

## STRATEGIC COMMISSIONING BOARD

**Day:** Wednesday  
**Date:** 28 August 2019  
**Time:** 1.00 pm  
**Place:** Committee Room 2 - Tameside One, Market Square,  
Ashton-Under-Lyne

Item No.	AGENDA	Page No
1.	<b>WELCOME AND APOLOGIES FOR ABSENCE</b> To receive any apologies for the meeting from Members of the Panel.	
2.	<b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest from Members of the Panel.	
3.	<b>ITEMS FOR EXCLUSION OF PRESS AND PUBLIC</b> To determine any items on the agenda, if any, where the public are to be excluded from the meeting.	
4.	<b>MINUTES OF THE PREVIOUS MEETING</b> The Minutes of the meeting of the Strategic Commissioning Board held on 24 July 2019 to be signed by the Chair as a correct record.	1 - 4
5.	<b>FINANCIAL CONTEXT</b>	
a)	<b>MONTH 3 CONSOLIDATED FINANCIAL MONITORING REPORT</b> To consider the attached report of the Executive Member (Finance and Economic Growth)/CCG Governing Body Chair/Director of Finance.	5 - 52
6.	<b>QUALITY CONTEXT</b>	
a)	<b>CORPORATE PLAN PERFORMANCE UPDATE</b> To consider the attached report of the Executive Leader/CCG Governing Body Chair/Director of Governance and Pensions.	53 - 58
7.	<b>URGENT ITEMS OF BUSINESS</b> To determine whether there are any additional items of business which, by reason of special circumstances, the Chair decides should be considered at the meeting as a matter of urgency.	

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## STRATEGIC COMMISSIONING BOARD

Wednesday, 24 July 2019

**Present:** Dr Ashwin Ramachandra (Chair) – NHS Tameside and Glossop CCG  
Councillor Brenda Warrington – Tameside MBC  
Councillor Warren Bray – Tameside MBC  
Councillor Gerald Cooney – Tameside MBC  
Councillor Bill Fairfoull – Tameside MBC  
Councillor Leanne Feeley – Tameside MBC  
Councillor Allison Gwynne – Tameside MBC  
Councillor Oliver Ryan – Tameside MBC  
Councillor Eleanor Wills – Tameside MBC  
Steven Pleasant – Tameside MBC Chief Executive and Accountable  
Officer for NHS Tameside and Glossop CCG  
Dr Christine Ahmed – NHS Tameside and Glossop CCG  
Dr Vinny Khunger – NHS Tameside and Glossop CCG  
Carol Prowse – NHS Tameside and Glossop CCG  
Dr Jamie Douglas – NHS Tameside and Glossop CCG

**In Attendance:** Kathy Roe – Director of Finance  
Sandra Stewart – Director of Governance and Pensions  
Jessica Williams – Interim Director of Commissioning  
Stephanie Butterworth – Director of Adult Services  
Ian Saxon – Director of Operations and Neighbourhoods  
Jeanelle De Gruchy – Director of Population Health  
Emma Varnam – Assistant Director of Operations and Neighbourhoods

**Apologies for  
Absence:** Dr Asad Ali - NHS Tameside and Glossop CCG

### 16 DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Members of the Strategic Commissioning Board.

### 17 MINUTES

Councillor Gwynne was noted to have been omitted from those Members present.

#### RESOLVED

**That with the addition of Councillor Gwynne to those members present the Minutes of the previous meeting held on 26 June 2019 were approved as a correct record.**

### 18 MONTH 2 CONSOLIDATED REVENUE MONITORING REPORT

Consideration was given to a report of the Executive Member for Finance & Economic Growth / Director of Finance providing an overview on the financial position of the Tameside and Glossop economy in 2019/20. For the year to 31 May 2019 the report forecast that service expenditure would exceed the approved budget in a number of areas, due to a combination of cost pressures and non-delivery of savings.

It was explained that for the 2019/20 financial year the Integrated Commissioning Fund was forecast to spend £619,213k, against a net budget of £613,693k, a forecast overspend of £5,520k. It was stated that two months into the new financial year the report was an early look at emerging issues.

A detailed monitoring report would be prepared at month 3 but there were already some significant budgetary pressures in Children's Services, and continuing income shortfalls in Growth and Operations and Neighbourhoods. Urgent action was needed to address these pressures or identify additional savings if the financial plan for 2019/2020 was to be delivered.

