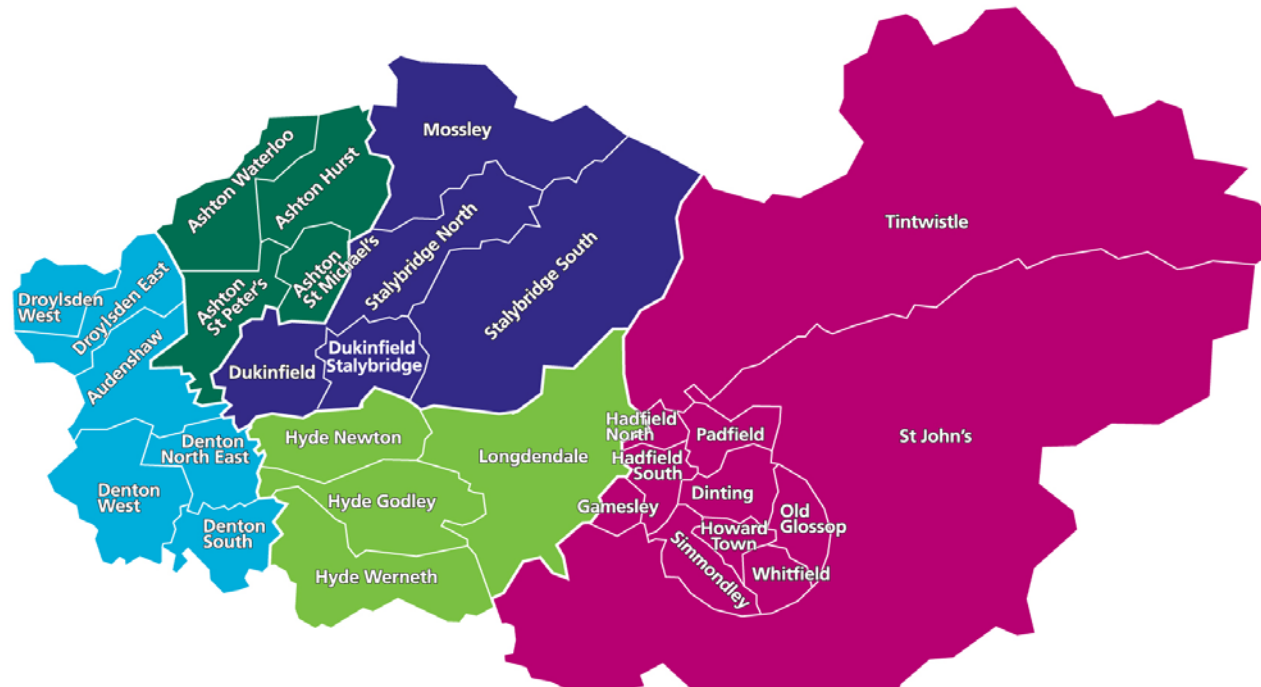


Tameside and Glossop Integrated Financial Position

Financial Monitoring Statements

Period Ending 31st July 2017 [Month 4]

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Contents

1 Care Together Economy Revenue Financial Position

2 Tameside CCG Financial Position

3 Tameside MBC Financial Position

4 Tameside Integrated FT Financial Position

5 Health Economy Efficiency

6 Performance Data

7 Key risks and actions

8 Deep Dive

9 Appendices

Revenue Financial Position

Financial Position:

Key Headlines:

Organisation	YTD Position			Forecast Position			Forecast Position	
	Budget	Actual	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Single Commission	164,050	165,892	-1,842	486,227	497,597	-11,370	-10,949	-421
ICFT	-8,827	-9,115	-288	-24,506	-24,506	0	14	-14
Total Economy	155,223	156,777	-2,130	461,675	473,045	-11,370	-10,935	-435

- YTD Position across the economy is currently: **£2,130k Deficit**
- 2017/18 Projected year end position across the economy is currently: **£11,370k Deficit**
- Movement in forecast year end position is: **£435k Adverse**

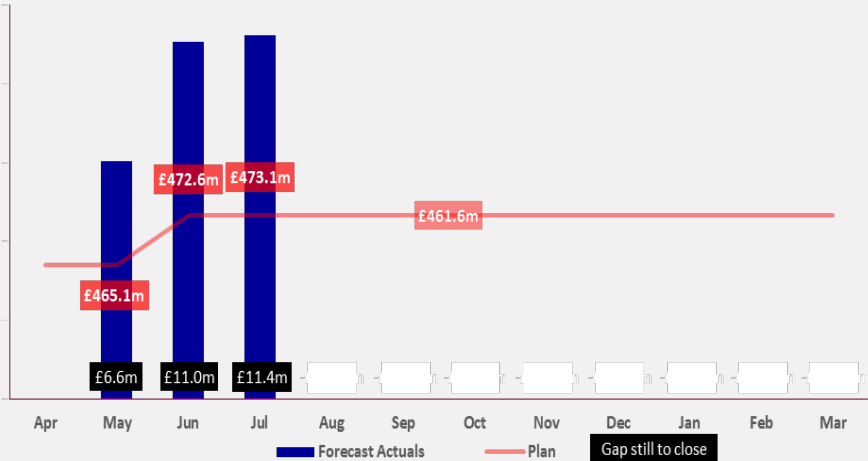
Integrated Commissioning Fund	164,050	165,892	-1,842	486,227	497,597	-11,370
A: Section 75 Services	93,686	94,545	-858	266,514	270,838	-4,324
B: Aligned Services	59,179	60,466	-1,286	185,854	192,537	-6,684
C: In Collaboration Services	11,184	10,881	303	33,860	34,222	-363

Single Commission - Risk Share	£'000
TMBC - Non Recurrent Contribution	-5,000
CCG	-1,000
TMBC	-5,370
Total	-11,370

- Non Rec repayable contributions between CCG/TMBC across 4 year period
- 80:20 Risk share arrangement between CCG/ TMBC as per contributions to ICF
- £500k upper threshold on CCG contribution to TMBC & £2m cap on TMBC contribution to CCG

