

## INTEGRATED CARE AND WELLBEING SCRUTINY PANEL

**Day:** Thursday  
**Date:** 12 September 2019  
**Time:** 6.00 pm  
**Place:** Committee room 1, Tameside One

Item No.	AGENDA	Page No
1.	<b>APOLOGIES FOR ABSENCE</b>	
2.	<b>MINUTES</b>  To approve as a correct record, the Minutes of the proceedings of the Integrated Care and Wellbeing Scrutiny Panel held on 25 July 2019.	1 - 4
3.	<b>URGENT TREATMENT CENTRE</b>  The Panel to meet Trish Cavanagh, Chief Operating Officer, Tameside and Glossop Integrated Care NHS Foundation Trust to receive an update on the Urgent Treatment Centre in relation to patient journey and outcomes.	5 - 12
4.	<b>CORPORATE PLAN AND PERFORMANCE MONITORING</b>  The Panel to meet Sarah Dobson, Assistant Director, Policy, Performance and Communications, to receive an update on the Corporate Plan and Performance Monitoring Framework.	13 -16
5.	<b>BUDGET UPDATE</b>  The Panel to meet Tom Wilkinson, Assistant Director of Finance, to provide in-year financial monitoring information and budget update.	17 -54
6.	<b>CO-OPERATIVE COUNCILS</b>  Simon Brunet, Head of Policy, Performance and Intelligence, to update members on the work undertaken in respect of Tameside Council joining the Co-operative Councils Innovation Network.	55 -56
7.	<b>RESPONSE TO DOMESTIC ABUSE CONSULTATION</b>  The Panel to receive the formal response submitted to the consultation on Domestic Abuse Services: Future Delivery of Support to Victims and their Children in Accommodation-Based Domestic Abuse Services.	57 -58
8.	<b>CHAIR'S UPDATE</b>  The Chair to provide a verbal update on recent activity and future priorities for the Panel.	

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From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Paul Radcliffe, Policy and Strategy Lead, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
9.	<b>DATE OF NEXT MEETING</b>	
	To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on Thursday 7 November 2019.	
10.	<b>URGENT ITEMS</b>	
	To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Paul Radcliffe, Policy and Strategy Lead, to whom any apologies for absence should be notified.

## **Integrated Care and Wellbeing Scrutiny Panel** **25 July 2019**

**Commenced:** 6.00pm

**Terminated:** 7.20pm

**Present:** Councillors S Homer (Deputy Chair), Boyle, Cooper, Martin, Mills, Patrick, Welsh, Wild.

**Apologies for absence:** Councillors T Smith (Chair), Affleck, Drennan, Gosling, Jackson, Owen.

### **8. MINUTES**

The minutes of the meeting of the Integrated Care and Wellbeing Scrutiny Panel held on 13 June 2019 were approved as a correct record.

### **9. CHILDREN'S SERVICES IMPROVEMENT**

The Panel welcomed Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); and Richard Hancock, Director of Children's Services, to provide an update on outcomes from the Ofsted inspection of Tameside Children's Services.

It was reported that the Ofsted re-inspection of Tameside Children's Services concluded on 24 May 2019. This was an unannounced 3 week inspection programme, with the final two weeks spent on site and inspectors located with social work teams and reviewing frontline practice and case files. The final judgement of 'Requires Improvement to be Good' was received across all four categories, which represents an improved position when compared to the 'Inadequate' judgement received in 2016.

Councillor Fairfoull informed members that this is an extremely positive step in the long-term improvement journey of Children's Services, with the aspiration for services to be good or better. Having improved the pace and effectiveness of service development, services are now in a position to ensure Ofsted feedback directly informs improvement priorities and monitoring going forward.

In summary, greater impact has been achieved more recently with a strengthened whole-council commitment to improve outcomes for children and young people. This is accompanied by a position of improved awareness and understanding to how well services are working. The Panel heard that self-assessments have proved incredibly useful when reviewing the standard of case work and the impact that an increasingly stable workforce is having on quality.

The presentation detailed Ofsted findings with regards to achievements and areas in need of further improvement. Mr Hancock touched upon the way a new multi-agency safeguarding hub (MASH) is ensuring that referrals with a safeguarding concern are dealt with quickly and appropriately. Challenges remain in achieving timely permanence for children in care, with a need to deliver more appropriate options and practice methods.

The next full inspection will take place within 3 years, with a number of focused visits to be scheduled and annual Ofsted conversations to continue. The Children's Improvement Board will meet on a bi-monthly basis with a newly appointed independent chair.

The Panel asked that with a reduction in the frequency of Ofsted monitoring what plans are in place to ensure that internal arrangements will be effective enough to continue delivering the

required level of service improvements.

Mr Hancock advised members that next steps are to update self-assessments and to ensure improvement plans are reviewed and updated in light of inspection findings. The service has taken learning from Ofsted feedback and it is now important to create a clear plan for the coming years to ensure the correct governance and oversight measures are in place.

The Chair advised members that since 2016 the Scrutiny Panel has continued to work closely with Children's Services to monitor outcomes for children and to remain informed of key challenges. This will continue with a need to ensure regular contact is maintained.

**Resolved:** That Councillor Fairfoull and Mr Hancock be thanked for attending the meeting.

## **10. RECRUITMENT AND RETENTION OF FOSTER CARERS**

The Panel welcomed Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families); and Richard Hancock, Director of Children's Services, to provide an overview of the recruitment and retention of foster carers in Tameside, to inform future activity.

Members received an overview presentation of fostering services in Tameside. This included a snapshot of current carers, the number of children receiving care and placements. The national picture shows there is a shortage of high quality foster carers and the local picture reflects this scenario. It is estimated that Tameside require 20 to 30 new foster carers and methods of recruitment can become challenging when taking account of the ways to attract and retain carers in a competitive market.

**Resolved:** That Councillor Fairfoull and Mr Hancock be thanked for attending the meeting.

## **11. CHAIR'S UPDATE**

Having been agreed at the previous meeting held on 13 June, the Panel will progress activity to review the recruitment and retention of foster carers in Tameside. The Chair invited panel members to express an interest in establishing the new working group. The following members agreed to join the group.

- Cllr T Smith
- Cllr S Homer
- Cllr Martin
- Cllr Mills
- Cllr Owen
- Cllr Welsh

The Chair informed members that all relevant activity of the Council's Scrutiny Panels is routinely reported to the Council's Overview Panel, with a number of items to be presented at the next meeting on 29 July 2019. A section on this is to be included within the next monthly update email sent to all scrutiny members.

**Resolved:** Details of future working group meetings for the review to be circulated to members by email and as a calendar invitation.

## **12. DATE OF NEXT MEETING**

To note that the next meeting of the Integrated Care and Wellbeing Scrutiny Panel will take place on Thursday 12 September 2019.

### **13. URGENT ITEMS**

The Chair reported that there were no urgent items for consideration at this meeting.

**CHAIR**

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# Tameside and Glossop Integrated Care NHS Foundation Trust



## Redesigning Services

- The “Next Steps on the NHS Five Year Forward View (5YFV)” was published on 31 March 2017. This plan explains how the 5YFV’s goals will be implemented over the next two years.
- Urgent and Emergency Care (UEC) is one of the NHS’ main national service improvement priorities, with focus on improving national A&E performance whilst making access to services clearer for patients.
- Estimates suggest up to 3 million people who come to A&E each year could have their needs addressed elsewhere in the urgent care system.
- However patients have told us the range of alternatives available can be confusing – Walk in Centres, Urgent Care Centres, Minor Injury Units and others with local names and all with differing levels of service. So A&E is understandably the default choice for many people unsure where to turn when they need urgent care or advice.
- Commonality of service provision under the Urgent Treatment Centre (UTC) name will increasingly end the current confusing range of options and simplify the system so patients know where to go and have clarity of which services are on offer wherever they are in the country.





## Redesigning Services



By December 2019 patients and the public will:

- a. Be able to access urgent treatment centres that are open at least 12 hours a day, GP-led, staffed by GPs, nurses and other clinicians, with access to simple diagnostics, e.g. urinalysis, ECG and in some cases X-ray.
- b. Have a consistent route to access urgent appointments offered within 4hrs and booked through NHS 111, ambulance services and general practice. A walk-in access option will also be retained.
- c. Increasingly be able to access routine and same-day appointments, and out-of-hours general practice, for both urgent and routine appointments, at the same facility, where geographically appropriate.
- d. Know that the urgent treatment centre is part of locally integrated urgent and emergency care services working in conjunction with the ambulance service, NHS111, local GPs, hospital A&E services and other local providers.



## Redesigning Services

- During 2018 a public consultation exercise took place as part of the changes to Urgent Care Services.
- The outcome was the development of the UTC co-located with the Emergency Department at the Hospital site.
- In addition there was extended access provided at other locations across Tameside & Glossop to increase the availability of access to Primary Care (GP appointments).



## Benefits of the Scheme

### £1.3m Capital Development

- Refurbishment of space to create new Orthopaedic Outpatients Department – completed December 2018.
- Creation of Urgent Care Zone adjacent to Emergency Department. Blue Zone completed December 2018.
- Increased capacity for the Emergency Department as “minors” moved into this area freeing up capacity for more cubicles in the main ED.
- GP based in Blue Zone to support streaming of patients who were attending the Emergency Department but could have been treated in Primary Care.
- Walk-in-Centre closed at Ashton Primary Care Centre and activity transferred to the new facility which is now known as the UTC – completed May 2019.



## Creating the Environment

### £1.3m Capital Development

- Upgraded Orthopaedic Department with better facilities.
- Improved utilisation of estate and increased capacity for urgent care.
- Creation of dedicated space for treatment of less serious conditions.
- Provided space for re-location of the Walk-In-Centre bringing Urgent Care Services together.
- Improved process for triaging and streaming for patients presenting at the Emergency Department to the most appropriate location and clinician.
- Increased capacity in the Emergency Department create more space for the sickest patients.





## ASSESSMENT / TRIAGE

You may be assessed / triaged by the urgent care team and a range of questions are asked to aid clinical management and prioritisation to ensure patients with the highest needs are seen first.

During triage patients may be:

- advised to see their own GP;
- referred to an alternative healthcare provider;
- advised on self-care management;
- advised to see a local pharmacist.



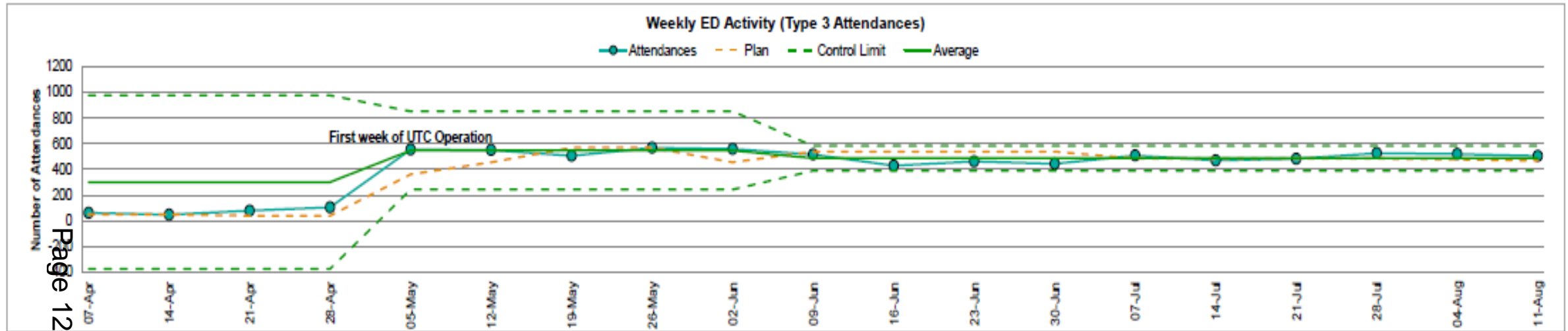
## URGENT TREATMENT CENTRE

Our Urgent Treatment Centre can treat most injuries and illnesses that are urgent but not life-threatening. The team in the Urgent Treatment Centre may refer patients to the specialist team in the Emergency Department if necessary.

