

Index for BYFM701

Note: The number before the colon denotes the Book, and the number(s) following the colon the page(s) within the Book. Thus 2:7–8 directs you to Book 2: pages 7–8. RF refers to the Resource File.

A

- absorption costing *see* marginal and absorption costing
 - accommodation, for capital projects RF: 15-17
 - accountability, financial performance 3: 44-8
 - accounting, for charities 2: 60-4
 - accruals method, income and expenditure 2: 56-7
 - accumulated funds (reserves) 2: 53-4
 - activity-based budgeting 2: 42-5
 - Addenbrooke's NHS Trust summary CHI report 3: 38
 - allocating costs 2: 21, 24-32
 - allocation of funds
 - by central government 1: 27-8
 - within Health Service 1: 28-35
 - for social care 1: 35-7
 - annual equivalent factors, table of RF: 12
 - applying for government grants 4: 36
 - appraisal systems, accountability 3: 46
 - appropriateness, services 3: 28
 - assessing sensitivity to risk 4: 51-3
 - assets 2: 52; 4: 34-6
 - asthma care case study 2: 42-5
 - audit, role of 3: 51-2
 - Audit Commission 3: 52
 - avoidable costs 4: 12, 13
- ### B
- balance sheets 2: 52-5, 63; 3: 53, 56-9
 - balanced scorecards 3: 39-41
 - Barfordshire social services department case study 3: 29-30
 - basic credit approvals 4: 39
 - Belshire County Council case study 4: 56-7
 - benchmarking 3: 35-8
 - benefit criteria *see* defining objectives and benefit criteria
 - benefits, measuring 4: 49-51
 - best value 3: 26, 41-2; 4: 41, 42
 - Blair, T. 1: 34 *see also* Labour government (1997)
 - block budgets 1: 16, 17
 - boards, accountability 3: 46
 - borrowing money
 - for capital projects 4: 34
 - by central government 1: 28
 - by local authorities 4: 39
 - Brankley Hospital Trust case study 2: 40-2
 - break-even point 2: 13
 - Brentonshire NHS Trust case study 2: 14-17
 - Brightshire County Council case study 4: 20-4, 25-6, 30, 52
 - Brookside case study 3: 13-14
 - budget, UK 1: 27
 - budget holders 3: 46
 - budget reports 2: 39-41, 3: 10, 11
 - budget responsibility and negotiation 3: 7-25
 - budgeting 2: 38-42
 - activity-based 2: 42-5
 - cash 2: 46-50
 - cost centre 3: 45

- purposes of 3: 8-11
- budgets
 - function-based 2: 42
 - incremental 2: 39
 - pooled 1: 45-6
 - rolling 3: 13, 25
 - zero-based 2: 39
- business cases, preparing 4: 47-54
- business plans 3: 11
- C**
- calculating net present value 4: 20-4
- calculation of costs and savings RF: 6-10
- capital, money cost of 4: 29
 - see also* working capital
- capital and revenue items 2: 56
- capital assets 4: 7
- capital charges 4: 43
- capital expenditure 4: 6, 7-8, 38, 46-58
 - for capital programme bids RF: 14
 - and cost-benefit analysis 4: 9-13
- capital funds 2: 61
- capital investments, costs and benefits of 4: 9-13, 27
- capital programmes, preparing 4: 55-8
- capital projects
 - financing 4: 34-7
 - justification statement for 4: 56; RF: 13-17
- capping, council tax 1: 37
- care
 - long-term
 - future options for funding 1: 19-24
- Care Together* project (Perth and Kinross) 1: 44
- care trusts 1: 46-8
- carers, and best value 3: 42
- cash budgeting 2: 46-50
- cash flows 2: 46, 4: 19, 21-5, 26, 28, 29-30
- central government
 - allocation of funds 1: 27-8
 - controls on capital expenditure 4: 38-40
 - grants to local authorities 1: 8, 10, 18, 35, 36
 - intervention 1: 7-11
 - public service agreement (PSA) targets 3: 32-3
- chains of accountability 3: 45-8
- charges
 - basing charges on economic costs 4: 43
 - basing charges on financing costs 4: 42
- charging, for use of fixed assets 4: 40-4
- charitable trusts, and funding 1: 53
- charities
 - accounting for 2: 60-4
 - benchmarking in 3: 36
- Charities Act 1993 2: 60-1
- Charity Commission 2: 61; 3: 52
- Chartered Institute of Public Finance and Accounting (CIPFA) 1: 42-3
 - Prudential Code* 4: 40
- chief executives, accountability 3: 47
- Children Act 2004 1: 48
- children's trusts 1: 48
- choice, funding systems 1: 18
- Clarke, K. 1: 28-9 *see also* Conservative government (1979-83)
- co-payments 1: 10, 14, 16, 22
- codes of practice, social care 3: 33
- collaboration and partnership 1: 40, 42
- collaborative continuums 1: 42, 47
- commissioning and providing services 1: 5