**RESOLVED**

**That the report be noted.**

**19 FIVE YEAR FORWARD VIEW FOR MENTAL HEALTH BUSINESS CASE**

Consideration was given to a report of the Clinical Lead for Mental Health/Interim Director of Commissioning, which sought approval for funding to schemes to meet the expected standards required within the Five Year Forward View for Mental Health 2016, which have been reiterated in the NHS Ten Year Plan 2019. These were:-

- Early Intervention in Psychosis – increasing capacity within the Early Intervention Team
- Psychological Therapy (IAPT) – increasing capacity to provide interventions for common mental health disorders
- Crisis Care – providing alternatives to admission and expanding integrated support for mental health within physical healthcare services.

In January 2018 the Strategic Commissioning Board had agreed to commit to improving the mental health of the Tameside and Glossop population by agreeing to prioritise increasing investment in mental health to improve parity of esteem and to prioritise investment in mental health services from now until 2021. This was to be done on a phased basis in order to support the following objectives:

- Affordability
- Development of robust business cases for each scheme
- Phased approach to building complex services
- Recognition of the time lag in recruitment to mental health posts.

In response to Members questions it was reported that each scheme would only be deliverable once staff had been appointed to roles, Pennine Care were preparing for work to begin in line with funding availability.

**RESOLVED**

**That the identified funding be allocated as follows:**

	2019/20	2020/21	2021/22
<b>Early Intervention in Psychosis Team capacity</b>	<b>£100,000</b>	<b>£200,000</b>	<b>£200,000</b>
<b>IAPT Practitioner capacity</b>	<b>£159,000</b>	<b>£259,000</b>	<b>£349,000</b>
<b>Mental Health Crisis Care</b>	<b>£395,500</b>	<b>£1,268,000</b>	<b>£1,268,000</b>

**20 NEW SUPPORTED LIVING SCHEMES - ACCOMMODATION FOR PEOPLE WITH A LEARNING DISABILITY**

Consideration was given to a report of the Executive Member for Adult Social Care and Population Health/Director of Adult's Services which sought approval of two accommodation schemes, Melbourne Street (Stalybridge) and Hart Street (Droylsden), to increase capacity in the borough for the provision of supported living for adults with a learning disability to live in their own homes.

The Director of Adults explained that the demand for supported living schemes in Tameside was outstripping supply. In addition, the number of people with a learning disability living in costly out of

borough places had increased recently, primarily due to the lack of supported accommodation capacity locally to meet need and there was a real concern that without increasing capacity such costly placements would very quickly become long term and the opportunity to return people to supported living in the borough lost.

The two proposed schemes had been discussed over the past six months and would be made available for use by Adult Services in the next 3-18 months.

In response to Members questions it was suggested that the savings offered outweighed the loss of flexibility resulting from entering into longer term arrangements for new accommodation schemes. An assessment of Primary Care needs within the locality of the schemes had been undertaken to ensure availability of resources.

#### **RESOLVED**

- (i) That approval is given to progress two accommodation schemes – Melbourne Street (Stalybridge) and Hart Street (Droylsden) – to increase capacity in the borough for the provision of supported living for adults with a learning disability to live in their own homes.**
- (ii) That authority is given to the Director of Adult Services to agree terms in consultation with the Borough Solicitor to enter agreements to use two schemes – Melbourne Street (Stalybridge) and Hart Street (Droylsden) - to deliver 24 hour supported accommodation for people with a learning disability subject to STAR advising on application of the Public Contracts Regulations 2015 before any further work undertaken.**
- (iii) That approval is given to provide the support in each scheme by the in-house Long Term Support Service.**

#### **21 UPDATE ON ROUGH SLEEPING IN TAMESIDE & THE A BED EVERY NIGHT SERVICE**

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Assistant Director of Operations and Neighbourhoods, which provided an update on rough sleeping in Tameside, the work undertaken to tackle rough sleeping and the A Bed Every Night service.

The Assistant Director of Operations and Neighbourhoods explained that homelessness and rough sleeping had significantly increased over the past decade, both regionally and nationally as well as locally within Tameside. Government figures showed that there were 1768 people sleeping rough in England in 2010, a figure which rose to 4677 by 2018. Although the figures were much higher in city centre locations, every town and borough in the UK had its own rough sleeping problem, in Tameside, there were 7 people rough sleeping across the whole borough in 2012, but this had risen to 42 by 2017.