## EMERGENCY DEPARTMENT

Please remember that the Emergency Department is here to deal with serious and life-threatening emergencies. To ensure that patients with the most serious injuries and illnesses are treated as quickly as possible other patients attending the Department may be directed to the Urgent Treatment Centre.

## Attendances in UTC



Compliance with 4hr standard as @ 21/08/19

YTD – 99.89%

QTD- 100%

MTD- 100%





# Transforming Tameside & Glossop

## Our People - Our Place - Our Plan

For everyone every day

### Starting Well

### Living Well

### Ageing Well

## Priorities

**VERY BEST START**



**1**

**Very best start in life**  
Where children are ready to learn and encouraged to thrive and develop

Reduce rate of smoking at time of delivery

Reduce the number of children born with low birth weight

Improve school readiness

Children attending 'Good' and 'Outstanding' Early Years settings

Take up nursery at 2yrs

Promote good parent infant mental health

**ASPIRATIONS & HOPE**



**2**

**Aspiration and hope through learning**  
and moving with confidence from childhood to adulthood

Reading / writing / maths at Key Stage 2

Attainment 8 and Progress 8 at Key Stage 4

Young people going onto higher education

Children attending 'Good' and 'Outstanding' schools

Number of 16-19 year olds in employment or educated

Increase the proportion of children with good reading skills

Promote a whole system approach and improve wellbeing and resilience

**RESILIENT FAMILIES & SUPPORTIVE NETWORKS**



**3**

**Resilient families and supportive networks**  
to protect and grow our young people

Early Help Intervention

Reduce the number of first time entrants into Youth Justice

Increased levels of fostering and adoption

Improve the quality of social care practice

Improve the placement stability for our looked after children

Reduce the impact of adverse childhood experiences

**WORK SKILLS & ENTERPRISE**



**4**

**Opportunities for people to fulfil their potential**  
through work, skills and enterprise

Increase median resident earnings

Increase the working age population in employment


Increase the number of people earning above the Living Wage

Increase number of enterprises / business start ups

Working age population with at least Level 3 skills

Increase the number of good quality apprenticeships delivered

**INFRASTRUCTURE & ENVIRONMENT**



**5**

**Modern infrastructure and a sustainable environment**  
that works for all generations and future generations

Improve air quality

Increase the number of net additional dwellings

Increase the number of affordable homes

Digital inclusion - average download speeds

Reduce tonnes of waste sent to landfill and increase the proportion recycled

Increase journeys by sustainable transport / non-car

Increase access to public transport

**NURTURING COMMUNITIES**



**6**

**Nurturing our communities**  
and having pride in our people, our place and our shared heritage

Increase participation in cultural events

Reduce victims of domestic abuse

Reduce the number of rough sleepers / homelessness

Improve satisfaction with local community

Victims of crime / fear of crime

Reduce levels of anti social behaviour

Increase access, choice and control in emotional and mental self-care and wellbeing

**LONGER & HEALTHIER LIVES**



**7**

**Longer and healthier lives with good mental health**  
through better choices and reducing inequalities

Increase physical and mental healthy life expectancy

Improve the wellbeing for our population

Decrease smoking prevalence

Increase levels of physical activity

'Good' and 'Outstanding' GPs practices

Reduce drug and alcohol related harm

**INDEPENDENCE & DIGNITY IN OLDER AGE**



**8**

**Independence and activity in older age,**  
and dignity and choice at end of life

Increase the number of people helped to live at home

Reduce hospital admissions due to falls

Increase levels of self-care / social prescribing

'Good' and 'Outstanding' social care settings

Prevention support outside the care system

**Great Place  
Vibrant Economy**

## Delivering the vision, aims and priorities of the Corporate Plan will be supported by a number of enablers and ways of working:

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A **new relationship** between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.

An **asset based approach** that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.

**Behaviour change in our communities that builds independence and supports residents to be in control**

A **place based approach that redefines services** and places individuals, families, communities at the heart

A stronger prioritisation of **well being, prevention and early intervention**

An **evidence led** understanding of risk and impact to ensure the right intervention at the right time

An approach that supports the development of **new investment and resourcing models**, enabling collaboration with a wide range of organisations.



Theme		Priority	Outcome	Metric	Current Position	Progress	Target 2020		Target 2025	Target 2030
Grant Economy - Jayne Traverse Starting Well - Richard Hargreaves s Williams	Very Best Start Debbie Watson		Reduce rate of smoking at time of delivery	% Smoking at time of delivery	14.60%	↓	11.40%		10.50%	All expectant mothers to be supported to be smoke free at the time of delivery
			Reduce number of children born with low birth weight	Low weight births as a % of all full term live births	3.29%	↔	2.78%		2%	All mothers and babies are supported to achieve a healthy start in life
			Improve school readiness	% achieving a 'good' level of development	65.70%	↔	68.90%		75%	All children start school ready to learn
			Children attending 'good' and 'outstanding' early years settings	% 3 & 4 YO's at 'good' or 'outstanding' EY settings	95%	↔	96%		98%	All children to attend good or outstanding early years settings
			Take up nursery at 2 Years	% 2 YO's in funded early education	85%	↓	87.70%		95%	All eligible 2 year olds benefit from funded early years education
			Childhood Obesity	% of children in year 6 who are overweight or obese	36%	↑	35.50%		34%	All children to be a healthy weight at the end of Year 6
			Promote good parent infant mental health	% of new mums that receive a health visit	92%	↑	94%		97%	All new mums receiving good quality postnatal care
	Aspirations & Hope Tim Bowman		Reading / Writing / Maths at Key Stage 2	% students achieving KS2 expected standard	64%	↑	65.40%		70%	All children to be provided with the opportunity to achieve their full educational potential
			Key Stage 4 attainment	Average attainment 8 score	43.9	↓	45.7		50	
				% achieving Grade 4 or above in English & Maths GCSEs	62.1%	↔	64.20%		70%	
			Young people going into higher education	% KS4 going into/remaining in further education	83%	↓	84%		90%	All young people going into/remaining in further education after KS4
			Children attending 'good' and 'outstanding' schools	% Primary schools 'good' & 'outstanding'	89.30%	↓	92.50%		95%	All children attending a good or outstanding primary school
				% Secondary schools 'good' & 'outstanding'	73.30%	↑	75.58%		80%	All children attending a good or outstanding secondary school
			Number of 16-19 year olds in employment or education	% 16 & 17 YO's in education or training	92.43%	↑	93.50%		95%	All 16 & 17 year olds in education or training
			Proportion of children with good reading skills	% KS2 achieving expected reading standard	73%	↑	75%		80%	All children to be provided with the opportunity to achieve their full educational potential
	Promote a whole system approach and Improving wellbeing and resilience	Mean worthwhile ratings (adults 16 and over)	7.86	↑	7.91		8.5	All residents 16+ feel that the things they do in life are worthwhile		
	Resilient Families & Supportive Networks Tracy Morris		Early Help Intervention	CAFs currently open	662	N/A	To be developed		All vulnerable families receive the help they need	
			Reduce the number of first time entrants into Youth Justice	First Time Entrants into Youth Justice aged 10-17	306.9	↑	243.3	212.9		No young people entering the youth justice system
			Increased levels of fostering and adoption	% LAC adopted in year	12%	↓	13%	18.60%		All looked after children provided with the opportunity to be adopted, where its of benefit to the young person, within the year
			Improve the quality of social care practice	CS Audits Rated 'Good' & 'Outstanding'	20%	↓	25%	50%		All Children Social Care audits rated good or outstanding
			Improve the placement stability for our looked after children	% of LAC with 3+ placements	8%	↑	5%	2.50%		All our looked after children are in safe and stable placements
			Reduce the impact of adverse childhood experiences	LAC rate per 10,000	139	↑	122	99.1		Children are supported to stay in the family environment where it is safe and possible to do so
				CSC Referrals related to domestic abuse	2757	↑	2482	2000		No CSC referrals related to domestic abuse
	Skills & Enterprise David Berry		Increase median resident earnings	Median Annual Income	£24,405	↑	£26,819	£27,492	The median annual income to be in line with the England average	
			Increase the working age population in employment	Percentage in Employment	73.6%	↔	75.40%	78%	All people who can work are in work	
				Increase the number of people earning above the Living Wage	% earning below living wage foundation rates	27%	No previous data to make judgement	24.40%	22.90%	All employees earning at least the Living Wage
			Increase number of enterprise / business start-ups	New enterprises (percentage of total businesses)	12.36%	↓	15.94%	18.97%	Tameside is recognised as a vibrant economy where entrepreneurs are supported to start new businesses	

Living Well - Jess	Work	Working age population with at least Level 3 skills	Percentage of population with at least level 3 skills	47.5%	↑	50%	54.90%	Higher proportion of Tameside's population have Level 3 skills than the national average	
		Increase the number of good quality apprenticeships delivered	Number of apprenticeships started	2050	↓	2100	2310	Apprenticeships are available to all that seek them	
Ageing Well - Steph Butterworth	Infrastructure and Environment Emma Varnam	Improve air quality	Nitrogen dioxide (ug/m^3)	32.9	↓	30	28	Air quality to be good and at least be in line with the UK average	
		Increase the number of net additional dwellings	Net Additional Dwellings per 10,000	21.6	↑	Targets to be agreed			
		Increase the number of affordable homes	New Affordable Homes per 10,000	3.3	↓				
		Digital inclusion	Maximum Mean Download Speed	34.1	↑	37.4	41.5	All households to have access to high quality internet services	
		Reduce tonnes of waste sent to landfill and increase the proportion recycled	Percentage of all waste recycled	52.4%	↔	55.02%	57.78%	All household waste recycled where possible	
		Increase journeys by sustainable transport/no car	% population walking / cycling 3+ times a week	40.5%	↑	43.20%	47%	Tameside is a walking/cycling friendly borough	
		Increase access to public transport	% of residents with Level 4 access to public transport network at peak times	82.7% (GM)	No previous data to make judgement	Targets to be agreed		All residents with Level 4 access to public transport network at peak times	
	Nurturing Communities Emma Varnam	Increase participation in cultural events	# cultural events (arts & engagement team) # participants/spectators at above events	398 50931	↑ ↑	418 53477	468 59727	500 65977	
		Reduce victims of domestic abuse	Rate of PPIs per 1000	33.8	↓	31.8	25.1	Tameside has low rates of domestic abuse	
		Reduce the number of rough sleepers/homelessness	Street counts & estimates of rough sleepers	7	↓	5	2	Nobody sleeping rough on the streets of Tameside	
		Improve satisfaction with local community	Mean life satisfaction ratings	7.66	↑	8	8.5	Maintain mean life satisfaction at 8.5	
		Victims of crime/fear of crime	Crime rates per 1000	135.6	↓	128.8	96.6	Tameside is a low crime borough	
		Reduce levels of anti-social behaviour	ASB Crime rates per 1000	21.9	↓	20.8	15.6	Tameside is a low crime borough	
		Increase access, choice, and control in emotional and mental self-care and wellbeing	IAPT Referrals	9435	↑	9906.8	12383.4	Everyone has access to good quality mental health services	
	Longer & Healthier Lives Elaine Richardson / Pat McKelvey	Increase physical and mental healthy life expectancy	Healthy Life Expectancy at birth	Male - 58.1 years, Female - 57.6 years	↔	Male - 60 years, Female - 60.4 years	Male - 61.2 years, Female - 62.3 years	Healthy life expectancy to be in line with the England average	
		Improve the wellbeing of our population	Happiness ratings (average)	7.45	↔	7.48	7.52	Maintain mean happiness ratings above 8	
		Smoking prevalence	Prevalence of smoking, 18+. Survey Data	16.80%	↔	14.40%	11%	Tameside and Glossop are smoke free areas	
		Increase levels of physical activity	% of population 'inactive' (<30m exercise a week)	31.40%	↑	27.10%	25.20%	All residents are physical active where possible	
		Good' and 'Outstanding' GPs practices	CQC Audit Results: % good or outstanding	97.40%	↔	98%	100%	All GP practices to be rated good or outstanding by CQC	
		Admission rate for alcohol related harm per 100k		2741	↔	2590	2250	Alcohol harm rates are low and support is available	
		Reduce drug and alcohol related harm	Deaths from drug misuse per 100k	5.1	↔	4.3	4	Drug misuse rates and low and support is available	
	Independence & Dignity in Older Age Sandra Whitehead	Increase the number of people helped to live at home	Funded 65+ in residential/nursing homes per 100k	667.3	↑	626.5	585.6	Only those in most in need access residential/nursing care at the right point for them	
		Reduce hospital admissions due to falls	Emergency admissions for falls 65+ per 100k	2126.5	↔	2083.97	1875.57	Emergency falls in the 65+ age group are low	
		Increase levels of self-care / social prescribing	% service users who find it easy to find information	74.8	↑	76.7	78.6	Tameside and Glossop is a place where people are supported to self care	
		Good' and 'Outstanding' social care settings	CQC Audit Results: % good or outstanding	73%	↑	75%	80%	All residential/nursing settings are rated good or outstanding	
		Prevention support outside the care system	Number of people supported outside the social care system with prevention based services	6740	↓	7000	7500	All people are supported to remain in the community	