- committees, accountability 3: 46
 - common costs 4: 12-13
 - company grants, and funding 1: 53
 - competitive tendering 3: 41
 - compliance 4: 40-1
 - Comptroller and Auditor General 3: 52
 - Conservative government (1979-83) 1: 7-9, 11-12, 18, 37
 - see also* Clarke, K.
 - considering private finance alternatives 4: 54-5
 - contingent liabilities 2: 54
 - contributions
 - for capital programme bids RF: 15
 - from developers 4: 36
 - variable costs 2: 12-19
 - control, budgets 3: 15-21
 - controllable and non-controllable costs 2: 30
 - controls on local authorities 4: 39-41
 - cost allocation 2: 21, 24-32
 - cost-benefit analysis 4: 10-13
 - cost breakdown, capital projects RF: 17
 - cost centre budgeting 3: 45
 - cost-effectiveness analysis 4: 11
 - cost-utility analysis 4: 11
 - costing, marginal and absorption 2: 30-2
 - costs
 - avoidable 4: 12, 13
 - common 4: 12-13
 - control of 1: 14-15
 - controllable and non-controllable 2: 30
 - differential 4:12, 13
 - direct 2: 24
 - economic 4: 42, 43
 - equivalent annual 4: 27
 - financing 4: 41-2, 44
 - fixed and variable 2: 8-9
 - identifying and quantifying 4: 51
 - incremental 4: 12, 13
 - indirect 2: 24-5
 - initiatives 3: 33
 - marginal 2: 10-12
 - opportunity 2: 21, 32-6
 - reducing 3: 10
 - semi-variable 2: 9
 - step 2: 10, 11
 - sunk 2: 32; 4: 12, 13, 42
 - transaction 1: 17
 - unit 2: 21, 22-4
 - costs and benefits of capital investments 4: 9-13
 - costs and benefits for decision-making 4: 12-13
 - council tax 1: 8-9, 37
 - Coventry home help project 4: 11; RF: 5-10
 - Crampton mental health service case study 3: 34-5
 - current assets 2: 53
 - ‘customer satisfaction’ 3: 30
 - customers, accountability 3: 46
- D**
- databases, benchmarking 3: 37
 - Davyshire case study 2: 34-6
 - debt charges, capital programme bids RF: 15
 - decision-making, costs and benefits for 4: 12-13
 - defining objectives and benefit criteria 4: 48-9
 - Dempster Care Centre case study 2: 25-30
 - Department of Health (DOH)
 - Delivering the NHS Plan* 1: 34

