month 03)

£000s

	IN THE MONTH			YEAR TO DATE				ANNUAL
	Actual	Budget	Variance	Actual	Budget	Variance	% Variance	Budget
Payroll Expenditure								
A&E Operational Staff	6,957	7,113	157F	21,106	21,215	109F	0.5F	89,604
A&E Overtime	1,140	1,141	1F	2,950	2,950	0U	0.0U	9,183
PTS Operational Staff	690	765	75F	1,940	2,028	88F	4.3F	6,652
Corporate Support	2,516	2,590	74F	7,446	7,675	229F	3.0F	31,035
	11,302	11,610	308 F	33,442	33,868	426 F	1.3F	136,474
Non Pay Expenditure								
Staff Related	444	497	54F	1,220	1,286	66F	5.1F	4,715
Staff Welfare	40	33	(7)U	106	101	(5)U	4.8U	403
Training	60	144	84F	301	345	43F	12.6F	1,871
Medical & Ambulance Equipment	42	54	12F	119	186	67F	35.9F	1,742
Medical Consumables	233	217	(15)U	649	645	(4)U	0.6U	2,698
Fuel & Oil	380	329	(50)U	927	946	20F	2.1F	3,822
Third Party Transport	314	129	(185)U	705	460	(245)U	53.3U	1,449
Vehicle Maintenance	116	178	61F	461	546	86F	15.7F	2,301
Other Fleet Costs	739	504	(235)U	1,580	1,457	(122)U	8.4U	7,069
Rent, rates & utilities	254	222	(33)U	728	688	(40)U	5.8U	2,616
Office and Station cleaning	136	141	6F	381	444	63F	14.1F	2,023
Security & Fire Safety	16	20	4F	56	60	4F	7.4F	240
Estates Maintenance	142	137	(5)U	342	411	70F	16.9F	1,645
Other Estates Costs	25	23	(3)U	91	75	(16)U	20.7U	325
Telephones	204	196	(9)U	589	583	(6)U	1.0U	2,427
Information Technology	36	88	52F	218	265	47F	17.9F	1,232
Office & Station Expenses	191	161	(30)U	413	471	57F	12.2F	1,882
Legal Expenses	404	209	(195)U	584	396	(188)U	47.5U	1,550
Consultancy	40	8	(32)U	67	37	(30)U	82.0U	272
Advertising & PR	55	19	(36)U	73	56	(16)U	29.1U	226
Catering & Hospitality	24	14	(11)U	63	40	(23)U	57.7U	159
Depreciation	501	519	18F	1,587	1,600	14F	0.9F	6,472
Reserves	1,621	1,621	0U	5,519	5,519	0U	0.0U	20,990
Radio Equipment	84	137	53F	284	407	123F	30.1F	1,680
Others	13	0	(13)U	23	0	(23)U	100.0U	0
	6,113	5,599	(514)U	17,084	17,024	(60)U	0.4U	69,810
Financial Expenditure								
Interest Payable	15	15	0	46	46	0	0.0	183
Interest Receivable	(33)	(18)	15F	(71)	(54)	17F	32.6U	(215)
PDC Dividend	311	311	0	933	933	0	0.0	3,733
Others	18	20	2F	55	61	5F	9.1F	243
	312	329	17 F	963	986	23 F	2.3F	3,944
Total Trust Expenditure	17,727	17,537	(190)U	51,489	51,879	389F	0.8 F	210,227
WTE (Worked)	4,342.41	4,436.38	93.97 F					



LONDON AMBULANCE SERVICE NHS TRUST

Analysis by Expense Type

For the Month Ending 30 June 2005 (Month 03)

£000s

Notes

1. **Operational staff:** are underspent due to CAC sector management and EMDs (£49K), Decon and MALAT (£33K), BETS (£22K).
2. **PTS:** the favourable movement in the month stems from backdated AFC overtime costs. The original amount accrued for was higher than that amount actually paid out.
3. **Corporate Support:** there are several staff groups underspent to date. The main ones are: Admin & Clerical, Training Staff and Fleet Maintenance Staff.
4. **Staff Related :**Reprofiling subsistence budgets has led to a £115K underspend in the month. From October 2005 there will be an increase in meal breaks given compared to current practice so budget has been moved forward to reflect this.
5. **Training :** Paramedic diploma courses are underspent £28K in the month due to budget profiling.
6. **Fuel and oil** reports an underspend due to a decrease in the price of fuel compared to the price used to set the budget and also the amount of fuel used was less than plan for the month.
7. **Third Party Transport:** This is due to a high usage of private ambulances in PTS central Services. It is anticipated that these costs will reduce substantially as resources are redeployed from the termination of the Hammersmith Hospitals contract at the end of June.
8. **Fleet Costs-** A&E Sectors accident repair budgets have been reprofiled to reflect last year's pattern of spend and this has caused a £115K unfavourable movement in the month. The accrual for 3rd Party accident damage has been increased due to concerns about the quality of data provided by ZMI and this has led to a £63K unfavourable movement. RTA recovered costs has moved unfavourably £48K in the month due to budget adjustments into efficiency savings. The year to date position is £39K favourable.
9. **Legal expenses :** The overspend stems from legal provisions. A provision has been made for a staff member retiring through ill health which totals £175k in the first quarter against a quarterly budget of £78K. In addition £50k was provided for as a result of a technical accounting adjustment relating to a change in the discount rate used for assessing the size of provisions.