\* Where available data will be provided at the Tameside & Glossop level for heath related indicators.

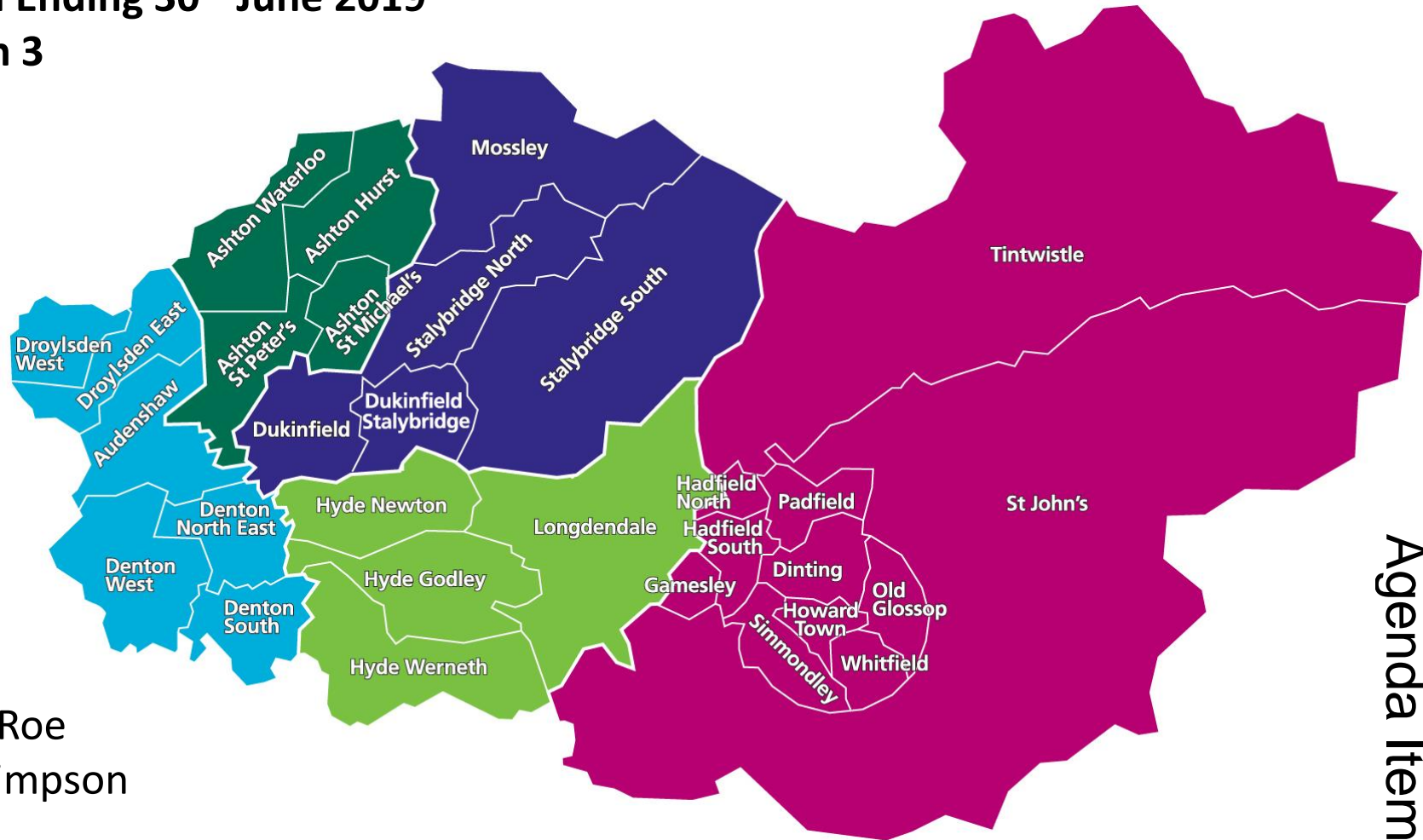
# Tameside and Glossop Integrated Financial Position

## *financial monitoring statements*

Period Ending 30<sup>th</sup> June 2019

Month 3

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Kathy Roe  
Sam Simpson

Agenda Item 5

## Integrated Financial Position Summary Report

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## Appendix 1 – Detailed Service Budget Analysis

### **Note:**

The values in this report have been presented in £'000s. All values reconcile exactly in it lowest denomination, however, on presentation there may be some minor rounding differences in the variance calculations as a result of reporting the values at a higher level.



# Tameside & Glossop Integrated Economy Wide Financial Position

**£3,317k**

## ICF Position Improvement

The significant favourable variance relates primarily to an increase in the forecast dividend income from the Council's strategic investment in Manchester Airport Group, following notification of the July dividend payment. The level of dividend to be received in 2019/20 is not guaranteed and this projection will be revised once notification of the second dividend payment is received in December 2019.

## Message from the DOFs

As we reach the end of the first quarter of the financial year, we have a good opportunity to take stock and reflect on some of our recent achievements. The ICFT has agreed financial control totals, while the CCG, Local Authority and many other organisations, have moved into Tameside One – a physical representation of our joined up working to prioritise population health and continue with the innovative work under the Care Together umbrella. We continue to receive positive exposure at both a local level, and nationally, with nominations and successes at both the HSJ awards, and the MJ awards. The CCG has recently been rated as outstanding in its annual NHS England assessment, receiving the highest rating of green in the Finance and leadership category – again, demonstrating how well our system of integration is working.

Whilst there is clearly cause for celebration and lots of good reasons to be optimistic, we need to acknowledge the scale of the financial challenge the economy still faces. In the short term we need to close the financial gap and achieve TEP targets in 2019/20. Longer term we need to acknowledge that Local Authority funding from central government will continue to reduce and that non-recurrent transformation funding will come to an end. Against this backdrop our challenge will be to continue providing award winning services at the same time as balancing the budget.

*This report covers all spend at Tameside & Glossop Clinical Commissioning Group (CCG), Tameside Metropolitan Borough Council (TMBC) and Tameside & Glossop Integrated Care Foundation Trust (ICFT). It does not capture any Local Authority spend from Derbyshire County Council or High Peak Borough Council for the residents of Glossop.*

Forecast Position £000's	Forecast Position		
	Net Budget	Net Forecast	Net variance
CCG Expenditure	418,891	419,707	(816)
TMBC Expenditure	196,803	198,189	(1,386)
<b>Integrated Commissioning Fund</b>	<b>615,694</b>	<b>617,896</b>	<b>(2,202)</b>
ICFT - post PSF Agreed Deficit	(5,686)	(5,686)	0
<b>Economy Wide In Year Deficit</b>	<b>(5,686)</b>	<b>(7,888)</b>	<b>(2,202)</b>

# Tameside & Glossop Integrated Commissioning Fund

With a gross budget for 2019/20 in excess of £943m, as at month 3 the Integrated Commissioning Fund has a forecast net spend of £617,896k, against a net budget of £615,694k. The forecast overspend of £2,202k is primarily driven by Children's Services and CCG TEP shortfall, offset by contingency and capital financing. Favourable movements include CCG TEP, where £1,200k of cross year benefit in prescribing has been utilised in closing the gap and reducing the net risk, as well as the increased dividend income from Manchester Airport within the capital and finance directorate.

Forecast Position £000's	Forecast Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	Previous Month	Movement in Month
Acute	214,594	0	214,594	215,072	(478)	0	(478)
Mental Health	37,207	0	37,207	37,189	18	0	18
Primary Care	85,460	0	85,460	85,366	94	0	94
Continuing Care	16,785	0	16,785	16,781	4	0	4
Community	33,105	0	33,105	33,103	2	0	2
Other CCG	26,576	0	26,576	26,216	360	0	360
CCG TEP Shortfall (QIPP)	0	0	0	816	(816)	(1,984)	1,168
CCG Running Costs	5,164	0	5,164	5,164	0	0	0
Adults	84,083	(46,750)	37,333	37,607	(274)	20	(294)
Children's Services	53,893	(5,337)	48,556	53,108	(4,552)	(4,258)	(294)
Education	27,977	(21,972)	6,005	6,066	(61)	(211)	150
Individual Schools Budgets	115,214	(115,214)	0	0	0	0	0
Population Health	16,262	(170)	16,092	16,372	(280)	12	(292)
Operations and Neighbourhoods	78,812	(28,185)	50,627	51,740	(1,113)	(841)	(272)
Growth	42,784	(33,915)	8,870	9,956	(1,086)	(530)	(556)
Governance	73,759	(64,565)	9,193	8,983	210	221	(11)
Finance & IT	6,218	(1,408)	4,809	4,801	8	0	8
Quality and Safeguarding	440	(304)	136	136	(0)	(0)	0
Capital and Financing	10,763	(6,647)	4,116	914	3,202	0	3,202
Contingency	5,674	0	5,674	3,904	1,770	1,393	377
Corporate Costs	8,272	(2,881)	5,392	4,603	789	659	130
<b>Integrated Commissioning Fund</b>	<b>943,042</b>	<b>(327,348)</b>	<b>615,694</b>	<b>617,896</b>	<b>(2,202)</b>	<b>(5,519)</b>	<b>3,317</b>

## Children's Services

Children's Social Care is forecast to overspend by £4,552k. The significant aspect of the projected variance relates to placements related expenditure. The number of looked after children when establishing the 2019/20 budget was 648 (December 2018), an all time high for Tameside and considered to be the peak. However, Members should note that the number of looked after children has since increased to 685 at 5 July 2019 – an increase of 5% during this period. The projection assumes the current cost of all existing placements for the remainder of the financial year with an assumption for a further net increase of 5 placements from July, again for the remainder of the year.