- Tackling Health Inequalities: A Programme For Action* 3: 32-3
- depreciation 2: 52-3; 4: 43
- detailed descriptions, for capital projects RF: 15-16
- developers, bringing in contributions from 4: 36
- developing preferred options (producing full business cases) 4: 54
- differential costs 4:12
- direct costs 2: 24
- ‘direct payments’ 1: 18
- directors of social services, accountability 3: 46
- discount factors, table of RF: 11
- discounted cash flows 4: 19
- discounting 4: 17-20
- domiciliary care, Coventry home help project RF: 5-10
- donations 4: 37
- Dumfries and Galloway, joint working initiatives 1: 41
- E**
- Ebury case study 2: 10-14, 22-4, 31-2
- economic costs 4: 42
- economy
- macro-economic funding for health and social care 1: 7-9
 - value for money 3: 27-8
- effectiveness, value for money 3: 30-2
- efficiency, value for money 3: 28-30
- efficiency variances, budgets 3: 19-20
- enhancement, assets 4: 7
- equity
- funding systems 1: 11, 17-18
 - value for money 3: 32-5
- equivalent annual costs 4: 27
- euro, criteria for joining 1: 27
- European Union 1: 9
- and funding 1: 52
- expenditure
- British governments 1: 16
 - budgets 3: 21-5
 - local authorities 1: 8-9
- external financing limit 4: 38
- externalities *see* social costs and benefits (externalities)
- F**
- finance for health and social care, allocation of 1: 26-39
- financial appraisal 2: 51-64
- financial models, risk assessment 4: 52
- financial objectives 3: 40
- financial performance, assessing 3: 53-9
- financial statements
- balance sheets 2: 52-5
 - income and expenditure accounts 2: 55-9
- financing and economic costs, fixed assets 4: 41-2
- financing capital projects 4: 34-7
- financing costs 4: 41-2, 44
- First Homes case study 2: 55-9
- fixed assets 2: 52; 4: 7, 8, 40-4
- fixed costs 2: 8-9
- fixed tariffs 1: 32-3
- formula-based funding 1: 18
- formula grants 1: 35, 36
- formula spending share 1: 35
- foundation hospitals 1: 33-4
- France, insurance 1: 14

full business cases *see* developing preferred options

(producing full business cases)

function-based budgets 2: 42

funding

flexible approaches to 1: 40-55

future options for long-term care 1: 19-24

National Lottery, and 1: 51-2; 4: 36-71

non-governmental sources of 1: 40, 51-4

sources of health and social care 1: 10-25

systems for health and social care 1: 6-25

funds

allocation by central government 1: 27-8

in Health Service 1: 28-35

for social care 1: 35-7

and charities 2: 60-1

G

GPs, and choice 1: 18, 34

Gateshead Children's Trust 1: 49-50

'gearing,' council tax 1: 38

General Social Care Council 3: 33

generating options 4: 49

Germany, insurance 1: 14

'golden rule,' economy 1: 9, 27, 28

government *see* central government; Labour government (1997 -);