Revenue Forecast Position

Forecast detail - £m's



Financial Summary – Forecast Position

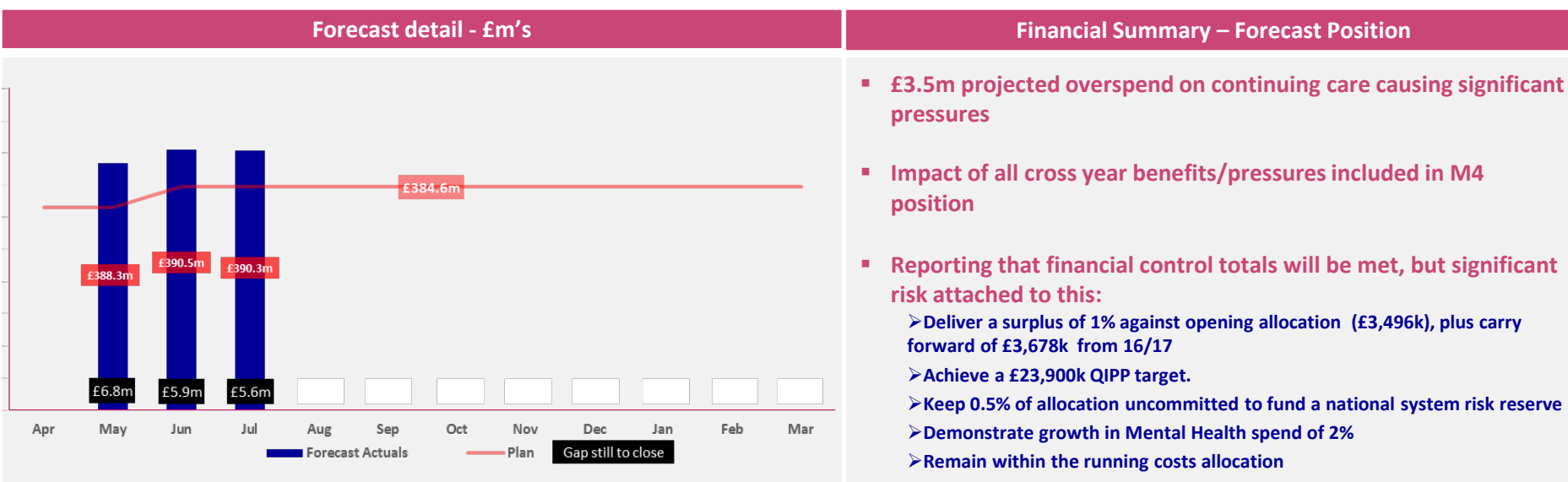
- The CCG are reporting that all financial control totals will be met, however there is significant risk attached to the QIPP programme which is forecast £5.6m shortfall to plan
- The ICFT are still working to a deficit of £24.5m for 2017/18. This is yet to be agreed by NHSI. Trust efficiencies of £10.4m are required in order to meet this control total.
- Under terms of the Integrated Commissioning Fund financial framework, a non-recurrent contribution of c£5m can be accessed from council reserves towards the finance position of the CCG in 17/18. This would need to be repaid within a 4 year period.

Revenue Financial Position

Financial Position:							Key Headlines:	
Organisation	YTD Position			Forecast Position			Forecast Position	
	Budget	Actual	Variance	Budget	Actual	Variance	Previous Month	Movement in Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Acute	66,408	66,372	35	203,014	202,983	31	- 457	488
Mental Health	9,843	9,997	- 154	29,483	30,398	- 914	- 978	64
Primary Care	27,892	27,184	708	85,150	85,135	15	57 -	42
Continuing Care	4,556	6,421	- 1,864	13,671	17,206	- 3,534	- 3,217 -	318
Community	9,146	9,005	141	27,455	27,548	- 93	- 161	68
Other	10,170	9,141	1,030	20,684	16,188	4,496	4,756 -	260
QIPP			-		5,605	- 5,605	- 5,860	255
CCG Running Costs	2,017	1,833	184	5,197	5,197	-	-	-
CCG Expenditure	130,032	129,953	80	384,655	390,260	- 5,605	- 5,860	255
CCG Surplus	4,261	4,261	-	7,174	7,174	-	- 5,860	255

- 2017/18 Projected year end position across the economy is currently: **£5.605m Deficit** (i.e. QIPP savings still to be delivered to meet financial control totals)
- Movement in forecast year end position is: **£255k Favourable**
- YTD Position across the CCG is currently: **£80k Favourable**. Monthly profile of budgets is currently under review

Revenue Forecast Position



Tameside & Glossop CCG Financial Position

Overall Risk Rating - Medium

Theme	Highlights	Key Risks
Acute	<ul style="list-style-type: none"> Overspend at Christies, Salford & South Manchester, offset by underspend at Central Manchester, Stockport & Pennine £200k released to QIPP at M4 relating to reduced elective activity 	<ul style="list-style-type: none"> Increasing C&V spend in independent sector (diagnostics & MSK) caused by shift in activity from ICFT Change in charging arrangement for stroke Profile of plans may understate pressures
Mental Health	<ul style="list-style-type: none"> £914k overspend relates to OOA ,managed by individualised commissioning and within scope of CHC recovery plan Meeting MHIS with 3.15% increase in spend (2% target) 	<ul style="list-style-type: none"> Work ongoing to look at investment required in order to meet commitments around the five year forward view for mental health
Primary Care	<ul style="list-style-type: none"> £170k QIPP realised in YTD position - Repeat Prescribing, COPD Pathway, DNP/Grey/Red list items £56k cross year benefit reflected in position 	<ul style="list-style-type: none"> Paul Bauman letter – benefit of unplanned drug price reductions to be held centrally NCSO pressure of £680k - Quetiapine and Olanzapine
Continuing Care	<ul style="list-style-type: none"> Underlying forecast stable since significant pressures at M3 Adverse movement of £313k relates to cross year pressure Recovery Plan progressing and new system being procured 	<ul style="list-style-type: none"> Transforming Care – movement from specialist to CCG's Fast track patients Forecast assumes 7% growth. 16/17 growth was 14%
Community	<ul style="list-style-type: none"> Contract variation with ICFT for flexible community beds following termination of Grange View contract. £68k cross year benefit from non-medical prescribing 	<ul style="list-style-type: none"> Awaiting outcome of VAT reclaim on wheelchairs
Other	<ul style="list-style-type: none"> Variance figures relate to treatment of reserves Negative reserve of £1m to clear over and above the outstanding QIPP still to be delivered 	<ul style="list-style-type: none"> Nothing in position for additional critical care costs associated with Healthier Together Estates schedules from Propco still outstanding
QIPP	<ul style="list-style-type: none"> £10.3m (43%) of targeted savings banked at M4 £1m reduction in planned savings since M3 (red schemes) Expected savings stable due to increase in banked schemes 	<ul style="list-style-type: none"> Still need to deliver further £5.6m savings (plus clear the negative reserve) Only 55% of expected savings delivered on recurrent basis
CCG Running Costs	<ul style="list-style-type: none"> QIPP savings of £526k released at M4 On track to remain within running cost allocation 	<ul style="list-style-type: none"> YTD Underspend relates to vacancies – conversation needed with budget holders about releasing to QIPP