The directorate is evaluating a number of initiatives to reduce the number and related costs of looked after children, the details of which will be reported in future monitoring reports. These include:

- targeting earlier intervention to support children and families via existing embedded service initiatives such as edge of care and family group conferencing, stopping children entering care
- Redesign of the Family Intervention Service to deliver intensive support at the early signs of family breakdown, again to prevent children from entering care.
- Clear guidance and increasing seniority of oversight for the approval of residential placements to ensure all other care options have been considered
- Detailed tracker developed to support improved management oversight of key areas of case progression such as Special Guardianship and the discharge of orders
- an urgent review of care provision sufficiency within the borough
- the implementation of a completed placements commissioning strategy review
- a review of the existing local authority residential estate for potential change of provision of one home to a short term assessment unit with a focus on either rehabilitation back to home and/or family or to support the identification of appropriate longer term placement arrangements
- the evaluation of an in borough planned / emergency respite unit to prevent family breakdown and admission to care
- a targeted senior management lead review of discreet cohorts of Looked After Children is now underway to ensure current placement arrangements, care plans and legal status are appropriate to need. This is focused initially on the 15 year plus cohort

In addition, the directorate senior leadership team are reviewing the number and duration of budgeted posts within the service to reduce the level of projected expenditure for vacant positions to deliver the vacancy savings target.

## Acute

At this stage in the year it is too early to identify clear trends that may be emerging in secondary care, particularly as two of our associate providers have reported data quality issues.

Forecasts include YTD high cost patient costs at Pennine Acute, as well as The Christie.

Data is showing an over performance in Ophthalmology in the independent sector. A block contract was agreed with Manchester FT (MFT) in 19/20 in order to manage demand and expenditure in this area. Further investigations will take place to understand this issue and ensure referrals are appropriate and where possible directed to MFT, avoiding any duplication of payment. A deep dive report, updating on this issue will be taken to FQAG in August.

Whilst some planning provision was made to clear RTT in 19/20, the CCG has seen a 18.9% increase in people on the waiting list since March 18. This presents a risk to the CCG as this backlog is cleared.

# Tameside & Glossop Integrated Commissioning Fund

Forecast Position £000's	Forecast Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance	Previous Month	Movement in Month
CCG Expenditure	418,891	0	418,891	419,707	(816)	(1,984)	1,168
TMBC Expenditure	524,151	(327,348)	196,803	198,189	(1,386)	(3,535)	2,148
<b>Integrated Commissioning Fund</b>	<b>943,042</b>	<b>(327,348)</b>	<b>615,694</b>	<b>617,896</b>	<b>(2,202)</b>	<b>(5,519)</b>	<b>3,317</b>
A: Section 75 Services	391,514	(46,820)	344,694	345,687	(993)	(5,493)	4,500
B: Aligned Services	301,764	(100,210)	201,554	198,698	2,856	136	2,720
C: In Collaboration Services	249,764	(180,318)	69,446	73,512	(4,065)	(162)	(3,903)
<b>Integrated Commissioning Fund</b>	<b>943,042</b>	<b>(327,348)</b>	<b>615,694</b>	<b>617,896</b>	<b>(2,202)</b>	<b>(5,519)</b>	<b>3,317</b>

## Page 28 Operations and Neighbourhoods

Pressures included in the forecast include

- Shortfall in income from car parks (approx. £447K)
- Anticipated income from inappropriate use of bus lanes, however, this demonstrate that the cameras are acting as a successful deterrent.
- Although footfall has increased since the opening of Tameside One, until the public realm area is complete, income from the outdoor market remains under target.

## Capital and Financing

The significant favourable variance relates to an increase in the forecast dividend income from the Council's strategic investment in Manchester Airport Group, following notification of the July dividend payment. The level of dividend to be received in 2019/20 is not guaranteed and this projection will be revised once notification of the second dividend payment is received in December 2019. In addition, the forecast interest to be earned from surplus cash deposits has increased as the average rate earned on deposits is higher than previously forecast.

### Corporate Costs

Underspends are forecast due to an anticipated reduction of £565k in the contributions required to insurance reserves, following receipt of the actuarial assessment at the end of 2019/20. Other minor underspends relate to a forecast reduction in coroners costs and savings on AGMA contributions.

## Growth

Significant budget pressures relate to a shortfall in income relating to Estates, particularly where rental income for industrial units is not being realised. Fee income from planning and building control is also less than budget.

In addition, forecast costs in Corporate Landlord exceed budget due to rents not being realised and additional forecast costs for utilities in respect of Tameside One.



# Tameside Integrated Care Foundation Trust Financial Position

- **Revenue** - The Trust has agreed a control with NHSI of **c.£5.686m** after Financial Recovery Fund (FRF) and Provider Sustainability Funding (PSF); for the financial period to **30<sup>th</sup> June 2019**, the Trust has reported a net deficit of **£1.456m** post FRF and PSF, which is £24k below plan.
- **Trust Efficiency Programme (TEP)** - the Trust has a TEP target in 2019/20 of **£11.580m** including carried forward schemes from 2018/19. During month 3 the Trust delivered **£878k** against a plan of **£650k** reporting an overachievement of **c.£228k** in month. The Trust is forecasting at month 3 to deliver **c.£10.977m** by the end of the year. Schemes are being developed across the Trust to mitigate the shortfall of **c.£603k (5%)**.

Financial performance metric	Month 3			YTD			Annual
	Plan (£000)	Actual (£000)	Variance (£000)	Plan (£000)	Actual (£000)	Variance (£000)	Plan (£000)
Normalised Surplus/(Deficit) before PSF & FRF	(£2,458)	(£2,434)	£24	(£7,060)	(£7,010)	£50	(£25,220)
PSF	£237	£237	£0	£709	£709	£0	£4,727
FRF	£741	£741	£0	£2,221	£2,221	£0	£14,807
Surplus/(Deficit) post PSF	(£1,480)	(£1,456)	£24	(£4,130)	(£4,080)	£50	(£5,686)
Capital Expenditure	£284	£273	(£11)	£697	£392	(£305)	£4,487
Cash and Equivalents	£1,220	£1,136	(£84)				£1,220
Trust Efficiency Savings	£650	£878	£228	£1,854	£1,923	£69	£11,580
Use of Resources Metric	3	3		3	3		3

- **Agency cap** - The Trust has an agency cap of **c.£9.454m**, but a plan of **£7m**. During Month 3 the Trust spent **£529k** against a plan of **£575k**, reporting an underspend of **£46k** and reporting below the cap
- **Capital** – Capital expenditure is behind plan **by c.£305k (A)** year to date
- **Cash** – The cash balance was **£84k** better than plan at the end of Month 3.

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# APPENDIX 1 – Strategic Commissioner Detailed Analysis

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Quality and Safeguarding

Operations and Neighbourhoods

Growth

Governance

Finance and IT

Capital Financing, Contingency and Corporate Cost

Capital Expenditure

Acute

Mental Health

Primary Care

Continuing Care

Community

Other

CCG Running Costs

# Local Authority Savings Progress

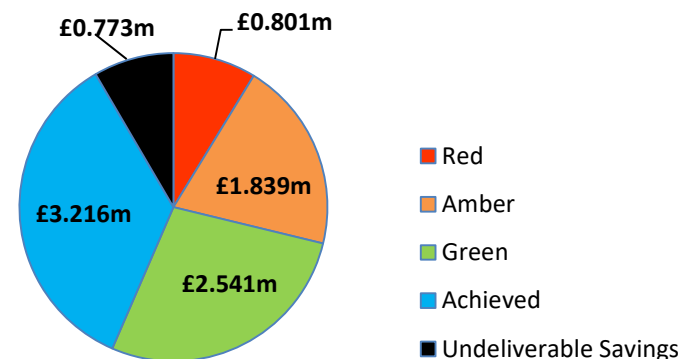
## SAVINGS PROGRESS

The 2019/20 Revenue Budget, approved by Full Council on 27 February 2019, included savings targets in respect of a vacancy factor, additional fees and charges, and savings to be delivered by management. Combined with savings identified in previous years, the total savings target for the Council in 2019/20 is £8,420k.

**Vacancy Factor** - The total vacancy factor for the year is £2,387k. As at the end of period 3, total underspends relating to vacant posts were £2,455k, therefore overachieving the annual target.

**Other Savings** – Planned savings of £773k have been identified, at this stage, as unlikely to be delivered and are not included in the total forecast savings at month 3. Savings in excess of target are forecast in some areas, resulting in total forecast savings of £8,397k against the opening target of £8,420k. Savings of £3,216k have already been achieved.

## Savings 19/20



Directorate	Opening Target £000s	Not expected to be delivered £000s	Red £000s	Amber £000s	Green £000s	Achieved to date £000s	Total forecast savings £000s
Adults	1,778	445	0	1,260	73	0	1,333
Children's Services	696	0	696	0	0	0	696
Children's - Education	235	5	5	125	0	230	360
Population Health	375	95	0	225	55	0	280
Operations and Neighbourhoods	1,217	0	100	5	738	374	1,217
Growth	285	207	0	0	78	0	78
Governance	1,125	2	0	224	347	552	1,123
Finance & IT	192	0	0	0	128	64	192
Quality and Safeguarding	10	0	0	0	10	0	10
Capital and Financing	1,764	12	0	0	1,112	1,260	2,372
Contingency	100	0	0	0	0	100	100
Corporate Costs	643	7	0	0	0	636	636
<b>Total</b>	<b>8,420</b>	<b>773</b>	<b>801</b>	<b>1,839</b>	<b>2,541</b>	<b>3,216</b>	<b>8,397</b>

# Local Authority Pressures

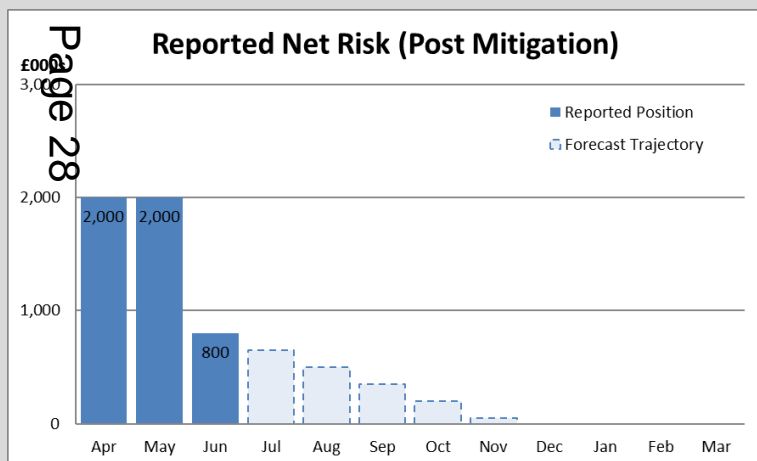
## PRESSURES

The 2019/20 Council Revenue Budget included funding for pressures across the services of £20,166k. As at month 3 total forecast pressures have increased across a number of areas as set out below. Further narrative on increased pressures in each area is included in the narrative for each service later in this report. The main reduction in pressures relates to funding setting aside for increased staffing costs as a result of the implementation of the new NJC pay structure on 1 April 2019. This funding will be used to offset pressures in other areas.

Directorate	Pressures funded in budget £000s	Pressures materialised to date £000s	Total pressures forecast £000s	(Increase)/decrease in pressures £000s
Adults	1,401	313	1,401	0
Children's Services	9,300	0	13,852	(4,552)
Children's - Education	631	171	982	(351)
Population Health	67	0	67	0
Operations and Neighbourhoods	1,501	1,026	1,725	(224)
Growth	741	573	841	(100)
Governance	903	210	847	56
Finance & IT	185	46	185	0
Quality and Safeguarding	0	0	0	0
Capital and Financing	242	242	242	0
Contingency	5,001	1,362	4,417	584
Corporate Costs	194	15	139	55
<b>Total</b>	<b>20,166</b>	<b>3,959</b>	<b>24,698</b>	<b>(4,532)</b>

# 2019/20 Financial Risk & TEP Update: M3 – June 19

- The CCG has a Targeted Efficiency Plan (TEP, also known as QIPP) target for 2019/20 of £11m.
- In submitted plans at the start of the year, the CCG reported that financial control totals would be met, but that there was material risk (£2m) associated with this.
- Based on the latest assessment of TEP achievement, we have reduced this risk down to £800k at M3. This is largely as a result of cross year benefits on Prescribing and Continuing Care, where the impact of winter was less severe than anticipated when our final 2018/19 position was calculated.