LONDON AMBULANCE SERVICE NHS TRUST

Analysis of Income

For the Month Ending 30th June 2005 (Month 03)

(£000s)

	<i>IN THE MONTH</i>			<i>YEAR TO DATE</i>				<i>ANNUAL</i>
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>	<u>Budget</u>
A&E Income								
A&E Services Contract	15,093	15,093	0 U	45,280	45,280	0 U	.0 U	181,120
CBRN Income	796	796	0	2,389	2,389	0	.0	9,087
ECP Revenue	3	0	3 F	170	204	(34)U	16.6 U	818
BETS & SCBU Income	55	47	8 F	145	142	3 F	2.0 F	569
A & E Long Distance Journey	33	9	24 F	110	110	0 F	.1 F	567
Stadia Attendance	109	91	17 F	143	143	0 F	.0 F	582
Heathrow BAA Contract	14	14	0 U	41	41	0 U	.2 U	166
Resus Training Fees NHS	11	11	0 U	26	33	(7)U	21.0 U	132
Resus Training Fees Non NHS	1	16	(15)U	3	47	(45)U	94.4 U	189
HEMS Funding	2	2	0	7	7	0	.0	28
A&E Income	16,118	16,080	38 F	48,314	48,397	(83)U	0.2 U	194,683
PTS Income	1,190	1,173	17 F	3,615	3,518	97 F	2.8 F	11,434
Other Income	428	417	11 F	992	996	(5)U	0.5 U	4,110
Total Income	17,736	17,670	66 F	52,921	52,912	10 F	0.0 U	210,227

Notes

1. The adverse year to date variance on A&E income is explained as follows:
 - ECP revenue is below target to date since we have not received any income from Croydon PCT.
 - Community Resus training has an ambitious income target for the year. Plans are in place to follow up on commercial opportunities in order to meet this target.
2. The target for the first quarter on Long Distance Journey income has been reduced to reflect low activity because of increased competition and the Stadia attendance income target has been reduced to reflect low activity expected in these months. This has caused the favourable movement in the month within these two areas.
3. Contract Variation income for PTS contracts has a favourable year to date variance of £100K, the majority of this is due to over activity on the Whipps Cross, Wandsworth, RNO Stanmore and Barnet, Enfield and Haringey Contracts.



LONDON AMBULANCE SERVICE NHS TRUST

Income & Expenditure - Analysis of Staff Numbers

For the Month Ending 30 June 2005 (Month 03)

	<u>Last Month</u> <u>Actual Paid WTE</u>	<u>This Month</u> <u>Actual Paid WTE</u>	<u>Variance</u>
A&E Operations			
Sector	2,980	3,100	120
Control Services	396	396	(1)
Training Services	131	145	14
A&E Operational Support	98	99	2
	3,605	3,740	135
Corporate Support			
Medical Director	1	2	1
Service Development	13	14	0
Communications	17	18	1
Human Resources	81	84	3
IM&T	46	46	0
Finance	55	57	2
Chief Executive	20	20	(1)
Total Corporate	233	239	6
PTS	348	363	15
Trust Total	4,186	4,342	156

Notes

1. Sector Services report an increase in paid wte from May to June. This is because the number of hours that overtime is paid at double time has increased. Previously it was payable from 11pm to 3am on Friday and Saturdays, now it is payable from 3pm to 3pm the following day on weekends.
2. Training Services have more paid wte in June compared to May. This reflects an increase in the numbers on CAC and A&E Training courses in the month.