Revenue Financial Position

Financial Position:

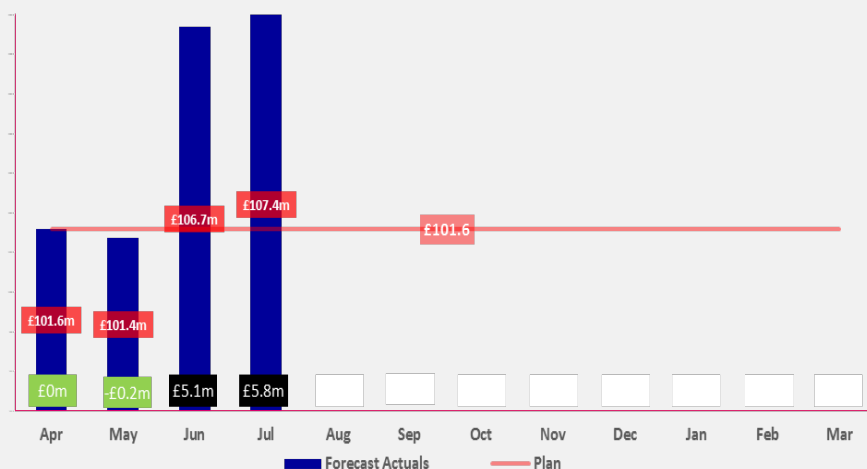
Key Headlines:

Organisation	YTD Position			Forecast Position			Forecast Position	
	Budget	Actual	Variance	Budget	Actual	Variance	Previous Month	Movement in Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Adult Services	14,475	14,431	44	49,672	49,541	131	107	24
Children's Services	10,293	12,258	- 1,965	35,192	41,088	- 5,896	- 5,196	- 700
Public Health	9,250	9,250	-	16,708	16,708	-	-	-
Total Net Expenditure	34,017	35,939	- 1,922	101,572	107,337	- 5,765	- 5,089	- 676

- YTD Position is currently: **£1,922k Deficit**
- 2017/18 Projected year end position : **£5,765k Deficit**
- Movement to Forecast year end position is: **£676k Adverse**

Revenue Forecast Position

Forecast detail - £m's



Financial Summary – Forecast Position

Children's Services remains a high risk area . The majority of the projected additional net expenditure relates to placements within independent sector provision of £5.0m. It is currently estimated that on average there will be an additional 68 children in need of external placement provision above the number of placements estimated when the 2017/18 budget was approved by the Council in February 2017.

In addition the average cost of some external placements have increased since the budget was approved. This equates to a projected increase of £0.6m in the current financial year.

Revenue Financial Position

Financial Position:

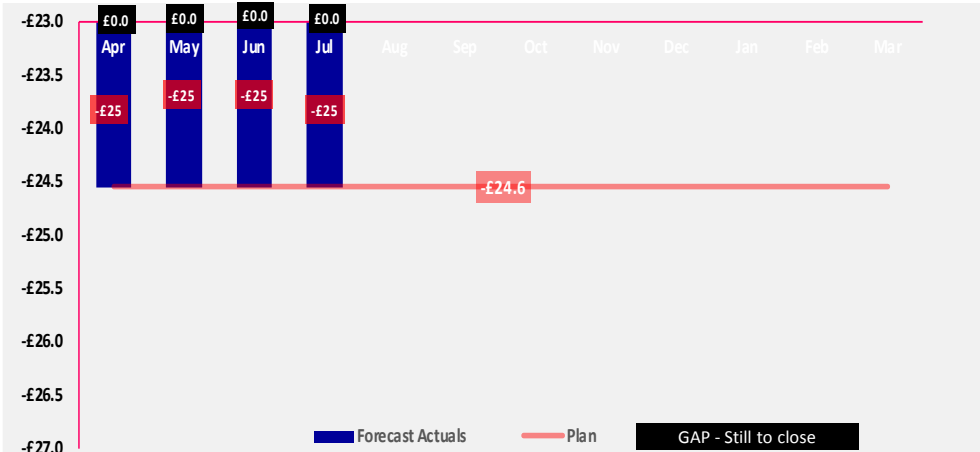
Organisation	YTD Position			Forecast Position		
	Budget	Actual	Variance	Budget	Forecast	Variance
	£000's	£000's	£000's	£000's	£000's	£000's
Income	68,072	68,867	- 796	204,701	204,701	-
Expenditure	73,887	74,862	- 975	219,916	219,916	-
EBITDA	- 5,815	- 5,995	180	- 15,215	- 15,215	-
Financing	2,957	3,064	- 107	9,129	9,129	-
Normalised Surplus/ (Deficit)	- 8,772	- 9,059	287	- 24,344	- 24,344	-
Exceptional Items	55	56	- 1	162	162	-
Net Deficit after Exceptional Costs	- 8,827	- 9,115	288	- 24,506	- 24,506	-

Key Headlines:

- YTD Position the ICFT is currently: **£288k overspent**
- The Trust has still to agree a control total with its regulator, NHSI.
- The Trust has agreed with NHSI, due to the volatility of risk that a detailed forecast will be presented at Month 6.
- The Trust is developing an action plan to mitigate risk of delivery.

Revenue Forecast Position

Forecast detail - £m's



Financial Summary – Key Risks

- The Trust is paying escalated rates to clinical staff due to gaps in medical rotas and a change in tax regulation. Consequently this is putting significant pressure on the Trusts financial position.
- The Trust has a number of escalated beds that are unfunded. Closing these beds will be difficult whilst the Trusts bed occupancy continues to be high.
- Income on smaller clinical contracts is falling and there is a focus on ensuring costs fall in relation to the loss of income.
- The Trusts efficiency programme is currently forecasting to underachieve, which will result in a financial pressure.