local authorities

government controls on capital expenditure 4: 38-40

grants

to charities 2: 64

company 1: 53

formula 1: 35, 36

government 4: 36

Grantshire County Council case study 2: 33-7

H

Health Act 1999 1: 40, 43

Health and Community Care Act 1990 1: 30

health and social care, allocation of finance for 1: 26-39

Health and Social Care Act 2001 1: 47

health inequalities 3: 32-3

'health resource groups' (HRGs) 1: 32

Health Service, allocation of funds in 1: 28-35

health service trusts, controls on 4: 38

horizontal target efficiency 3: 31

hospital beds, use of 1: 14

hospitals

foundation 1: 33-4

and patient choice 1: 34-5

see also waiting lists

Housing Corporation, and funding 1: 52

hypothecated taxes 1: 10-11

I

identifying and quantifying costs 4: 51

identifying preferred options 4: 53

incentives 4: 55

income

from central government 1: 27

generating 3: 9

income and expenditure accounts 2: 55-9; 3: 53-6

incremental budgets 2: 39; 3: 23-4

incremental costs 2: 10-12; 4: 12, 13

independent sector 1: 9

indirect costs (overheads) 2: 24-5

inflation 1: 8, 28, 29; 4: 28-31

initial rates of return 4: 24-5

- initiatives: effectiveness 3: 31, 33
- inputs and outputs, value for money 3: 27
- inspection, charities' accounts 2: 61
- insurance
 - private 1: 11-13, 17, 18, 21
 - social 1: 13-16, 17, 18, 21
- integration 1: 46-7
- interest rates, investment appraisal 4: 30
- 'interested parties,' best value 3: 42
- internal audits 3: 52
- 'internal markets' 1: 17, 30
- internal rate of return 4: 25
- investment appraisal 4: 15-31
- J**
- joint management 1: 43-4
- joint working initiatives 1: 40, 41-50
- justification statement for proposed capital projects 4: 56; RF: 13-17
- K**
- Keynes, J.M. 1: 7
- L**
- Labour government (1997 -) 1: 5, 19, 30, 37
 - see also* Blair, T.
- leasing 4: 34-5
- liabilities, balance sheets 2: 53, 54
- line managers, accountability 3: 46
- liquidity 3: 58, 59
- loans 4: 34
- local authorities
 - controls on 4: 39-41
 - as enablers of social care 1: 35-7
 - and health services 1: 40
 - and primary care trusts 1: 32
 - and revenue expenditure 1: 8-9
 - 'local delivery plans,' primary care trusts 1: 32
 - Local Government and Housing Act 1989 4: 7
 - Local Government Association 1: 43
 - 'local public service agreements' (LPSAs) 3: 33
 - long-term care, future options for funding 1: 19-24
 - long-term planning 3: 12
 - lottery funds 1: 51-2; 4: 36-7
- M**
- Maastricht Treaty (1992) 1: 9
- macro-efficiency, funding systems 1: 16-17
- management structures, joint management 1: 43-4
- managers, and budgeting 3: 21-2, 49
- marginal and absorption costing 2: 30-2
- marginal and incremental costs 2: 10-12
- market models 1: 5, 26
- 'market' reforms 1: 26
- Mars Club case study 2: 46-50
- materiality convention, assets 4: 8
- means-testing 1: 10, 21
- measurement, effectiveness 3: 31
- measuring benefits 4: 49-51
- medium-term planning 3: 12
- micro-efficiency, funding systems 1: 17
- Milton Keynes Council and Primary Care Trust 1: 44-6
- monetarism 1: 7-9
- monetary union 1: 9
- money
 - borrowing
 - central government 1: 28

- organisations 4: 34
- time value of 4: 16-20
- money cost of capital 4: 29
- motivation 3: 11
- N**
- NHS
 - and Community Care Act 1: 9
 - structure of 1: 30-1
- NHS Capital Investment Manual* 4: 47
- National Audit Office 3: 51-2
- National Care Standards Commission 1: 23-4
- National Institute for Clinical Excellence 3: 33
- National Lottery, and funding 1: 51-2
- National Lottery Charities Fund 4: 36-7
- National Service Frameworks 3: 33
- negative expenditure variances (overspends) 3: 20
- negotiating budgets 3: 21-4
- net present values 4: 20-4
- net revenue expenditure, for capital programme bids RF: 15
- Netherlands, social insurance 1: 14
- non-governmental sources of funding 1: 51-4
- Northern Ireland, funding 1: 27
- Northumberland Care Trust 1: 47-8
- nursing care, definition of 1: 23
- O**
- objectives and benefit criteria, defining 4: 48-9
- older people, long-term care 1: 19, 21-4
- operating leases 4: 35
- opportunity costs 2: 21, 32-6
- option appraisal 4: 15
- options, generating 4: 49
- outcomes, measurement 3: 27, 30
- outline businesses cases, preparing 4: 54
- overheads *see* indirect costs (overheads)
- overspends 3: 10, 20, 48
- P**
- participation, budgets 3: 21-4
- partnership
 - and collaboration 1: 40, 42
 - models 1: 26
- patients
 - and best value 3: 42
 - and choice 1: 34-5
 - private 1: 12-13
- payback period, investments 4: 25-7
- payments
 - direct 1: 18
 - prospective and retrospective: 1: 17
- performance 3: 5, 27, 35-6, 37, 46-8, 49
- performance indicators 3: 40
- Perth and Kinross *Care Together* project 1: 44
- planning
 - budgets 3: 8-10, 11-15
 - scenarios 4: 53
- planning variances 3: 16
- pooled budgets 1: 45-6
- preferred options, business cases 4: 53, 54
- preparing a business case 4: 47-54
- preparing a capital programme 4: 55-8
- present value 4: 19
- price efficiency 3: 29-30
- price variances, budgets 3: 19
- primary care trusts 1: 17, 18, 30-32, 34
- priorities 3: 32