In 2018/19, Tameside Council had successfully applied for a grant under a new scheme announced by the Ministry of Housing, Community & Local Government, called the Rough Sleeping Initiative. The 2018/19 grant was £309,115 and was used to implement several schemes designed to tackle rough sleeping in Tameside during 2018/19. The schemes funded by this grant included the employment of specific members of staff tasked with co-ordinating work to tackle rough sleeping, additional outreach workers, additional accommodation units, winter provision and a rent guarantor scheme. The RSI work had been closely monitored by Ministry of Housing, Community & Local Government and Tameside had recently been granted a further £420,000 for 2019/20.

The Mayor of Greater Manchester in May 2017 made tackling homelessness and rough sleeping a top priority. As part of his pledge to tackle rough sleeping, he started the Mayor's Homelessness fund, a charitable fund designed from the outset to help deal with homelessness and rough sleeping across Greater Manchester. In spring 2018, the Greater Manchester Mayor approached all 10

Greater Manchester authorities with a proposal to introduce a new scheme called A Bed Every Night. The Mayor asked for assistance from the Authorities in offering a bed in a safe, warm environment every night between 1 November 2018 and 31 March 2019 for anyone who was rough sleeping. After considering and rejecting a number of possible options, the old library building in the grounds of Ryecroft Hall had been identified as a suitable location. By late February, the service was accommodating between 32 and 36 people every night.

The Assistant Director of Operations and Neighbourhoods highlighted that the success of the scheme at Ryecroft Hall was due to the cooperation between the Council and NHS providing wrap around services on a long-term commitment. To continue the success of the scheme a number of existing issues were required addressing including the continued suitability of Ryecroft Hall as a suitable location.

#### **RESOLVED**

- (i) That the success of the A Bed Every Night service and wider rough sleeping service be noted.**
- (ii) That Executive Cabinet be recommended to approve the immediate identification of an alternative venue for the A Bed Every Night service.**
- (iii) That Executive Cabinet be recommended the delivery of A Bed Every Night service at Ryecroft Library cease and transfer to a new location as soon as practically possible.**
- (iv) That the announcement of financial support for the A Bed Every Night service from the Greater Manchester Joint Commission Board; allowing for a joined up response across the public sector of healthcare and housing need; be welcomed.**

**CHAIR**

- Report To:** STRATEGIC COMMISSIONING BOARD
- Date:** 28 August 2019
- Executive Member / Reporting Officer:** Cllr Ryan – Executive Member (Finance and Economic Growth)  
Ashwin Ramachandra– Lead Clinical GP  
Kathy Roe – Director of Finance
- Subject:** STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST – CONSOLIDATED 2019/20 REVENUE MONITORING STATEMENT AT 31 JUNE 2019 AND FORECAST TO 31 MARCH 2020
- Report Summary:** 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, Growth, Operations and Neighbourhoods, and CCG TEP shortfall, offset by contingency and capital financing. Further detail on the economy wide position is included at **Appendix 1**.
- This forecast is an improved position from the previous month but masks significant and increased pressures in a number of areas, including Children's Services which is forecasting expenditure to be £4.5M in excess of budget. Significant pressures are also emerging in Growth and Operations and Neighbourhoods. Further detail is included at **Appendix 1**.
- The improved position from month 2 is due mainly to a significant favourable movement in Capital and Financing due an increase in the Manchester Airport Dividend payment. In addition there has been a significant favourable movement on the CCG Targeted Efficiency Programme (TEP). Further detailed analysis of budget performance and progress against savings is included in **Appendix 2**.
- Also set out in **Section 3** the report are details of the significant financial pressures facing the Council in respect of the Education High Needs Funding Block. There is currently a projected deficit on the High Needs Funding of £5.507m. If this deficit materialises, the Council will be expected to produce a three year deficit recovery plan and submit this to the Department for Education.
- Section 4** of the report sets out proposed changes to the financing arrangements for the Tameside Wellness centre, which results in changes to the Active Tameside Management Fee.
- Appendix 3** details the Council's irrecoverable debts over £3,000 that have been written off in the period April to June 2019.
- Recommendations:** Members are recommended to :
1. Acknowledge the significant level of savings required during 2019/20 to deliver a balanced recurrent economy budget together with the related risks which are contributing to the overall adverse forecast.
  2. Acknowledge the significant financial pressures facing the

Strategic Commission, particularly in respect of Children's Social Care and Operations & Neighbourhoods, and Growth.

3. Acknowledge the significant financial pressures facing the Council in respect of the Education High Needs Funding Block.
4. **Approve** the proposed changes to the financing arrangements for the Tameside Wellness Centre, as set out in **section 4** and the related change to the Active Tameside Management Fee.