- As shown in the chart below we are optimistic that over the next few months we will be in a position to further reduce reported risk.
- The trajectory above assumes that net risk can be reduced internally using CCG resources. However, as part of our wider Integrated Commissioning Fund (ICF), the CCG has entered into a risk share agreement with TMBC. This would allow the Local Authority to

increase contributions into the pooled budget, in order to balance the CCG position on a non-recurrent basis if required.

- Any increase in council contribution this year would result in an increased CCG contribution in future years. Therefore it is not appropriate to use the ICF as justification to reduce reported net risk in 2019/20.
- The table below summarises expected achievement at M3, together with a comparison to the position reported last month:

## Planned Savings (before application of optimism bias)

	Recurrent	Non Recurrent	Total	Prior Month	Movement
High Risk	1,409,667	100,000	1,509,667	1,774,667	-265,000
Medium Risk	1,990,000	1,200,000	3,190,000	4,117,000	-927,000
Low Risk	1,385,848	3,406,904	4,792,752	5,319,890	-527,138
Saving Posted	1,403,969	2,241,626	3,645,595	1,458,927	2,186,668
Total	6,189,484	6,948,530	13,138,014	12,670,484	467,530

## Expected Savings (after application of optimism bias)

	Recurrent	Non Recurrent	Total	Total	Movement
High Risk	140,967	10,000	150,967	177,467	-26,500
Medium Risk	995,000	600,000	1,595,000	2,058,500	-463,500
Low Risk	1,385,848	3,406,904	4,792,752	5,319,890	-527,138
Saving Posted	1,403,969	2,241,626	3,645,595	1,458,927	2,186,668
Total	3,925,784	6,258,530	10,184,314	9,014,784	1,169,530

## QIPP Target

11,000,000	11,000,000	0
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## Savings Still to Find

815,686	1,985,216	1,169,530
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Value of savings about which we are certain (i.e. blue & green schemes)

8,438,347

Adults	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Adults - Out of Hours Team	158	0	158	30	137	21
Adults Senior Management	2,321	(1,159)	1,162	(2,890)	272	890
BCF	9	(20,339)	(20,330)	(10,868)	(20,330)	0
Community Response Service	1,172	(688)	484	(415)	575	(91)
Funded Nursing Care	1,930	(1,930)	0	490	0	0
Homecare - Support at Home	7,931	(6,031)	1,900	1,237	2,116	(216)
Improved Better Care Fund	1,633	(1,633)	0	257	0	0
Joint Commissioning Service	3,677	(1,221)	2,456	329	2,404	52
Localities	8,738	(150)	8,587	2,476	8,582	5
Long Term Support	6,980	(416)	6,564	1,841	7,577	(1,013)
Mental Health	3,882	(486)	3,396	843	3,477	(82)
Reablement	2,441	0	2,441	510	2,557	(116)
Residential & Nursing Placements	26,540	(9,389)	17,151	5,009	17,249	(98)
Sensory Services	293	(49)	244	70	247	(2)
Shared Lives & Property Management	2,565	(717)	1,848	179	1,817	31
Supported Accommodation	11,546	(2,494)	9,052	1,582	9,052	0
Urgent Integrated Care	2,268	0	2,268	501	1,923	345
<b>TOTAL</b>	<b>84,083</b>	<b>(46,702)</b>	<b>37,381</b>	<b>1,181</b>	<b>37,655</b>	<b>(274)</b>

## BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

### Underspends:

**£253k** - Increased income across Adults- from Residential & Nursing placements & fairer charging

## BUDGET VARIATIONS

### Pressures

**(£82k)** - Overspend on out of hours and agency staff due to lag in permanent recruitment

## SAVINGS

### Savings Performance:

- **(£125k)** - Review of out of borough LD placements: currently not projected to make this saving but identifying placements to meet this target as there is scope
- **(£79k)** - Oxford Park: will not be delivered as scheme has been delayed
- **(£70k)** - Review of residential placements: currently not projected to make this saving but identifying placements to meet this target as there is scope
- **(£170k)** - Review of manual handling – single handed: currently not projected to make this saving but identifying packages to address the projected shortfall

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Review of out of borough LD placements	125	125					0
Oxford Park	79	79					0
Review of residential placements	191	71		120			120
Review of manual handling	540	170		370			370
Vacancy Factor 2019/20	551			551			551
Fees & charges increase 2019/20	292			219	73		292
<b>Total</b>	<b>1,778</b>	<b>445</b>	<b>0</b>	<b>1,260</b>	<b>73</b>	<b>0</b>	<b>1,333</b>



# Children's Services – Children's Social Care

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Children's Services	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Assistant Executive Director - Children's Specialist Services	1,400	(2,009)	(609)	681	331	(940)
Childrens Safeguarding	32,330	(820)	31,510	7,498	35,172	(3,662)
Early Help, Early Years & Neighbourhoods	2,001	(10)	1,991	467	2,079	(88)
Looked After Children	3,638	(1,778)	1,860	872	1,763	97
Child Protection & Children In Need	5,383	(28)	5,355	1,113	5,410	(54)
Youth Offending Team	8,136	0	8,136	1,977	8,040	97
<b>TOTAL</b>	<b>53,893</b>	<b>(5,337)</b>	<b>48,556</b>	<b>12,773</b>	<b>53,108</b>	<b>(4,552)</b>

## BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

### Pressures:

- **(£310k)** - Additional expenditure assumed on legal costs
- **(£473k)** - Skylakes contract – expected that long term savings will be delivered through reduced placement costs, however at this stage the full effect of this is unlikely to fully realised until next financial year
- **(£3,200k)** - Increased costs associated with increased number of looked after children

## SAVINGS

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Vacancy Factor 2019/20	676		676				676
Fees & charges increase 2019/20	20		20				20
<b>Total</b>	<b>696</b>	<b>-</b>	<b>696</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>696</b>

Education	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Access & Inclusion	16,100	(13,731)	2,369	3,952	2,632	(263)
Assistant Executive Director - Education	384	(89)	296	22	157	139
Schools Centrally Managed	2,596	(760)	1,836	2,780	1,711	125
Schools Centrally Managed - DSG Funded	(1,188)	1,191	3	(34,397)	3	0
School Performance and Standards	538	(294)	245	(83)	245	(0)
Pupil Support Services	9,546	(8,290)	1,256	1,413	1,318	(62)
<b>TOTAL</b>	<b>27,977</b>	<b>(21,972)</b>	<b>6,005</b>	<b>(26,314)</b>	<b>6,066</b>	<b>(61)</b>

## BUDGET VARIATIONS

The variance is a net position and reflects a number of underspends and pressures including:

### Underspends:

- **£139k** - There is a projected under spend in the overall Education service due to utilisation of grant funding and surplus budget identified to support pressures within the overall service.
- **£79k** - Other minor variations.

### Pressures:

- **(£346k)** SEN Transport – the expected pressure has materialised. A further pressure of £346k is projected for the service in 19/20, for which £200k has been earmarked in contingency to address it, which has now been exceeded. The surplus budget on teachers retirement pension costs can be used to support part of this additional pressure.
- **(£58k)** - Traded Services to academies saving not being achieved due to reduction in schools buying in to services.

## SAVINGS

### Savings Performance:

- **(£5k)** - Traded Services to academies saving not being achieved due to reduction in schools buying in to services.
- **£125k** - There is further reduced demand on the budget for Teachers retirement pension costs. It is suggested that this additional saving is used towards the pressure occurring on SEN Transport.
- **£0k** - The Central DSG grant saving has been achieved by reducing initial budget.

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Traded Services to Tameside schools and academies	5	5	5				5
Teachers Pension	130			125		130	255
Central DSG grant	100					100	100
<b>Total</b>	<b>235</b>	<b>5</b>	<b>5</b>	<b>125</b>	<b>0</b>	<b>230</b>	<b>360</b>

Population Health	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Public Health	16,262	(170)	16,092	3,032	16,372	(280)
<b>TOTAL</b>	<b>16,262</b>	<b>(170)</b>	<b>16,092</b>	<b>3,032</b>	<b>16,372</b>	<b>(280)</b>

## BUDGET VARIATIONS

### Pressures

The variance is a net position and reflects a number of underspends and pressures including:

- **(35k)** - Pennine Care contracts- inflation uplift
- **(200k)** – Community Services contract- inflationary uplift due to revised grading on NHS pay scales
- **(25k)** – Minor Variations

## SAVINGS

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Recommissioning of sexual health services	25			25			25
Integrated Drug and Alcohol services	200			200			200
Prescribing	28				28		28
Reduction to Active Tameside management fee	95	95	0				0
Vacancy Factor 2019/20	27				27		27
<b>Total</b>	<b>375</b>	<b>95</b>	<b>0</b>	<b>225</b>	<b>55</b>	<b>0</b>	<b>280</b>

Quality and Safeguarding	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Quality & Safeguarding - Adults	116	(32)	84	37	84	(0)
Quality and Safeguarding - Childrens	324	(272)	52	0	52	0
<b>TOTAL</b>	<b>440</b>	<b>(304)</b>	<b>136</b>	<b>37</b>	<b>136</b>	<b>(0)</b>

## SAVINGS

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Vacancy Factor 2019/20	8				8		8
Fees & charges increase 2019/20	2				2		2
<b>Total</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>

Operations & Neighbourhoods	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Operations and Emergency Planning	1,298	(2,578)	(1,279)	(270)	(1,187)	(93)
Community Safety & Homelessness	5,388	(1,806)	3,582	39	3,582	0
Cultural and Customer Services	3,489	(292)	3,197	554	3,006	192
Design and Delivery	11,470	(9,650)	1,820	1,319	1,822	(2)
Environmental Services Management	31,305	(32)	31,273	31,440	31,345	(72)
Highways & Transport	8,874	(9,672)	(798)	911	5	(803)
Markets	1,040	(1,532)	(492)	(613)	(186)	(306)
Operations and Greenspace	5,979	(447)	5,531	1,114	5,516	16
Public Protection	3,633	(948)	2,685	428	2,629	56
Waste Management	5,890	(1,184)	4,706	2	4,743	(37)
Youth	446	(43)	403	70	466	(63)
<b>TOTAL</b>	<b>78,812</b>	<b>(28,185)</b>	<b>50,627</b>	<b>34,992</b>	<b>51,740</b>	<b>(1,113)</b>

## BUDGET VARIATIONS

The net variation reflects a number of underspends and pressures across the service, including:

### Underspends:

- **£83k** – Saving on disposal of street sweepings expected to be achieved from January due to new method of disposal
- **£791k** -There are a number of vacancies across Operations and Neighbourhoods. Within Culture & Customer Services there have been difficulties with recruitment however, this service is getting closer to being fully staffed. There have also been some vacancies held for a period of time within the Call Centre and Customer Services to allow a full assessment of demand following the move into Tameside One. Within the engineers service there is a large level of vacancies however the saving on this is offset by additional spend on subcontractors. (This is net of the vacancy factor).

### Pressures:

- **(£710k)** - There is a projected shortfall in income from car parks. Of this, (£447k) relates to the new Darnton Road car parks which is in part as a result of delays in these car parks becoming operational. A further (£150K) relates to the non delivery of charges being applied to additional car parks.