- private costs and benefits 4: 10
- private finance initiative (PFI) 4: 35, 54-5
- private insurance 1: 11-13, 17, 18, 21
- private patients 1: 12-13
- private sector finance 4: 5-6, 43
- producing full a business case 4: 54
- prospective payments 1: 17
- providing services *see* commissioning and providing services
- Prudential Code* (CIPFA) 4: 40
- public and voluntary bodies in partnership, seeking contributions from 4: 36
- public dividend capital 4: 34
- public-private partnerships (PPPs) 1: 28; 4: 36
- public-sector borrowing 1: 8
- public service agreement (PSA) targets 3: 32-3
- Public Works Loan Board 4: 34
- publicity, effectiveness 3: 31-2
- purchasers and providers 1: 9
- Q**
- quality adjusted life years (QUALYs) 4: 12
- quality of care, monitoring 3: 33
- quantifying costs *see* identifying and quantifying costs
- R**
- rates, non-domestic 1: 8
- rationing 1: 5
- real cost of capital 4: 29
- recurrent baselines, primary care trusts 1: 31
- relatives, and best value 3: 42
- reserves, patients' 2: 53-4
- residential care, Coventry home help project RF: 5-10
- resources, allocation of 1: 15
- Coventry home help project RF: 5-10
- retrospective payments 1: 17
- revenue contributions 4: 35
- revenue items 2: 56
- risk 4: 55
 - assessing sensitivity to 4: 51-3
 - investment 4: 16, 26
- rolling budgets 3: 13, 25
- Royal Commission on Long Term Care (1999) 1: 19, 21-3
- S**
- scenario planning 4: 53
- Scotland
 - Dumfries and Galloway 1: 41
 - funding 1: 27
 - joint working initiatives
 - Perth and Kinross *Care Together* project 1: 44
 - primary care trusts 1: 32
- seeking contributions from public and voluntary bodies
 - in partnership 4: 36
- semi-variable costs 2: 9
- sensitivity analysis 4: 52-3
- service levels 3: 9, 41-2
- service users, and best value 3: 42
- services
 - availability
 - capital programmes 3: 28
 - commissioning and providing 1: 5
- setting strategic context 4: 48
- short-term planning 3: 12, 23
- single regeneration budgets (SRBs) 4: 36
- sites

- availability
- capital programmes RF: 15
- SMART business objectives 4: 48
- social care
 - allocation of finance 1: 26-39
 - allocation of funds 1: 35-8
- social costs and benefits (externalities) 4: 10
- social insurance 1: 13-16, 17, 18, 21
- Social Services Select Committee (1990) 1: 28-9
- Solihull, joint working initiatives 1: 41
- Southampton, joint working initiatives 1: 41
- staff
 - and accountability 3: 46, 49
 - and best value 3: 42
 - and costs 4: 13
 - see also* wages
- staff/user ratios, efficiency 3: 29
- standards: effectiveness 3: 30, 33
- state funding 1: 9
- statements of financial activities (SOFAs) 2: 60-1, 62
- statements of recommended practice (SORPs) 2: 60
- step costs 2: 10, 11
- stewardship 4: 40, 41
- strategic contexts, business cases 4: 48
- strategic objectives 39
- sunk costs 2: 32; 4: 12, 13, 42
- supplementary credit approvals 4: 39
- T**
- table of annual equivalent factors RF: 12
- table of discount factors RF: 11
- Tackling Health Inequalities: A Programme For Action* (DOH) 3: 32-3
- target efficiency 3: 31
- target setting, budgets 3: 11
- targets
 - primary care trusts 1: 31
 - public service agreement (PSA) 3: 32-3
- tax relief 1: 11-12
- taxation 1: 8-9, 10, 13, 17, 21, 28
- taxes *see* hypothecated taxes
- taxpayers, and best value 3: 42
- technical efficiency 3: 29
- Thatcher, M. 1: 7-8
- time-sheets 2: 27
- time value of money 4: 16
- Town and Country Planning Act (1990) 4: 36
- transaction costs, insurance systems 1: 17, 18
- transparency, funding systems 1: 19
- Treasury 1: 35
- U**
- unit costs 2: 21-37
- United States
 - and equity 3: 32
 - private insurance 1: 11, 18
 - transaction costs 1: 17
- Universal Project case study 3: 55-9
- V**
- value for money 3: 26, 27-34, 41
- variable costs 2: 8-9, 11
- variance analysis, use and misuse of 3: 48-51
- variances, budgets 2: 41, 3: 15-21
- Venus House case study 3: 17-19
- vertical target efficiency 3: 31
- virement, budgets 3: 21, 22

volume variances, budgets 3: 16-17

volunteers 3: 9, 36

W

wages 1: 16; 2: 9

waiting lists 1: 12, 13, 14

Wales, funding 1: 27

weighted capitation targets, primary care trusts 1:
31, 32

working capital 4: 38

Z

zero-based budgets 2: 39