Health Economy Position - At a glance

	YTD			2017/18 FORECAST BREAKDOWN £000'S									
	Target	Delivered	Variance	Delivered	Low	Medium	High	Hopper	Forecast Savings	Forecast Savings Excl High Risk	Target	Variance	Status
ICFT	2,599	2,300	(299)	4,440	2,619	1,906	2,118	0	11,083	8,965	10,397	(1,432)	🟡
T&G CCG	9,823	10,296	474	10,296	7,999	3,123	6,800	0	28,218	21,418	23,900	(2,482)	🟡
LOCAL AUTHORITY	258	258	0	258	284	231	0	0	773	773	773	0	🟢
TOTAL	12,680	12,854	175	14,994	10,901	5,261	8,917	0	40,074	31,156	35,070	(3,913)	🟡

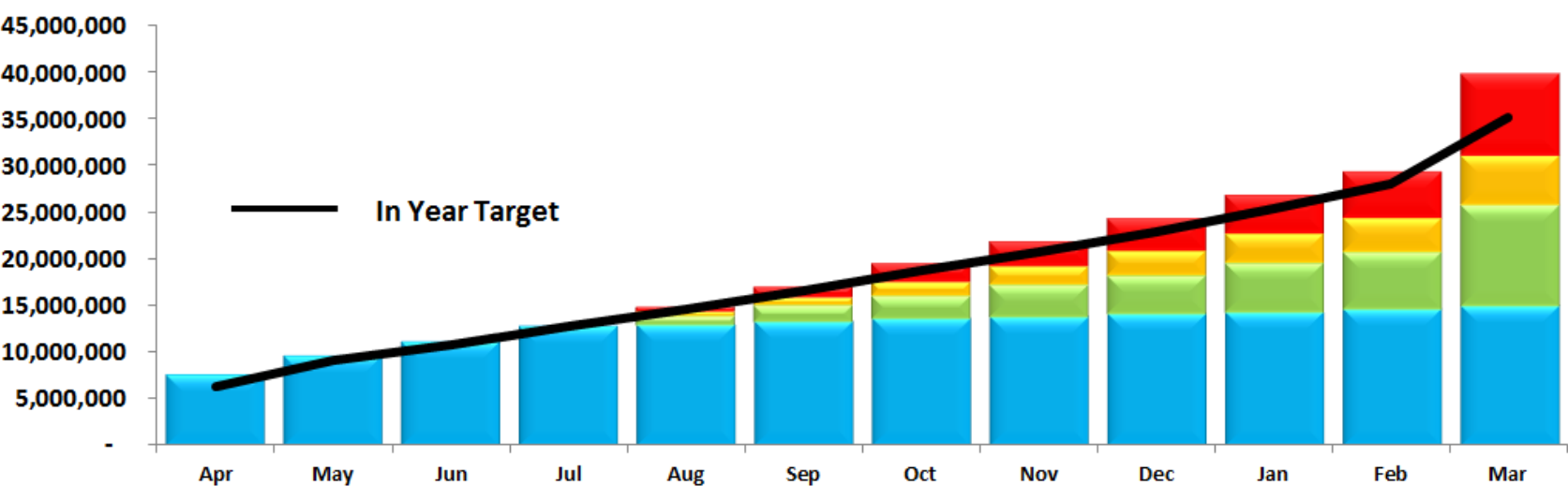
In Month/YTD Position

- 17/18 YTD Delivery across the economy is currently: £12,854k
- This is an overachievement against plan of £175k

Forecast Position

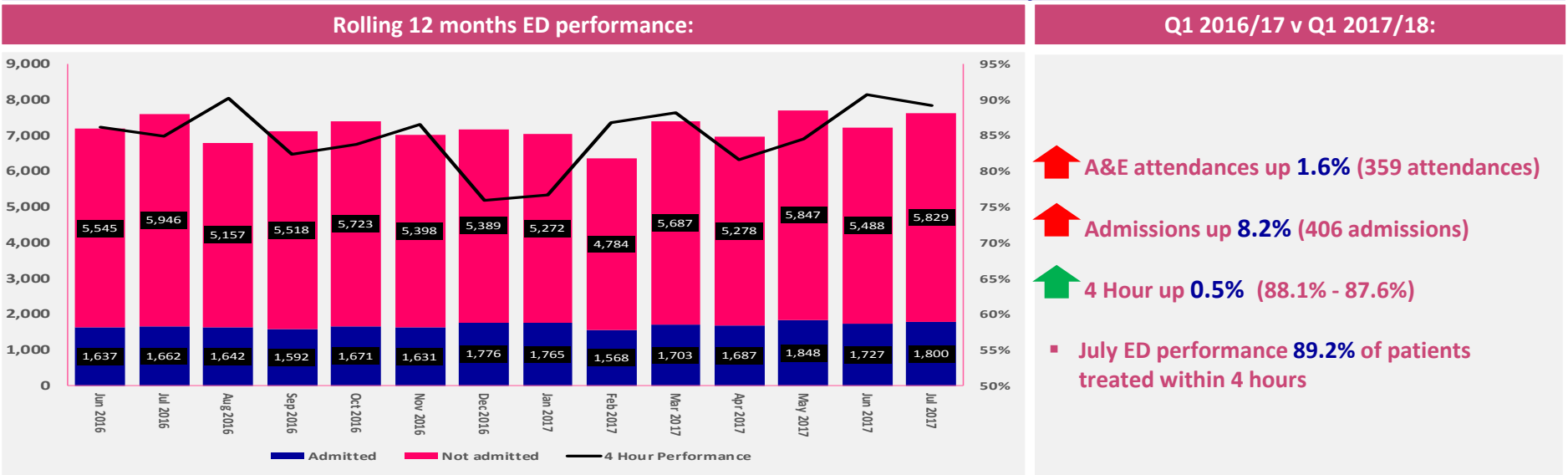
- 2017/18 Projected Economy saving forecast: £3,913k Shortfall to plan
- 2018/19 Projected Economy saving forecast: £8,416k Shortfall to plan