LONDON AMBULANCE SERVICE NHS TRUST

Capital Expenditure Report

For the Month Ending 30 June 2005 (Month 03)

Cost Centre	Total Project Cost centre description	Total Project Budget	CURRENT YEAR								TOTAL PROJECT		
			PREVIOUS YEAR'S		Annual Budget	YEAR Budget	TO Spend	DATE Variance	Goods Ordered/ Not Received	Spend	Variance		
			Budget	Spend									
S91	Total Vehicle Projects												
S933	Minor Fleet Projects	34,404	0	0	34,404	0	0	0	26,280		26,280	8,124 F	
	Total Vehicle Projects	34,404	0	0	34,404	0	0	0	26,280		26,280	8,124 F	
S92	Total Equipment Projects												
80055	Defibrillator Purchase	2,338,165	1,925,000	2,745,760	413,165	0	1	(1)U	14,937		2,760,698	(422,533)U	
	Total Equipment Projects	2,338,165	1,925,000	2,745,760	413,165	0	1	(1)U	14,937		2,760,698	(422,533)U	
S93	Total Estates Projects												
80045	Buckhurst Hill - Disposal	9,033	9,033	26,111	0	0	0	0	0		26,111	(17,078)U	
80062	Streatham Improvement	1,173,287	385,207	402,194	788,080	127,152	127,152	0 F	3,444		532,790	640,497 F	
80158	Whipps Cross Workshop Impro	520,000	350,884	349,376	169,116	142,701	142,700	1 F	1,203		493,279	26,721 F	
80176	Poplar Ambulance Station Rep	265,000	0	0	0	0	0	0	0		265,000	0	
80179	Bow Office Changes	728,000	231,375	231,375	496,625	111,402	111,402	0 F	8,041		350,817	377,183 F	
80192	Bounds green additional accomod	156,875	2,746	2,746	154,129	0	0	0	0		2,746	154,129 F	
80197	Relocate Central Store	235,000	100,000	94,000	135,000	86,000	86,000	0	0		180,000	55,000 F	
80204	Relocation Of Isleworth Ambula	200,000	0	0	200,000	0	0	0	0		0	200,000 F	
80222	New Brixton Ambulance Station	500,000	0	0	500,000	0	0	0	0		0	500,000 F	
80225	Newham - Relocate messroom	186,825	0	1,035	186,825	0	0	0	0		1,035	185,790 F	
80228	New Rotherhithe Station	155,100	0	0	155,100	0	0	0	0		0	155,100 F	
S932	Minor Estates Projects	255,250	131,500	61,912	123,750	23,120	34,971	(11,851)U	592		97,475	157,775 F	
	Total Estates Projects	4,384,370	1,210,745	1,168,749	2,908,625	490,375	502,225	(11,850)U	13,279		1,949,252	2,435,118 F	
S94	Total Technology Projects												
80226	Dynamic Vehicle Cove	123,528	0	0	123,528	0	0	0	123,528		123,528	0 F	
80227	Cabling for Urgent Control	0	0	0	0	13,885	14,411	(526)U	36,544		50,955	(50,955)U	
S934	Minor Technology Projects	146,518	0	0	146,518	0	0	0	62,702		62,702	83,816 F	
	Total Technology Projects	270,046	0	0	270,046	13,885	14,411	(526)U	222,774		237,185	32,861 F	
S97	Approved ISOs not Committe												
89998	Approved ISOs not Committed	6,186,023	117,000	0	6,069,023	0	0	0	0		0	6,186,023 F	
S97	Approved ISOs not Committ	6,186,023	117,000	0	6,069,023	0	0	0	0		0	6,186,023 F	
	Approved ISOs not Committed	6,186,023	117,000	0	6,069,023	0	0	0	0		0	6,186,023 F	



LONDON AMBULANCE SERVICE NHS TRUST

Capital Expenditure Report

For the Month Ending 30 June 2005 (Month 03)

Cost Centre	Cost centre description	Total Project Budget	CURRENT YEAR						Goods Ordered/ Not Received	TOTAL PROJECT			
			PREVIOUS YEAR'S		Annual Budget	YEAR	TO	DATE		Spend	Variance	Spend	Variance
			Budget	Spend		Budget	Spend	Variance					
	Un Allocated Capital Funds	2,133,140	761,903	0	1,371,237	0	0	0	0	0	2,133,140 F		
	Total Programme	15,346,148	4,014,648	3,914,509	11,066,500	504,260	516,636	(12,376)U	277,270	4,973,415	10,372,733 F		



LONDON AMBULANCE SERVICE NHS Trust

Balance Sheet

For the Month Ending 30 June 2005 (Month 03)