**Links to Community Strategy:** Budget is allocated in accordance with the Community Strategy

**Policy Implications:** Budget is allocated in accordance with Council Policy

**Financial Implications:**  
**(Authorised by the Section 151 Officer & Chief Finance Officer)**

This report provides the 2019/20 consolidated financial position statement at 30 June 2019 for the Strategic Commission and ICFT partner organisations. For the year to 31 March 2020 the report forecasts that service expenditure will exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings. These pressures are being partially offset by savings and additional income in Capital and Financing, Corporate and Contingency budgets which may not be available in future years.

The report emphasises that there is a clear urgency to implement associated strategies to ensure the projected funding gap in the current financial year is addressed and closed on a recurrent basis across the whole economy. The Medium Term Financial Plan for the period 2019/20 to 2023/24 identifies significant savings requirements for future years. If budget pressures in service areas in 2019/20 are sustained, this will inevitably lead to an increase in the level of savings required in future years to balance the budget.

It should be noted that the Integrated Commissioning Fund (ICF) for the Strategic Commission is bound by the terms within the Section 75 and associated Financial Framework agreements.

**Legal Implications:**  
**(Authorised by the Borough Solicitor)**

There is a statutory requirement for the Council to deliver a balanced budget whilst ensuring all services deliver value for money. Given the implications for each of the constituent organisations this report will be required to be presented to the decision making body of each one to ensure good governance.

**Risk Management:**

Associated details are specified within the presentation.

Failure to properly manage and monitor the Strategic Commission's budgets will lead to service failure and a loss of public confidence. Expenditure in excess of budgeted resources is likely to result in a call on Council reserves, which will reduce the resources available for future investment. The use and reliance on one off measures to balance the budget is not sustainable and makes it more difficult in future years to recover the budget position.

## Background Papers:

Background papers relating to this report can be inspected by contacting :

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## 1. BACKGROUND

- 1.1 This report aims to provide an overview on the financial position of the Tameside and Glossop economy in 2019/20 at the 30 June 2019 with a forecast projection to 31 March 2020. Supporting details for the whole economy are provided in **Appendix 1**.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. The total gross revenue budget value of the ICF for 2019/20 is currently £943.042 million.
- 1.3 It should be noted that the report also includes details of the financial position of the Tameside and Glossop Integrated Care NHS Foundation Trust. This is to ensure members have an awareness of the overall Tameside and Glossop economy position. Reference to Glossop solely relates to health service expenditure as Council services for Glossop are the responsibility of Derbyshire County Council.
- 1.4 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
- Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT)
  - NHS Tameside and Glossop CCG (CCG)
  - Tameside Metropolitan Borough Council (TMBC)

## 2. FINANCIAL SUMMARY

- 2.1 As at 30 June 2019 the Integrated Commissioning Fund is forecasting to spend £617.896m against an approved net budget of £615.694m, **an over spend of £2.202m**. This forecast is an improved position from the previous month but masks significant and increased pressures in a number of areas, including **Children's Services which is forecasting expenditure to be £4.5M in excess of budget**. Significant pressures are also emerging in Growth and Operations and Neighbourhoods. Further detail is included at **Appendix 1**.
- 2.2 The improved position from month 2 is due mainly to a significant favourable movement in Capital and Financing due an increase in the Manchester Airport Dividend payment. In addition there has been a significant favourable movement on the CCG Targeted Efficiency Programme (TEP). Further detailed analysis of budget performance and progress against savings is included in **Appendix 2**.

## 3. INDIVIDUAL SCHOOLS BUDGETS

- 3.1 Individual Schools Budgets reflect the dedicated schools grant (DSG) which is the ring fenced funding pass-ported to schools to fund education services. The grant is allocated through a nationally determined formula to local authorities in 4 blocks:
- Central Services Schools Block (CSSB) - provided to provide funding to Local Authorities to support carrying out statutory duties on behalf of schools.
  - Schools Block - This is intended to fund mainstream (non-special) Schools
  - High Needs Block (HNB) - This is to fund Special Schools, additional support in mainstream schools for Special Educational Needs (SEND) and other SEND placements / support.
  - Early Years Block - This funds the free/extended entitlement & funding of places for 2, 3 and 4 year olds in school nurseries and Private, Voluntary and Independent (PVI) Sector settings.