Phasing of Forecast - Cumulative

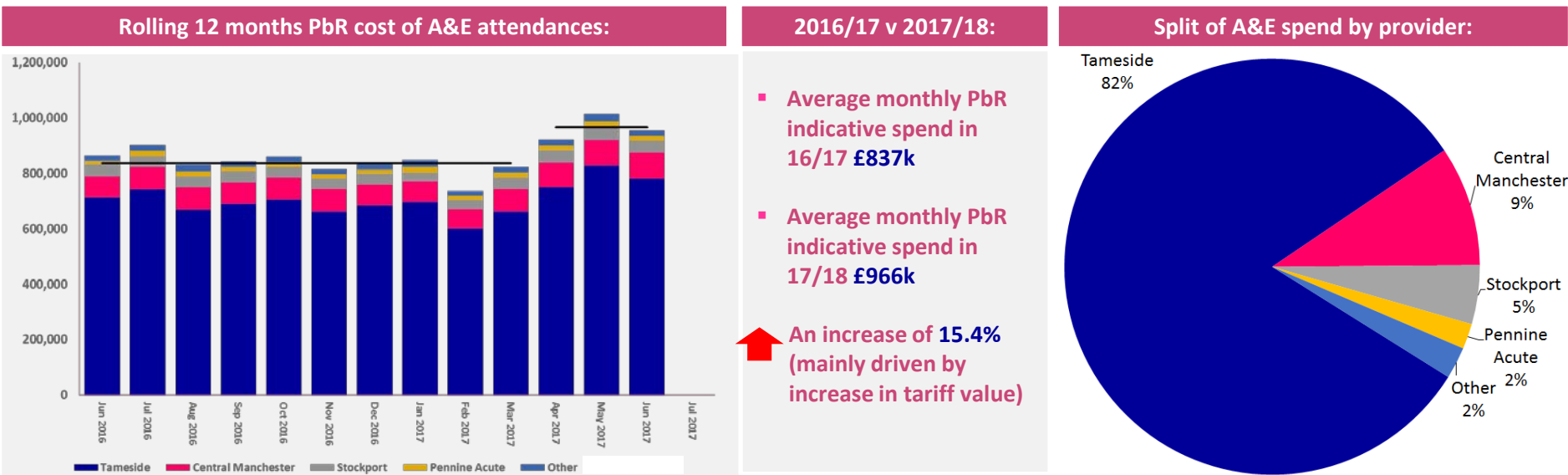


NB: Red Schemes are not included within the forecast savings figures due to high risk of non-financial delivery

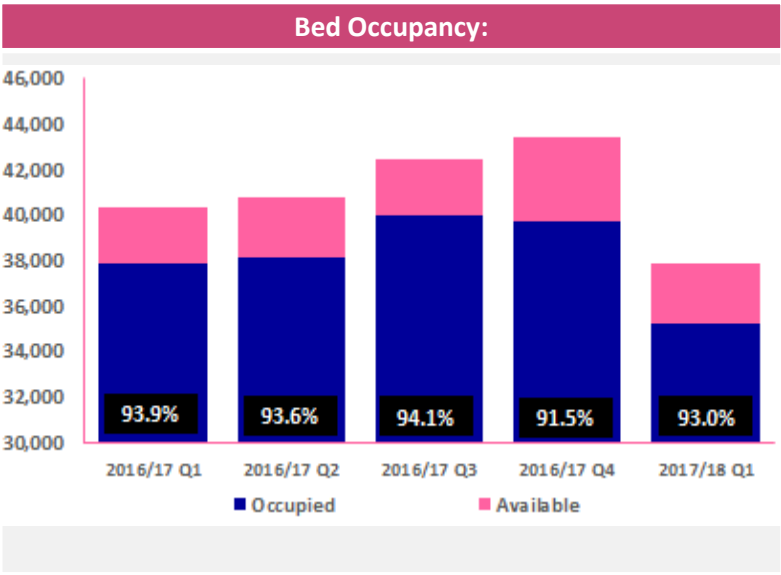
Emergency Department Performance – Tameside ICFT



Accident & Emergency Performance – Tameside Health Economy



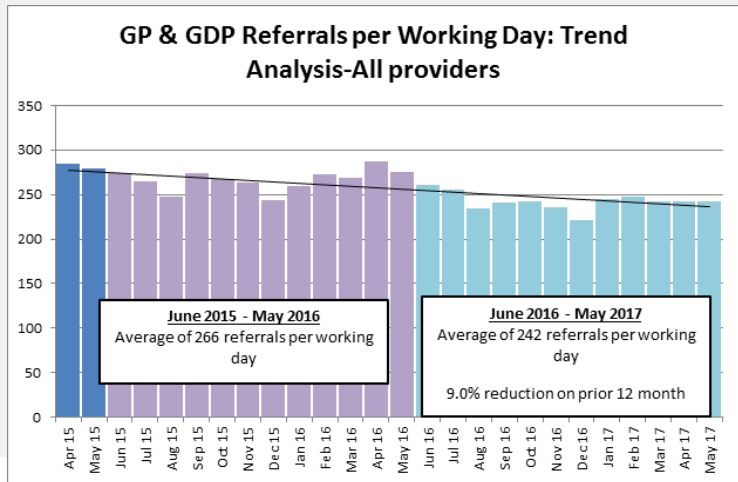
Other key data - ICFT



- Finance:
- Whilst the Trust has a full establishment of Consultants (9 in total of which 7 are locums) – there is 6 vacancies at a speciality doctor level that are causing significant financial pressures.
 - As an example, speciality grade doctors on Agency are costing **£95ph** – Premium c. **£70k** per year per post.
 - Consultants having to step down, meaning we pay consultant rates+ for speciality level roles.
 - IR35 has been a significant pressure in ED, potentially above £300k.

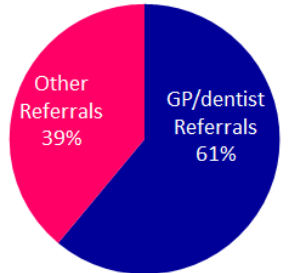
Other key data – Health Economy

Referrals:



- GP/dentist referrals have seen a significant reduction over the last year
- Other referrals, most notably consultant to consultant, at providers other than the ICFT have increased in the same period . Offsetting some of the benefit of the reduction in GP referrals.

	Apr & May 16/17	Apr & May 17/18	Variance	% Var
ICFT: GP Referrals	8,059	6,716	-1,343	-16.7%
ICFT: Other Referrals	3,068	3,155	87	2.8%
Other Providers: GP Referrals	3,453	2,740	-713	-20.6%
Other Providers: Other Referrals	2,584	2,880	296	11.5%
All Referrals	17,164	15,491	-1,673	-9.7%