## BUDGET VARIATIONS

### Pressures (continued):

- **(£165k)** - The cameras on bus lanes are working well as a deterrent to stop people using the bus lanes inappropriately. However this means that there is a projected shortfall in expected income.
- **(£224k)** - Due to the ongoing development of Ashton Town Centre, footfall is reduced and the market ground is suffering from a reduction in traders and therefore a shortfall in income is projected.
- **(£50k)** - Additional costs anticipated surrounding the Tour of Britain event.
- **(£29k)** - Final adjustment for 18/19 Waste Levy costs was more than expected.
- **(£418k)** - Increased spend on subcontractors within the engineers service in order to maintain capacity.
- **(£391k)** - Other Minor Variations including increases in skip charges, system upgrades within Transport Services and an increase in security costs for opening and closing the cemeteries.

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## SAVINGS

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Recovery of expenditure from new car parks	100		100				100
LED Street Lighting	250				250		250
Review of contracts and purchasing - using STAR/Oxygen	50	0			8	42	50
Advertising on Vehicles	5			5			5
Vacancy Factor 2019/20	559				227	332	559
Fees & charges increase 2019/20	253				253		253
<b>Total</b>	<b>1,217</b>	<b>0</b>	<b>100</b>	<b>5</b>	<b>738</b>	<b>374</b>	<b>1,217</b>

Growth	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Development Growth & Investment	329	0	329	(188)	213	116
Employment & Skills	2,068	(882)	1,187	(182)	1,152	35
Estates	1,922	(2,684)	(762)	(303)	(289)	(473)
Investment & Development	2,062	(1,134)	928	196	926	2
Planning	1,170	(998)	171	32	463	(292)
Strategic Infrastructure	637	(188)	449	49	389	60
School Catering	2,784	(2,780)	4	(47)	104	(100)
Corporate Landlord	8,455	(2,260)	6,195	(374)	6,641	(446)
Environmental Development	447	(79)	369	65	357	12
UBSF, PFI & Programme Delivery	22,878	(22,878)	0	2,947	0	0
<b>TOTAL</b>	<b>42,753</b>	<b>(33,883)</b>	<b>8,870</b>	<b>2,194</b>	<b>9,956</b>	<b>(1,087)</b>

## BUDGET VARIATIONS

The net variation reflects a number of underspends and pressures across the service, including:

### Underspends:

- **£423k** - Expenditure less than budget due to vacancies in the Estates team over achievement of income Hyde shopping centre and other minor variations
- **£99k** - Expenditure less than budget due to vacancies in Planning and over achievement of income on Land charges
- **£116k** - Expenditure less than budget due to vacant Assistant Director and under spend on computer software

### Pressures:

**Estates budget pressures relate to a shortfall in income due to a number of factors.**

- **(£866k)** - There are several vacancies in the Estates team resulting in a reduction in the number of chargeable hours. There are several vacant industrial units and there are not enough staff to market industrial units and therefore the expected income is not being realised.



## BUDGET VARIATIONS

## There are budget pressure in Corporate Landlord

- **(£416k)** - Rental income for tenants in Tameside one will not be realised in the early years. This has been anticipated and will be funded from contingency. There is uncertainty around costs of operating Tameside One. This is reflected in high forecast spend for gas and electricity.

## Planning Services

- **(£371k)** - Fee income from planning and building control fees is less than budgeted. The new management arrangements are reviewing the current service provision to assess how improvements in fee income can be made.

## SAVINGS

Savings Performance:

- **(£60k)** Growth savings of £60k will not be delivered in 2019/20 due to delays recruiting staff to review industrial rents and fewer large scale planning applications being made.
- **(£147k)** Increases in Fees and Charges will not be delivered due to staff vacancies and other issues highlighted above.

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Sponsorship of events	2	0			2		2
Planning fees income	30	30					0
Review of rents and leases	30	30					0
Vacancy Factor 2019/20	76	0			76		76
Fees & charges increase 2019/20	147	147					0
<b>Total</b>	<b>285</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>78</b>

Governance	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
<b><u>Governance</u></b>						
<b>Executive and Business Support</b>	1,726	(111)	1,615	338	1,459	155
<b>Democratic Services</b>	1,021	(289)	732	75	719	13
<b>Governance Management</b>	174	(88)	86	45	94	(8)
<b>Legal</b>	1,355	(82)	1,273	255	1,311	(38)
	<b>4,275</b>	<b>(570)</b>	<b>3,705</b>	<b>713</b>	<b>3,583</b>	<b>122</b>
<b><u>Exchequer</u></b>						
<b>Exchequer Services</b>	64,312	(62,736)	1,576	1,381	1,339	238
	<b>64,312</b>	<b>(62,736)</b>	<b>1,576</b>	<b>1,381</b>	<b>1,339</b>	<b>238</b>
<b><u>People &amp; Workforce Development</u></b>						
<b>People and Organisational Development</b>	3,723	(1,279)	2,444	290	2,602	(158)
	<b>3,723</b>	<b>(1,279)</b>	<b>2,444</b>	<b>290</b>	<b>2,602</b>	<b>(158)</b>
<b><u>Marketing &amp; Communications</u></b>						
<b>Policy, Performance and Communications</b>	1,713	(245)	1,468	335	1,459	9
	<b>1,713</b>	<b>(245)</b>	<b>1,468</b>	<b>335</b>	<b>1,459</b>	<b>9</b>
<b>TOTAL</b>	<b>74,024</b>	<b>(64,830)</b>	<b>9,193</b>	<b>2,718</b>	<b>8,983</b>	<b>211</b>

## Underspends

The variance is a net position and reflects a number of underspends and pressures including:

- **£427k** - Employee related expenditure including training related expenses is less than budget due to a number of vacant posts and maternity across the service, Current recruitment to posts is ongoing
- **£71k** - Other net minor variations across the individual services areas of less than £50k

## Pressures:

- **(£120k)** - Currently there is no projected draw down of the reserve funding in relation to Workforce Development Service review in 19/20
- **(£87k)** - Projected Income is less than the budgeted Income target due to non take up of HR, Payroll and Recruitment and various other Income streams
- **(£50k)** - Government Grant related Income is less than Budgeted Income target
- **(£28k)** - Children and Adults Social Care workforce development costs are forecast to be in excess of budget and discussions are taking place with the Assistant Director of People and Workforce Development and the Service Directors

## SAVINGS

### Savings Performance:

- **(£2k)** - Platinum Payment savings target of £50k will not be fully achieved, current forecast is £48k

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Continuous Improvement	550					550	550
Oxygen Finance Project	50	2		46		2	48
Recovering of overclaims/old debts	175			175			175
Vacancy Factor 2019/20	347				347		347
Fees & charges increase 2019/20	3			3			3
<b>Total</b>	<b>1,125</b>	<b>2</b>	<b>0</b>	<b>224</b>	<b>347</b>	<b>552</b>	<b>1,123</b>

Finance and IT	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
<b>FINANCE</b>						
Financial Management	2,815	(538)	2,277	155	2,191	87
Risk Management & Audit Services	605	(224)	381	113	358	23
	<b>3,420</b>	<b>(762)</b>	<b>2,658</b>	<b>268</b>	<b>2,549</b>	<b>109</b>
<b>IT</b>						
Digital Tameside	2,798	(646)	2,151	669	2,252	(101)
	<b>2,798</b>	<b>(646)</b>	<b>2,151</b>	<b>669</b>	<b>2,252</b>	<b>(101)</b>
<b>TOTAL</b>	<b>6,218</b>	<b>(1,408)</b>	<b>4,809</b>	<b>936</b>	<b>4,801</b>	<b>8</b>

## BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

### Underspends:

- **£156k** - Staffing underspends due to vacancies, timing of recruitment and staff having not taken up the pension option. This includes the combined vacancy factor of £128k.
- **£78k** - Projected reduction in spend on Cashier related payment systems.
- **£165k** - Projected additional MFD Income to the service.

### Pressures:

- **(£236k)** - The Corporate Costs budget covers equipment, software and maintenance for the Council's network, including security and backup software. It also covers the cost of operating system licence for laptops. The overspend is due to increased costs such as the operating system, extra power costs for the Data Centre, Wi-Fi and backup software as well as additional requirements for security systems.
- **(£155k)** - Other minor variations below £50k.

## SAVINGS

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Internal audit restructure	12					12	12
Central DSG grant	50					50	50
Vacancy Factor 2019/20	128				128		128
Fees & charges increase 2019/20	2					2	2
<b>Total</b>	<b>192</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128</b>	<b>64</b>	<b>192</b>

Capital Financing, Contingency and Corporate Costs	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Capital and Financing	10,763	(6,647)	4,116	0	914	3,202
Contingency	5,674	0	5,674	1,818	3,904	1,770
Corporate Costs	8,272	(2,881)	5,392	755	4,603	789
<b>TOTAL</b>	<b>24,709</b>	<b>(9,528)</b>	<b>15,182</b>	<b>2,573</b>	<b>9,421</b>	<b>5,761</b>

## BUDGET VARIATIONS

The variance is a net position and reflects a number of underspends and pressures including:

### Underspends:

- **£111k** - Included within corporate costs are anticipated savings of £56k in respect of contributions to AGMA and £55k in respect of the coroners service.
- **£565k** - Further to actuarial review in 2018/19 savings have been identified in relation to insurance provision.
- **£80k** - It is anticipated there will be savings in the central costs contingency budget.
- **£40k** - Other minor variations.
- **£2,113k** - Anticipated income from investment in Manchester Airport Group
- **£620k** - Revised Minimum Revenue Position (MRP) calculations
- **£550k** - Anticipated reduction in interest costs due to planned borrowing not being taken up and revised interest projections
- **£1,107k** - Release of contingency budgets to offset service overspends
- **£663k** - Release of earmarked contingencies for identified pressures not funded through the budget process

### Pressures:

- **(£69k)** - Increase internal interest charges based on final 2018/19 figures

## SAVINGS

### Savings Performance:

- **(£7k)** - Vacancy factor not achieved within Corporate Costs. This is offset by savings in the wider service.
- **(£12k)** - Venture Fund no longer being progressed

Scheme	Savings Target 19/20 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Venture fund	12	12					0
Treasury Investment Income	130				97	33	130
Minimum Revenue Provision (MRP)	375					995	995
Capital Financing	232					232	232
Manchester Airport Investment (Exec Cabinet Approved Feb 18) £11m investment	1,015				1,015		1,015
Income Generation - Increased income from Council Tax Rates	100					100	100
Insurance review	150					150	150
External audit fees	69					69	69
AGMA/GMCA	302					302	302
Pensions Increase Act	90					90	90
Review of the Town Council support	25					25	25
Vacancy Factor 2019/20	7	7					0
<b>Total</b>	<b>2,507</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>1,112</b>	<b>1,996</b>	<b>3,108</b>

# Capital Expenditure

	2019/20 Budget	Actual to Date	Forecast Outturn	Variance
	£000s	£000s	£000s	£000s
<b>Growth</b>				
Vision Tameside	7,204	811	7,204	0
Investment & Development Estates	6,560	529	6,560	0
	716	0	716	0
<b>Operations and Neighbourhoods</b>				
Engineers	12,322	2,619	10,843	(1,479)
Environmental Services	3,749	28	4,149	400
Transport (Fleet)	260	69	260	0
Corporate Landlord	(44)	5	112	156
Stronger Communities	27	0	27	0
<b>Children's</b>				
Education	11,224	27	10,405	(819)
<b>Finance &amp; IT</b>				
Digital Tameside	2,597	258	2,857	260
<b>Population Health</b>				
Active Tameside	15,030	1,780	15,030	0
<b>Adults</b>				
Adults	583	0	583	0
<b>Governance</b>				
Exchequer	10	0	10	0
<b>Total</b>	<b>60,238</b>	<b>6,126</b>	<b>58,756</b>	<b>(1,482)</b>



# Capital Expenditure

	2019/20 Budget £000	Actual to Date £000	Forecast Outturn £000	Variance £000
Education	11,224	27	10,405	(819)
Digital Tameside	2,597	258	2,857	260
Engineers	12,322	2,619	10,843	(1,479)

## SIGNIFICANT SCHEMES AND BUDGET VARIATIONS

- **EDUCATION-** A number of variations have arisen where projected outturn is less than budget due to a number of requests for re-profiling into the 2020/21 financial year.