	<u>Mar-05</u>	<u>Apr-05</u>	<u>May-05</u>	<u>Jun-05</u>
	£'000s	£'000s	£'000s	£'000s
Fixed Assets				
Intangible assets	415	429	414	388
Tangible assets	104,707	103,910	107,076	107,310
	<u>105,122</u>	<u>104,339</u>	<u>107,490</u>	<u>107,698</u>
Current Assets				
Stocks & WIP	1,938	1,933	1,933	1,933
Debtors A&E	2,776	1,604	2,795	3,789 £502k > 60 days (11.70%), May - £9k > 60 days (0.26%)
Debtors PTS	1,796	1,464	1,767	1,038 £495k > 60 days (47.69%), May - £425k > 60 days (19.7%)
Prepayments, Vat Recoverable, Other Debtors	2,467	2,979	3,409	2,754
Back to Backed Debtors - PCTs	9,902	10,517	10,299	10,682
Investments - Short Term Deposits	0	1,600	3,000	5,100
Cash at Bank and in Hand	664	471	91	46
Total Current Assets	<u>19,543</u>	<u>20,568</u>	<u>23,294</u>	<u>25,342</u>
Creditors: Amounts falling due within one year				
Bank Overdraft	101	40	22	340
Creditors - NHS	2,774	2,408	2,103	2,012 PSPP - Last month (73%), This month (54%), Ytd (70%)
Creditors - Other	24,256	23,549	25,577	26,992 PSPP - Last month (83%), This month (84%), Ytd (84%)
Dividend Provision	0	311	622	933
Total Current Liabilities	<u>27,131</u>	<u>26,308</u>	<u>28,324</u>	<u>30,277</u>
Net Current Assets	-7,588	-5,740	-5,030	-4,935
Total Assets less current liabilities	97,534	98,599	102,460	102,763
Creditors: Amounts falling due after more than one year				
Provisions for Liabilities & Charges	12,379	12,399	12,293	12,630
Total Net Assets	<u>85,155</u>	<u>86,200</u>	<u>90,167</u>	<u>90,133</u>
Capital & Reserves				
Donated Assets	698	698	676	658
Income & Expenditure account	4,595	5,427	5,996	6,083
Other Reserves	10	10	10	10
Public Dividend Capital	39,977	39,977	39,977	39,977
Revaluation Reserve	39,875	40,088	43,508	43,405
Total Capital & Reserves	<u>85,155</u>	<u>86,200</u>	<u>90,167</u>	<u>90,133</u>



LONDON AMBULANCE SERVICE NHS Trust

Cashflow Statement
For the Month Ending 30 June 2005 (Month 03)

	<u>Apr-05</u>	<u>May-05</u>	<u>Jun-05</u>
	£'000s	£'000s	£'000s
Opening Cash Balance	563	2,031	3,069
Operating Activities			
Trust I&E	1,159	885	317
Depreciation	524	498	553
(Increase)/Decrease in Stocks	5	0	0
(Increase)/Decrease in Debtors	367	-1,706	8
Increase/(Decrease) in Creditors	-383	1,670	944
Increase/(Decrease) in Stocks	0	0	0
Other	0	-121	322
Net Cashflow from operating activities	<u>1,672</u>	<u>1,226</u>	<u>2,144</u>
Financial Activities			
Interest receiver	25	27	33
Interest paid	0	0	0
Other	0	0	0
Net Cashflow from financial activities	<u>25</u>	<u>27</u>	<u>33</u>
Capital Expenditure			
Tangible fixed assets acquired	-229	-215	-440
Tangible fixed assets disposed	0	0	0
Other	0	0	0
Net Cashflow from capital expenditure	<u>-229</u>	<u>-215</u>	<u>-440</u>
PDC Dividends paid	0	0	0
Financing - PDC Capital	0	0	0
Closing cash balance	<u>2,031</u>	<u>3,069</u>	<u>4,806</u>

Risk Register Items - 2005/06 Risks

Risk	Priority (High, Medium or Low)	Lead Person (OMG Member)	Action Plan	Timescale
1. The funding for the increase for Agenda for Change is not sufficient to cover the additional costs the Trust will incur.	M	WF	Manage the implementation of Agenda for Change tightly	During 2005/06
2. The trust requires savings to be achieved to clear the efficiency target. These may not be achieved or yield sufficient funds.	H	SMG	Work up realistic plans. Make the most of other funding opportunities in 2005/06.	During 2005/06
3. The recurrent CBRN funding is not secured, but needs to be as this has been used to fund recurrent staffing costs.	H	SMG	Pursue SHA.	During 2005/07
4. Trust may not manage crew overtime within budget.	H	MF	Monitor closely and manage in year	During 2005/06
5. Any new and unforeseen cost pressures.	M	SMG	Hold contingency reserve	During 2005/06
6. Fuel prices in excess of the sums held in budgets, and Centrally Held Funds.	H			
7. Failing to manage and control third party expenditure.	H	MF/MD	Monitor closely and manage in year	During 2005/06
8. PTS: The demanding income levels within the central services budget may not be achieved.	M	MD	Monitor closely and manage in year	During 2005/06
9. Until more details of some capital projects are known, the levels of VAT and its recovery cannot be forecast accurately.	L			
10. Until tenders for each project are received, there is the possibility that costs will increase. That was the Trust's experience in 2003/04.	M	MD	Hold some capital back for this uncertainty	During 2005/06