Key/Emerging Risks



Children's services

Cost of Children's placements



Estates

Lack of fully developed plans in the estates strategy



Medical Staffing

Failure to recruit/IR35



Due Diligence

Complexities & timelines of due diligence to support transfer of services

TAMESIDE AND GLOSSOP

Caretogether

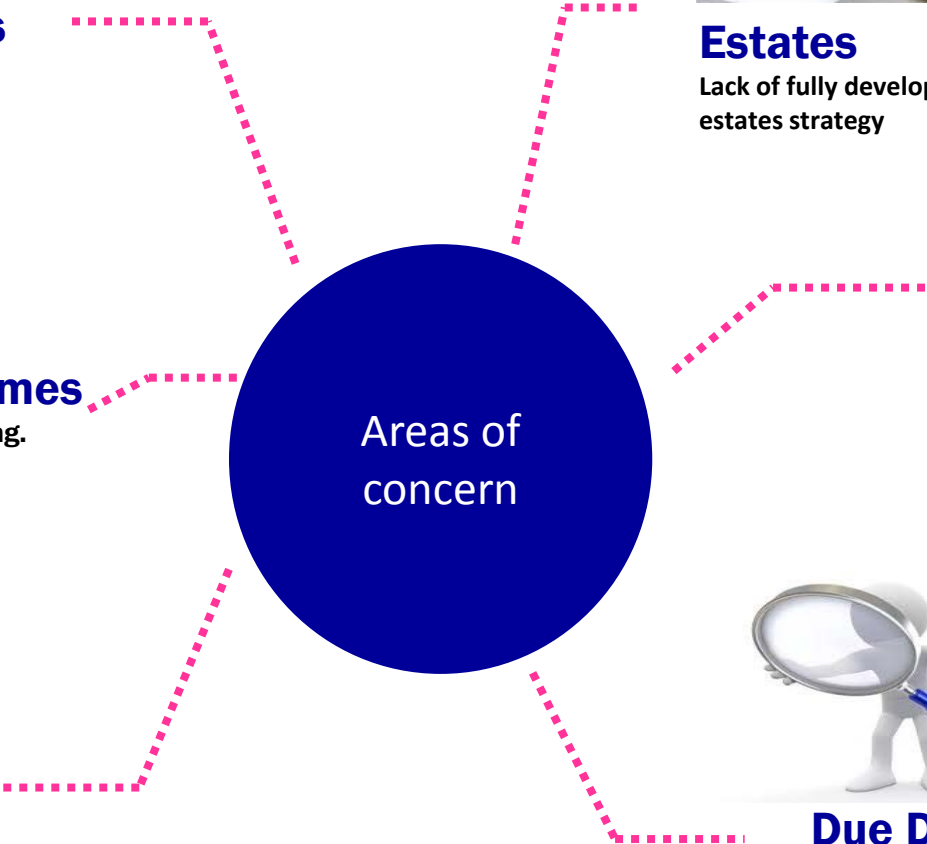
Transformation timeframes

GP Extensivists – Particularly Prescribing.



CHC

Increased cost of CHC and social care assessments



ICFT Position - At a glance

Theme	YTD			FORECAST BREAKDOWN £000'S									RECURRENT					
	Target	Delivered	Variance	Delivered FYE	Low	Medium	High	Total Savings	Total Savings Excluding Red	Target	Variance	Status	Recurrent Target	Forecast	High	Total Savings Excluding Red	Variance	Status
Technical Target	414	628	214	752	765	0	0	1,517	1,517	1,243	274	Grn	43	235	0	235	193	Grn
Pharmacy	91	254	162	406	168	0	53	626	573	392	182	Grn	282	391	142	250	(32)	Amb
Divisional Target - Surgery	198	148	(50)	457	156	27	0	640	640	640	0	Grn	560	560	0	560	0	Grn
Estates	95	50	(45)	138	243	94	7	482	475	557	(82)	Amb	557	364	6	358	(199)	Amb
Divisional Target - Corporate	323	320	(3)	399	235	320	28	983	955	1,020	(65)	Amb	465	515	92	423	(42)	Amb
Medical Staffing	170	97	(74)	354	168	117	105	744	639	716	(77)	Amb	661	806	225	581	(80)	Amb
Workforce Efficiency	40	0	(40)	0	0	58	0	58	58	121	(63)	Amb	121	0	0	0	(121)	Red
Paperlite	42	0	(42)	0	21	9	86	116	30	125	(95)	Red	125	160	0	160	35	Grn
Nursing	300	242	(59)	255	0	506	224	985	760	975	(215)	Amb	375	556	175	381	6	Grn
Divisional Target - Medicine	268	224	(44)	589	132	0	379	1,100	721	803	(82)	Amb	803	820	445	375	(428)	Amb
Procurement	162	62	(100)	195	255	358	265	1,073	808	1,073	(266)	Amb	1,073	1,334	0	1,334	260	Grn
Demand Management	494	275	(219)	895	23	418	395	1,732	1,336	1,732	(395)	Amb	1,682	1,682	371	1,310	(371)	Amb
Transformation Schemes	0	0	0	0	453	0	574	1,028	453	1,000	(547)	Amb	1,000	2,223	1,537	686	(314)	Amb
TOTAL ICFT - TEP	2,599	2,300	(299)	4,440	2,619	1,906	2,118	11,083	8,965	10,397	(1,432)	Amb	7,747	9,646	2,993	6,653	(1,094)	Amb

Performance to date and forecast:

- Slightly behind the YTD target c.£300k, although for the third consecutive month the Trust has over delivered against its in month target,
- 42% of the Target is actually delivered although the forecast is for the Trust to fail the Full Year target by £1,432k.
- Transformation has the biggest gap £573k and this is manly in relation to the Trust being unable to close beds.

Key issues and recovery:

- The trust is continuing to push themes in the Trust efficiency group.
- The Chief Executive has asked for more schemes to be escalated to both the Executive Committee and Finance and Performance Committee.
- Themes have been challenged to speed the development of hopper ideas into fully fledged schemes.