Rayner Stephens Academy (£0.473m) – Original proposals have been paused pending a further review of the accommodation at the school. This has resulted from the development of the sixth form provision at Cromwell, which impacts upon room use at Rayner Stephens.

Hyde Community College (£0.300m) – Current programme indicates a start on the works in Autumn 2019 and completion in Summer 2020. Further costs will be identified and reported at the next Strategic Capital Panel.

- **DIGITAL TAMESIDE-** The overspend relates to Wave 2 works undertaken by our Engineers team and £55k of supplier invoices, also related to Wave 2. The Wave 2 Grant has been delayed due to the wider bid gateway reviews that relate to other Greater Manchester authorities. It is expected to be finalised in Quarter 3

- **ENGINEERS-** A number of variations have arisen where projected outturn is less than budget due to a number of requests for

re-profiling into the 2020/21 financial year.

Hyde to Mottram and Hollingworth Cycle Scheme (£1.695m) – Highways England providing a specific grant of £1.950m to the council to provide facilities that promote sustainable travel options (walking and cycling) between Hyde and Hattersley. This grant covers the financial years up to 2020/21. During 2019/20 financial year, £0.250m is available for the feasibility, design and consultation elements of this project. £1.695m will be available in 2020/21 for construction and commissioning.

Hospital Car Parking (£0.216m) – There are additional costs for hospital car parking due to a condition being put in place by the planning department. The design team was asked to relocate the proposed access to the Darnton Road Car Park away from the existing nearby houses. This has resulted in a complete level redesign to comply with Disabled Access Regulations.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's
<b>Acute Commissioning</b>	<b>49,282</b>	<b>49,282</b>	<b>0</b>	<b>201,096</b>	<b>201,582</b>	<b>(486)</b>
Tameside & Glossop ICFT	33,998	33,998	0	135,991	135,991	0
Manchester FT	7,853	7,658	194	32,922	32,727	194
Stockport FT	2,285	2,271	14	9,755	9,702	53
Salford Royal FT	1,522	1,619	(98)	5,865	6,019	(154)
Pennine Acute	885	914	(29)	3,496	3,640	(145)
The Christie	506	618	(112)	2,028	2,241	(213)
BMI Healthcare	618	673	(55)	2,473	2,593	(120)
Wrightington, Wigan & Leigh	176	175	1	974	973	1
Spamedica	301	337	(36)	1,204	1,360	(156)
Other Providers	1,140	1,019	120	6,390	6,336	54
<b>Ambulance Services</b>	<b>2,353</b>	<b>2,353</b>	<b>0</b>	<b>9,450</b>	<b>9,447</b>	<b>3</b>
<b>Clinical Assessment &amp; Treatment Centres</b>	<b>398</b>	<b>425</b>	<b>(27)</b>	<b>1,591</b>	<b>1,581</b>	<b>10</b>
<b>Collaborative Commissioning</b>	<b>126</b>	<b>137</b>	<b>(11)</b>	<b>141</b>	<b>144</b>	<b>(3)</b>
<b>High Cost Drugs</b>	<b>34</b>	<b>44</b>	<b>(10)</b>	<b>136</b>	<b>138</b>	<b>(2)</b>
<b>NCAS/OATS</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
<b>Winter Resilience</b>	<b>78</b>	<b>-3</b>	<b>81</b>	<b>180</b>	<b>180</b>	<b>(0)</b>
<b>Total - Acute</b>	<b>52,772</b>	<b>52,739</b>	<b>33</b>	<b>214,594</b>	<b>215,072</b>	<b>(478)</b>

- At this stage in the year it is too early to identify clear trends that may be emerging in secondary care, particularly as two of our associate providers have reported data quality issues. But forecasts above represent our best estimates using the information available and include some high cost patient costs at Pennine Acute and The Christie.
- We have concerns around elective and day case activity and a growth in the number of people on waiting lists. Whilst some planning provision was made to clear RTT in 19/20, the CCG has seen a 18.9% increase in people on the waiting list since March 18. This presents a financial risk to the CCG as while the backlog is cleared.
- During this month it has emerged that Manchester FT will be restricting new dermatology referrals from the 1st September 2019 to Manchester and Trafford only. This means that any T&G patients not being actively managed on their skin cancer pathway will all be discharged back to the care of their local dermatology provider. Patient numbers are low, so we do not anticipate a significant impact in T&G, but nevertheless we want to monitor this situation over to next few months to safeguard against unintended consequences in the ICFT.
- Independent sector contracts are a key driver of overspend in the Acute forecast, with ophthalmology a key overspending specialty. An ophthalmology block was agreed with Manchester FT to manage demand and expenditure this year. Work is underway to understand how the independent sector overspend related to the block. A deep dive report, updating on this issue will be taken to FQAG in August.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's
Child & Adolescent Mental Health	149	150	(1)	288	288	0
Improving Access To Psychological Therapies	48	45	4	192	192	0
Learning Disabilities	169	169	0	663	663	0
Mental Capacity Act	32	32	(0)	127	127	0
Mental Health Contracts	6,573	6,573	(0)	26,021	26,021	0
Mental Health Services - Adults	1,548	1,554	(5)	6,063	6,046	18
MH - Collaborative Commissioning	1,061	1,062	(0)	1,061	1,061	0
MH - Non Contracted Activity	19	19	0	75	75	0
Mental Health Services - Other	447	446	1	1,895	1,895	0
MH - Specialist Services	205	244	(39)	822	822	0
<b>Total - Mental Health</b>	<b>10,251</b>	<b>10,292</b>	<b>(41)</b>	<b>37,207</b>	<b>37,189</b>	<b>18</b>

- To comply with NHS planning guidance the CCG has to demonstrate increasing investment in mental health through the annual Mental Health Investment Standard. In T&G we will exceed this target as part of our commitment to invest in mental health and deliver the ambition of the Five Year Forward View. Business cases are in place to deliver this ambition and spend will continue to accelerate throughout 19/20 and beyond. The forecast assumes that schemes will commence in line with plans, through this will be reviewed monthly for potential slippage.
- The NICHE phase 1 has now concluded and was described in the detailed paper that was presented to FQAG last month. The CCG initially had a reserve fund of £250k set aside in anticipation of rebasing the PCFT contract. Following additional work and analysis across the 5 main footprint CCGs, it has since been agreed that T&G CCG is likely to receive a contract price reduction following the re-apportionment of estates costs. NICHE have now embarked on Phase 2, which is to review and describe the key elements of a “good” clinical model for each of the four care areas, drawing on external evidence, existing plans and locality clinically led workshops. Work is ongoing through the PCFT finance subgroup to review the costing models and present findings.
- The Individualised Care packages are to be reviewed in month 4 and whilst the overall bottom line expenditure for the CCG is unlikely to change there may be movement between the Continuing Healthcare and Mental Directorates.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's
Prescribing	9,102	9,101	0	41,646	41,644	2
Delegated Co-commissioning	8,324	8,205	118	34,371	34,287	84
Out of Hours	577	577	0	2,309	2,309	0
Local Enhanced Services	494	436	58	1,931	1,931	0
Primary Care Investments	332	331	1	1,377	1,377	0
Primary Care IT	344	289	55	1,376	1,376	(0)
Central Drugs	255	251	5	1,193	1,193	0
Medicines Management - Clinical	118	115	3	495	488	8
Oxygen	98	98	0	477	477	0
Commissioning Schemes	71	79	(8)	285	285	0
GP FORWARD VIEW	0	0	(0)	0	0	0
<b>Total - Primary Care</b>	<b>19,716</b>	<b>19,483</b>	<b>232</b>	<b>85,460</b>	<b>85,366</b>	<b>93</b>

- Prescribing** – Although we currently only have one month of data, we can determine that the anticipated NCSO (No Cheaper Stock Obtainable) pressure has reduced, along with assumptions made around costs pressure relating to Easter which also haven't materialised. This has now offset the pressure from CAT M drug costs (where prices change to ensure a nationally negotiated profit margin, for pharmaceutical companies). A deep dive following Q2 prescribing data will be presented at FQAG in September. At Q1, we have banked £125k of TEP savings against an expected target of £1,225k. The schemes in place will pick up momentum as the year goes on, and there is little or no risk on achieving this target.
- Delegated Co-Commissioning** – Budgets have been set based on current commitments, and include an anticipated growth in list sizes through the financial year. There is currently a forecast underspend against Primary Care of £84k, in addition to a £462k reserve built into the Delegated Primary Care position. A paper will be taken to Primary Care Committee in September to consider potential investment proposals to ensure that the available funding is fully invested in Primary Care services in line with the CCG's strategic vision. This discussion will be balanced against the need to manage the required contingency planning for foreseen PCO Locum claims for maternity, suspension or sickness and also prudent consideration relating to notional rent increases, over and above the estimate made, knowing there is currently a backlog of premises reviews.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's
CHC Adult Fully Funded	1,724	1,724	(0)	10,647	11,015	(368)
CHC Adult Joint Funded	134	134	(0)	536	447	89
CHC Adult Personal Health Budgets	608	608	(0)	2,434	2,130	304
CHC Assessment & Support	241	230	11	1,029	1,023	6
Children's CHC Personal Health Budgets	7	7	0	30	16	13
Children's Continuing Care Funded Nursing Care	26	26	0	104	143	(39)
	502	502	0	2,006	2,006	0
<b>Total - Continuing Care</b>	<b>3,242</b>	<b>3,231</b>	<b>11</b>	<b>16,785</b>	<b>16,781</b>	<b>5</b>

- Although winter pressures in 2018/19 didn't materialise in terms of increased activity, the 2019/20 budget setting for Continuing Care assumes that 2018/19 was an anomaly and that placements will increase next winter in line with historic trends. Additional budget for provider uplifts and demographic pressures have also been included, as well as a provision for specific High Cost packages that the team were aware would impact on the 2019/20 financial position. We therefore feel that the overall budget for this area is adequate for the year ahead.
- At Month 3, £250k of the TEP/QIPP target has been met. This has been achieved through the continued work of the individualised commissioning team to review of packages of care and a continued focus the appropriate use of a Fast Track packages.
- There is an overspend on Adult PHB budgets and an underspend on Adult Commissioned packages budgets. This is due to the Default offer of PHB's being introduced since 1st April 2019 and there are more people now being offered a PHB. The budget will need amending over the year as new patients will now be funded as PHB's (Direct Payments and Notional budgets) rather than Commissioned packages as PHB's are the first offer to new packages.
- Demand continues to be the main driver of the uncertainty around Continuing Care. Although we have a good local market for care providers, the demand for placements and Home of Choice priorities will continue to put pressure on the budget. This is due to where suitable local provision cannot be found and placements external to T&G and GM are required to be sourced instead.
- Although the Continuing Care budgets are no longer under a formal recovery plan, they will continue to be monitored closely throughout the Financial Year.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's
Community Services	8,275	8,278	(3)	31,942	31,956	(14)
Hospices	122	122	0	638	638	0
Wheelchair Service	52	52	(0)	438	438	0
Palliative Care	22	18	4	87	71	16
<b>Total - Community</b>	<b>8,471</b>	<b>8,470</b>	<b>1</b>	<b>33,105</b>	<b>33,103</b>	<b>2</b>