Single Commission Position - At a glance

	YTD			FORECAST BREAKDOWN £000'S									RECURRENT					
Theme	TARGET	Delivered	Variance	Delivered FYE	Low	Medium	High	Total Savings	Total Savings Excluding Red	Target	Variance	Status	Recurrent Target	Forecast	High	Total Savings Excluding Red	Variance	Status
Technical Target	1,635	3,197	1,562	3,197	3,844	120	120	7,280	7,160	1,875	5,285	Grn	455	455	0	455	0	Grn
Neighbourhoods	781	781	0	781	0	0	0	781	781	781	0	Grn	781	781	0	781	0	Grn
Primary Care	1,625	2,000	375	2,000	0	47	75	2,123	2,047	1,748	300	Grn	1,123	1,185	107	1,079	(44)	Amb
Single Commissioning	346	527	181	527	-35	323	323	1,137	814	1,137	(323)	Amb	1,137	1,246	386	861	(277)	Amb
Mental Health	294	296	2	296	0	300	300	896	596	994	(398)	Amb	994	1,007	630	377	(617)	Red
Effective Use of Resources	500	252	(248)	252	503	373	373	1,500	1,128	1,500	(373)	Amb	1,500	1,500	750	750	(750)	Amb
Acute Services - Elective	586	557	(29)	557	29	0	0	586	586	1,116	(530)	Amb	1,116	1,086	450	636	(480)	Amb
Other	724	724	0	724	0	60	540	1,324	784	1,324	(540)	Amb	724	724	0	724	0	Grn
Back Office Functions and Enabling Schemes	175	0	(175)	0	524	100	900	1,524	624	2,024	(1,400)	Red	2,024	1,524	700	824	(1,200)	Amb
GP Prescribing	713	171	(542)	171	678	381	1,287	2,516	1,229	2,516	(1,287)	Amb	2,516	3,054	2,191	863	(1,654)	Red
Demand Management	2,444	1,792	(652)	1,792	2,456	1,420	2,882	8,550	5,668	8,885	(3,217)	Amb	7,057	9,513	4,757	4,757	(2,300)	Amb
Sub Total CCG QIPP	9,823	10,296	474	10,296	7,999	3,123	6,800	28,218	21,418	23,900	(2,482)	Amb	19,427	22,075	9,970	12,105	(7,322)	Amb
Adult Social Care	112	112	0	112	40	184	0	336	336	336	0	Grn	336	336	0	336	0	Grn
Public Health	146	146	0	146	244	47	0	437	437	437	0	Grn	437	437	0	437	0	Grn
Sub Total Local Authority	258	258	0	258	284	231	0	773	773	773	0	Grn	773	773	0	773	0	Grn
Total Single Commission	10,080	10,554	474	10,554	8,283	3,355	6,800	28,991	22,191	24,673	(2,482)	Amb	20,200	22,848	9,970	12,878	(7,322)	Amb

Performance to date and forecast:

- Slightly ahead of schedule overall – this relates to non recurrent savings achieved as a result of budget management
- Only 2 months of data available for prescribing. This limits the savings available to bank in M4 data above
- M3 data available for associates, which again limits the value banked for demand management

Key issues and recovery:

- More work required to bring forward new schemes addressing the short fall

Appendix 3 – Practice Budget Statements

Overall Risk Rating - Medium

CCG Monthly Summary Report Month 2(May) 2017/18	Unified Position (Including Prescribing & Delegated Co-Commissioning)										Prescribing PMD Values					
	Budget				Actual	Actual	Actual	Actual	Variance		Budget		Actual	Variance	YTD	Prior month
	M1 Fixed Initial Budget	Annual Budget (May)	Y-T-D (May)	HC Patient Y-T-D (May)	HC Patient Y-T-D (May)	Y-T-D (May)	Y-T-D Variance (May)	%	%		Annual Budget	Y-T-D (May) Budget	Y-T-D (May)	Y-T-D (May)	%	%
P89003 ALBION MEDICAL PRACTICE	15,437,882	15,438,101	2,532,957	(10,962)	(40,050)	2,765,004	(232,046)	(9)%	0%		1,795,821	282,589	286,756	(4,167)	(1)%	0%
P89008 BEDFORD HOUSE MEDICAL CENTRE	11,206,031	11,206,191	1,838,620	(7,957)	0	2,039,092	(200,472)	(11)%	0%		1,303,549	205,125	202,821	2,304	1%	0%
P89011 GORDON STREET MEDICAL CENTRE	7,039,799	7,039,899	1,155,049	(4,999)	0	1,236,235	(81,186)	(7)%	0%		818,909	128,863	132,200	(3,337)	(3)%	0%
P89017 CHAPEL STREET MEDICAL CENTRE	8,214,891	8,215,007	1,347,851	(5,833)	0	1,504,377	(156,525)	(12)%	0%		955,602	150,373	166,686	(16,313)	(11)%	0%
P89020 HT PRACTICE	12,483,774	12,483,952	2,048,265	(8,865)	0	2,021,112	27,152	1%	0%		1,452,183	228,514	221,134	7,380	3%	0%
P89030 WEST END MEDICAL CENTRE	7,228,805	7,228,908	1,186,060	(5,133)	0	1,245,264	(59,204)	(5)%	0%		840,895	132,323	132,751	(428)	(0)%	0%
P89033 TAME VALLEY MEDICAL CENTRE	10,164,485	10,164,630	1,667,729	(7,218)	0	1,675,588	(7,858)	(0)%	0%		1,182,390	186,060	181,831	4,229	2%	0%
P89609 STAMFORD HOUSE	6,450,370	6,450,462	1,058,339	(4,580)	0	1,030,283	28,056	3%	0%		750,343	118,073	120,002	(1,929)	(2)%	0%
P89613 WATERLOO MEDICAL CENTRE	4,054,029	4,054,087	665,161	(2,879)	0	670,253	(5,092)	(1)%	0%		471,587	74,209	73,542	667	1%	0%
Y02586 ASHTON GP SERVICE	4,887,386	4,887,455	801,894	(3,470)	0	826,145	(24,252)	(3)%	0%		568,528	89,463	85,355	4,108	5%	0%
Ashton	87,167,453	87,168,691	14,301,926	(61,897)	(40,050)	15,013,353	(711,427)	(5)%	(2)%		10,139,809	1,595,593	1,603,078	(7,485)	(0)%	0%
P89010 MEDLOCK VALE MEDICAL PRACTICE	11,097,784	11,097,941	1,820,859	(7,880)	0	1,962,247	(141,388)	(8)%	0%		1,290,957	203,144	217,623	(14,479)	(7)%	0%
P89015 WINDMILL MEDICAL PRACTICE	18,416,743	18,417,005	3,021,712	(13,078)	(101,706)	3,794,235	(772,523)	(26)%	0%		2,142,339	337,117	469,093	(131,976)	(39)%	0%
P89018 DENTON MEDICAL PRACTICE	10,600,605	10,600,755	1,739,285	(7,527)	0	1,866,858	(127,573)	(7)%	0%		1,233,122	194,043	188,782	5,261	3%	0%
P89019 CHURCHGATE SURGERY	11,775,834	11,776,001	1,932,110	(8,362)	0	1,672,188	259,922	13%	0%		1,369,831	215,556	100,967	114,589	53%	0%
P89029 MARKET STREET MEDICAL PRACTICE	8,776,444	8,776,569	1,439,988	(6,232)	0	1,623,771	(183,783)	(13)%	0%		1,020,925	160,652	153,722	6,930	4%	0%
Y02663 DROYLSDEN MEDICAL PRACTICE	4,765,269	4,765,337	781,857	(3,384)	0	902,662	(120,804)	(15)%	0%		554,323	87,228	99,802	(12,574)	(14)%	0%
Y02713 GUIDE BRIDGE MEDICAL PRACTICE	4,835,009	4,835,078	793,300	(3,433)	0	850,455	(57,155)	(7)%	0%		562,436	88,504	79,471	9,033	10%	0%
P89616 ASHTON ROAD (BUTLER)	0	0	0	0	0	0	0	0%	0%		0	0	0		0%	0%
Denton	70,267,688	70,268,686	11,529,112	(49,896)	(101,706)	12,672,416	(1,143,305)	(10)%	(6)%		8,173,933	1,286,244	1,309,460	(23,216)	(2)%	0%
C81077 HOWARD MEDICAL PRACTICE	4,624,398	4,624,463	758,744	(3,284)	0	753,650	5,094	1%	0%		537,936	84,649	84,636	13	0%	0%
C81081 MANOR HOUSE SURGERY	16,659,485	16,659,722	2,733,391	(11,830)	0	3,061,581	(328,190)	(12)%	0%		1,937,925	304,950	350,752	(45,802)	(15)%	0%
C81106 LAMBGATES HEALTH CENTRE	7,703,847	7,703,957	1,264,002	(5,470)	0	1,370,073	(106,071)	(8)%	0%		896,155	141,018	145,919	(4,901)	(3)%	0%
C81615 COTTAGE LANE SURGERY	3,098,473	3,098,517	508,379	(2,200)	0	470,632	37,748	7%	0%		360,432	56,717	56,362	355	1%	0%
C81640 SIMMONDLEY MEDICAL PRACTICE	3,643,107	3,643,159	597,740	(2,587)	0	732,137	(134,397)	(22)%	0%		423,787	66,687	81,568	(14,881)	(22)%	0%
C81660 HADFIELD MEDICAL CENTRE	3,835,224	3,835,278	629,261	(2,723)	0	627,997	1,264	0%	0%		446,135	70,203	34,198	36,005	51%	0%
Glossop	39,564,534	39,565,096	6,491,518	(28,094)	0	7,016,069	(524,552)	(8)%	0%		4,602,370	724,225	753,435	(29,210)	(4)%	0%
P89002 THE BROOKE SURGERY	14,105,865	14,106,066	2,314,408	(10,016)	0	2,556,279	(241,871)	(10)%	0%		1,640,874	258,207	294,545	(36,338)	(14)%	0%
P89004 AWBURN HOUSE MEDICAL PRACTICE	9,292,546	9,292,678	1,524,667	(6,599)	0	1,656,871	(132,204)	(9)%	2%		1,080,961	170,099	192,969	(22,870)	(13)%	0%
P89012 CLARENDON MEDICAL CENTRE	12,044,291	12,044,462	1,976,157	(8,553)	(18,938)	2,123,207	(147,050)	(7)%	0%		1,401,060	220,470	261,733	(41,263)	(19)%	0%
P89013 HATTERSLEY GROUP PRACTICE	9,764,977	9,765,115	1,602,180	(6,934)	0	1,554,604	47,576	3%	0%		1,135,917	178,747	154,067	24,680	14%	0%
P89014 HAUGHTON THORNLEY MEDICAL CENTRE	17,711,762	17,712,014	2,906,042	(12,577)	(48,626)	3,109,400	(203,358)	(7)%	0%		2,060,332	324,212	348,789	(24,577)	(8)%	0%
P89016 DONEYBROOK MEDICAL CENTRE	14,704,322	14,704,531	2,412,599	(10,441)	0	2,658,626	(246,027)	(10)%	0%		1,710,490	269,161	283,848	(14,687)	(5)%	0%
P89021 DUKINFIELD MEDICAL CENTRE	15,868,573	15,868,798	2,603,623	(11,268)	0	2,712,337	(108,914)	(4)%	0%		1,845,922	290,473	290,193	280	0%	0%
P89602 THE SMITHY SURGERY	5,478,203	5,478,281	898,832	(3,890)	0	912,745	(13,914)	(2)%	0%		637,255	100,278	108,287	(8,009)	(8)%	0%
Hyde	98,970,539	98,971,944	16,238,508	(70,278)	(67,564)	17,284,270	(1,045,762)	(6)%	0%		11,512,811	1,811,647	1,934,431	(122,784)	(7)%	0%
P89005 LOCKSIDE MEDICAL CENTRE	10,208,603	10,208,748	1,674,968	(7,249)	(16,976)	1,760,560	(85,592)	(5)%	0%		1,187,522	186,868	164,744	22,124	12%	0%
P89007 STAVELEIGH MEDICAL CENTRE	9,905,525	9,905,666	1,625,241	(7,034)	0	1,766,785	(141,545)	(9)%	0%		1,152,266	181,320	173,556	7,764	4%	0%
P89022 KING STREET MEDICAL CENTRE	5,461,197	5,461,274	896,041	(3,878)	0	973,114	(77,073)	(9)%	0%		635,277	99,967	97,460	2,507	3%	0%
P89023 ST ANDREWS HOUSE	7,729,781	7,729,891	1,268,257	(5,489)	0	1,355,386	(87,129)	(7)%	0%		899,172	141,493	145,572	(4,079)	(3)%	0%
P89025 TOWN HALL SURGERY	4,772,636	4,772,703	783,066	(3,389)	(21,272)	875,329	(92,263)	(12)%	0%		555,180	87,363	72,558	14,805	17%	0%
P89026 GROSVENOR MEDICAL CENTRE	8,721,501	8,721,625	1,430,973	(6,193)	0	1,454,953	(23,980)	(2)%	0%		1,014,534	159,646	155,346	4,300	3%	0%
P89612 MOSSLEY MEDICAL PRACTICE	2,718,936	2,718,975	446,107	(1,931)	0	488,547	(42,440)	(10)%	0%		316,282	49,770	40,262	9,508	19%	0%
P89618 PIKE MEDICAL CENTRE	2,752,759	2,752,798	451,657	(1,955)	0	472,898	(21,241)	(5)%	0%		320,216	50,389	47,973	2,416	5%	0%
Y02936 MILLBROOK MEDICAL PRACTICE	3,826,847	3,826,902	627,887	(2,717)	0	637,917	(10,030)	(2)%	0%		445,160	70,050	57,311	12,739	18%	0%
Stalybridge	56,097,786	56,098,583	9,204,197	(39,834)	(38,248)	9,785,489	(581,292)	(6)%	0%		6,525,610	1,026,865	954,782	72,083	7%	0%
Total	352,068,000	352,073,000	57,765,260	(250,000)	(247,569)	61,771,598	(4,006,339)	(7)%	0%		40,954,533	6,444,575	6,555,186	(110,611)	(2)%	0%