- The majority of the community services budget relates to services provided by the ICFT within the scope of the block contract. Payments are fixed and are not expected to change throughout the year
- Other services have delivered broadly in line with budget. The slight underspend on palliative care relates to a temporary change in working hours of the post holder.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's
Better Care Fund	3,208	3,207	0	12,830	12,830	0
Programme Projects	4,175	4,170	5	4,398	4,375	23
Property Services	801	801	0	4,254	4,254	(0)
Patient Transport	298	308	(10)	1,193	1,212	(19)
Commissioning Reserve	(279)	0	(279)	1,415	1,118	297
NHS 111	173	173	(0)	659	661	(2)
Transformation Funding	581	581	0	581	581	0
Safeguarding	128	123	5	513	509	3
Clinical Leads	75	75	0	356	331	25
Nursing and Quality Programme	54	53	2	218	215	3
Commissioning - Non Acute	26	(2)	29	106	76	29
Interpreting Services	14	14	0	54	54	0
<b>Total - Other</b>	<b>9,255</b>	<b>9,503</b>	<b>(248)</b>	<b>26,576</b>	<b>26,216</b>	<b>360</b>

- **Programme Projects** – Includes the increased contribution to the Integrated Commissioning Fund of £4,200 offset by smaller budget transfers to TEP for unrequired funding.
- **Transformation Fund** – Following increased transformation funding received in 2018/19 the total funding for 2019/20 reduced by £3.8m to accommodate a re-profiling of expenditure on Support at Home. Forecast spend until programme completion has been adjusted accordingly and the outstanding £2,323k will be received equally for each quarter of 2019/20 (£581k at Q1)
- **Property Services** – Work is still ongoing relating to outstanding disputes with NHS Property Services (NHSPS) – some of which date back to FY 2017/18 'true up' charges. Budgets and forecasting is based on historic intelligence, with uplifts applied. This may result in a small benefit, should the challenges put into the system, come into fruition. We have been able to release recurrent TEP savings relating to Shire Hill Hospital, as well as the decanting from smaller clinics, totalling approx. £500k as part of the estates rationalisation plan.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's
Finance	239	238	0	996	970	27
Commissioning	217	212	5	914	900	14
QIPP	0	0	0	810	810	0
CEO/Board Office	111	109	1	455	449	6
ADMINISTRATION & BUSINESS SUPPORT	65	63	2	387	341	46
Corporate Costs & Services	66	64	2	280	280	(1)
IM&T	70	70	(0)	280	280	(0)
Chair & Non Execs	77	76	1	247	242	5
Communications & HR	52	52	0	208	209	(1)
Nursing	35	34	0	138	136	2
Corporate Governance	31	32	(1)	126	126	0
Estates & Facilities	26	26	0	104	104	0
General Reserve - Admin	0	0	0	1	99	(98)
IM&T Projects	22	22	0	87	87	(0)
Contract Management	16	16	0	64	64	0
Human Resources	11	11	(0)	41	41	0
Equality & Diversity	7	7	0	28	28	(0)
<b>Total - CCG Running Costs</b>	<b>1,044</b>	<b>1,032</b>	<b>12</b>	<b>5,164</b>	<b>5,164</b>	<b>0</b>

- The CCG receives an earmarked allocation of £5,164k to fund running costs. We are not allowed to exceed this limit, but any underspend on running costs can be used to offset pressures across the CCG as a whole.
  - Savings of £810k have been made YTD. £753k of this is recurrent and includes:
    - Integration Benefits: Staffing e.g. single CEO, Co-location
    - Corporate Re-organisation (lay members & board)
    - Renegotiated Contracts (e.g. GMSS, Audit, Vodafone)
- Total running costs savings for 19/20 are forecast at £1,000k



## **Co-operative Council Update**

### **Introduction**

The Council has outlined its ambition to become a Co-operative Council and to join the Co-operative Councils Innovation Network (CCIN) in the 2019/20 municipal year. A report was presented to Executive Cabinet on 26 June 2019 for agreement to commence the process.

The CCIN is non-party political and by its nature encourages consensus across all parties represented on the council to work towards co-operative values and principles. A co-operative council follows a set of principles in the way services are developed and delivered in partnership with service users and the community.

Tameside Council will become part of a growing and influential network of councils committed to developing a new relationship with citizens. By becoming part of the network Tameside Council will:

- gain access to ideas and thinking on putting co-operative values and principles into practice
- be part of regional and national networks positioning Tameside Council as a national innovator helping to influence policy thinking at the national level
- share examples of projects and initiatives and learn from others about what works
- co-produce tools and techniques to support the development of co-operative approaches
- be invited to Co-operative Conferences around the country to meet and work with peers
- join an officer network who are leading the development of new approaches
- access to a cadre of public sector and local government leaders who are trying to bring change to their communities
- access a growing body of resources on the CCIN website
- profile Tameside Council's best practice and achievements nationally

### **Co-operative Councils Innovation Network (CCIN)**

To become a member of the CCIN a number of tasks need to be completed, or have a clear intent to do so. In summary, an application to join the Co-operative Councils Innovation Network (CCIN) needs to show Tameside Council has:

- Discussed the cooperative council approach with other parties
- Taken an Executive Cabinet decision to endorse cooperative values
- Endorsed the values and principles of the Co-operative Councils Innovation Network (CCIN)
- Engaged with strategic partners, community partners and residents to discuss the co-operative approach
- Carried out internal corporate communication and public campaigns that demonstrate co-operative values and principles
- Adopted co-operative values in the approach to commissioning and procurement
- Discussed the co-operative council approach at Full Council
- Changed or have plans to change the council constitution to reflect co-operative values
- Evidenced examples of co-operative values and principles currently in use in service delivery

Tameside Council's application for membership will be reviewed, and decided upon, by the Executive Oversight Committee of the CCIN on 2 October 2019 at their Annual Conference "Developing Co-operative Councils – Building Co-operative Places" to be held in Rochdale.

### **Co-operative Values**

Tameside has a long standing tradition of working in partnership with the community in a way that fits well with the required co-operative values and principles.

The tables below show existing links between the Co-operative Councils Innovation Network (CCIN) values and principles, the public service reform (PSR) ways of working that underpin the Corporate Plan ('Our People, Our Place, Our Plan'), and the STRIVE workforce values.

<b>CCIN values and principles</b>	<b>PSR ways of working</b>	<b>STRIVE workforce values</b>
Social partnership	New relationship with citizens & communities	Support
Democratic engagement	Asset based approach	Trust
Co-production	Behaviour change	Respect
Enterprise and social economy	Place based approach	Integrity
Maximising social value	Wellbeing, prevention and early intervention	Value difference
Community leadership	Evidence led	Engage
New models of meeting priority needs	New investment and resourcing models	
Innovation		
Learning		
Walking the talk		

Members of the CCIN should also adopt cooperative values in their approach to commissioning. Tameside Council can show it has done this through both its membership of STAR Procurement and the adoption of Social Value Guidance in Commissioning.

Key elements of the STAR Procurement approach relevant to co-operative values and principles include:

- Responsible procurement strategy
- Social value
- Local investment

In addition to the above, in November 2018 the Tameside and Glossop Strategic Commissioning Board (SCB) adopted new Social Value Guidance. The guidance, developed in partnership with STAR Procurement, builds on the Greater Manchester Combined Authority Social Value Policy and the Public Services (Social Value) Act 2012.

### **Engagement & Communication**

Engagement and co-production with communities is a key component of co-operative values. Given that, it is appropriate to engage with stakeholders and residents on the intention to become a Co-operative Council.

An elected member development session is planned for 5 September 2019, to facilitate understanding of the Co-operative Council work amongst all councillors, and to build a cross-party consensus.

Next steps for engagement include:

- Tameside Youth Council - September 2019
- Strategic Neighbourhood Forums - October 2019
- Tameside & Glossop Partnership Engagement Network (PEN) conference - October 2019
- Tameside Co-operative Summit – 3 October 2019
- Staff workshops
- Online survey for anyone to give views on the values & principles, thoughts on co-operative working now, and ideas / suggestions for future projects using co-operative values.
- Other events to be identified including (but not limited to): Age UK, Diversity Matters North West, Action Together, Grafton Centre, Cranberries, Tameside College, Ashton 6th Form College, Together Centre.

## Domestic Abuse Services

[DomesticAbuse.ReviewAudit@tameside.gov.uk](mailto:DomesticAbuse.ReviewAudit@tameside.gov.uk)

## Chair of the Integrated Care and Wellbeing Scrutiny Panel

**Councillor Teresa Smith**

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Market Place  
Ashton-under-Lyne  
OL6 6BH

Email: Teresa.smith@tameside.gov.uk  
Phone: 0161 342 2199  
Ask for: Paul Radcliffe  
Date: 1 August 2019

To whom it may concern,

## Future Delivery of Support to Victims and their Children in Accommodation-Based Domestic Abuse Services.

I write on behalf of Tameside Council's Integrated Care and Wellbeing Scrutiny Panel. The Panel seeks to submit a formal response to the consultation on the Future Delivery of Support to Victims and their Children in Accommodation-Based Domestic Abuse Services, which closes on 2 August 2019. This letter therefore aims to provide a summary of collective points and to express any areas of issue and concern. I would be extremely grateful if on receiving this letter you are able to take the appropriate action to ensure the response is suitably recorded and submitted to the consultation.

Domestic abuse is a complex issue and requires system-wide direction and leadership to address a range of contributing factors which include social, economic and health inequalities. In Tameside domestic violence and abuse remains a significant problem when we compare ourselves against national performance and statistical neighbours.

Recent data has shown a rise in the number of Tameside residents in need of support, which includes a 12 month increase of 17% in referrals to locally commissioned support services. Pressures have been identified in the number of high and medium level cases reported to the Police, as well as the amount of referrals to Children's Services. During 2018/19, Tameside Children's Services received more than 2700 referrals with a link to domestic abuse.

At a local level there have been unprecedented pressures with regards to year-on-year budget reductions and the impact on resource planning. Despite this, key stakeholders remain engaged and arrangements are in place to deliver a shared vision to pool budgets and jointly commission services.

The impacts of domestic abuse can be far reaching, with an ongoing need to support and nurture communities. The Council has recently refreshed its corporate priorities, with a commitment from elected members, senior leaders and partners to deliver improvements across the life course of residents.

A sector-led peer review was undertaken in Tameside during July 2019, which comprised interviews with over 30 partners and stakeholders, as well as a review of current strategic and operational documentation. Findings from the review will feed into the strategic planning for the assessment of need and to consider the equity of access to domestic abuse support services, part of which includes the demand for accommodation.

I have listed some of the main points below, which are to be viewed under the collective of Tameside's Integrated Care and Wellbeing Scrutiny Panel

- In addition to the commissioning of support services, the guidance must consider and prioritise health determinants and the support that is made available to the perpetrators of domestic abuse.
- In the event that additional responsibility and accountability is placed on local authorities, there is a need for this to be accurately reflected in the future allocation of funding and resource for domestic abuse provision.
- To review a correlation that appears to exist between domestic abuse prevalence within an area and the number of residents failing to complete treatments for mental health, alcohol and substance misuse. When compared to statistical neighbours Tameside has a higher level of domestic abuse; higher number of dependent drinkers and lowest completions for alcohol and drug treatments.
- To be truly effective a partnership must monitor and address the role of treatment within the recovery process, with a long-term ambition to reduce reoffending and the demand for crisis interventions and accommodation.
- Without effective and influential leaders domestic abuse partnerships could not achieve the required influence. Council's may need to review current governance arrangements to ensure domestic abuse receives the required levels of leadership from elected members, senior managers and stakeholders.
- All partnerships need to maintain strategic and performance oversight for the commissioning of support and accommodation for domestic abuse. Early intervention and prevention must remain a priority in the way that support is co-designed and delivered.
- There remains a clear and obvious role for future guidance to emphasise and harness the ability of individuals and the wider community in identifying and reporting the early signs of domestic abuse.

If further clarity is needed on any of the above points, please do not hesitate to contact me.

Yours faithfully,

**Councillor Teresa Smith**  
**Chair – Integrated Care and Wellbeing Scrutiny Panel**