3.2 The total DSG for 2019/20 allocated to the Tameside Borough for all Schools and Academies is £200.418m, £77.264m is then top sliced and allocated to Tameside Academies for which they then must report to the Education Schools Funding Agency (ESFA) on performance and spending. Updates to DSG funding will be made by the DFE throughout the year to reflect any new academy conversions and changes in High Needs and early year's allocations.

3.3 The projected DSG outturn for 2019/20 is shown in the table below;

<b>DSG Funding Blocks</b>	<b>DSG 2019/20 at March 2019 £000</b>	<b>Projected Spend 2019/20 £000</b>	<b>Variation Surplus / (Deficit) £000</b>
Schools Block	162,369	162,355	14
Central School Services Block (CSSB)	925	925	0
High Needs Block (Pre/Post 16) (HNB)	20,854	26,360	(5,507)
Early Years Block	16,270	16,270	0
<b>Total</b>	<b>200,418</b>	<b>205,910</b>	<b>(5,492)</b>

3.4 The surplus on the schools block relates to a small surplus on growth funding of £0.014m and it is anticipated this will contribute to the DSG reserve and be utilised to offset anticipated pressures in the High Needs Block. It should be noted these are estimates at this stage.

3.5 The CSSB is expected to be spent in full.

3.6 The projected deficit on the High Needs Budget is expected to be £5.507m. The reason for overspending in the borough is due to;

- The increasing high needs population such as special school places and resourced provision
- Increase in Education Health Care Plans being issued. There has been an increase from 945 to 1267, an increase of 322 plans in 2018/19. Each of these plans requires specific funding to support the child.
- Increases in the number of Post 16 placements requiring top up funding.
- Increased spending in supporting Tameside children in the Independent Sector or Out of Borough placements.

3.7 There has continued to be significant numbers of referrals over the last 4 months, averaging at 45 per month. If growth continues throughout the financial year at current levels this would create a potential further pressure on the High Needs Budget which could exceed £3.5m. It is estimated that the number of plans maintained will increase by between 300 and 650, bringing the total number of EHCPs Tameside maintains to more than 1,800 by the end of the year.

3.8 The financial pressures in the High Needs Block are therefore serious and represent a high risk to the Council. There is an on-going review of SEND services and the SEND Strategy looking at our local offer and ways to address the financial pressures, and to stabilise the position over the following three years. If as predicted the HNB enters into deficit by the

end of 2019/20, the Council will be expected to produce a 3 year deficit recovery plan and submit this to the DfE.

- 3.9 The Early years block is expected to be on target however there are expected to be minor overspends that can be offset with savings in other areas.
- 3.10 The DSG will be monitored and regular updates will be reported to members and Schools Forum.

#### **4. TAMESIDE WELLNESS CENTRE**

- 4.1 The Tameside Wellness Centre scheme is progressing well following a Council Key Decision of 27 April 2017. Construction began in November 2018 with completion scheduled for early spring 2020.
- 4.2 The original financing arrangements for the scheme were £13.674m Council Investment, £1.050m repayable loan to Active Tameside, and £1.500m grant from Sport England.
- 4.3 The proposed repayable loan to Active Tameside is to finance the commercial elements of the scheme, specifically the 10 Pin bowling installation, soft play structure, enhanced catering offer and enhanced fitness offer, which will form part of the new asset. The Wellness Centre will be a Council Asset which will be leased to Active Tameside.
- 4.4 The original intention was that cost of the commercial elements of the scheme would be wholly repayable by Active Tameside in line with existing loan agreements between Active Tameside and the Council. It is now proposed that the investment is financed by the Council and recovered through a reduction to the existing annual management fee, reflecting the fact that the expenditure will be enhancing a Council asset.
- 4.5 Active Tameside have an approved level of management fee for the 19/20 and 20/21 financial years, in line with the decision approved at Executive Cabinet on 23 January 2019. The proposed reduction to the management fee, which equates to £83,650 per annum, will commence in 2021/22 for a period of 14 years to reflect the average expected useful life of the investment. Members are reminded to note that a further report on the annual management fee payable to Active Tameside from 2021/22 to the end of the current lease term in 2023/24 will be presented during the 2020/21 financial year.
- 4.6 Members are asked to approve this proposed change to the financing arrangements for the Tameside Wellness Centre.

#### **5. IRRECOVERABLE DEBTS**

- 5.1 **Appendix 3** details the Council's irrecoverable debts over £3,000 that Executive Cabinet will be recommended to write off in the period April to June 2019.

#### **6. RECOMMENDATIONS**

- 6.1 As stated on the front cover of the report.

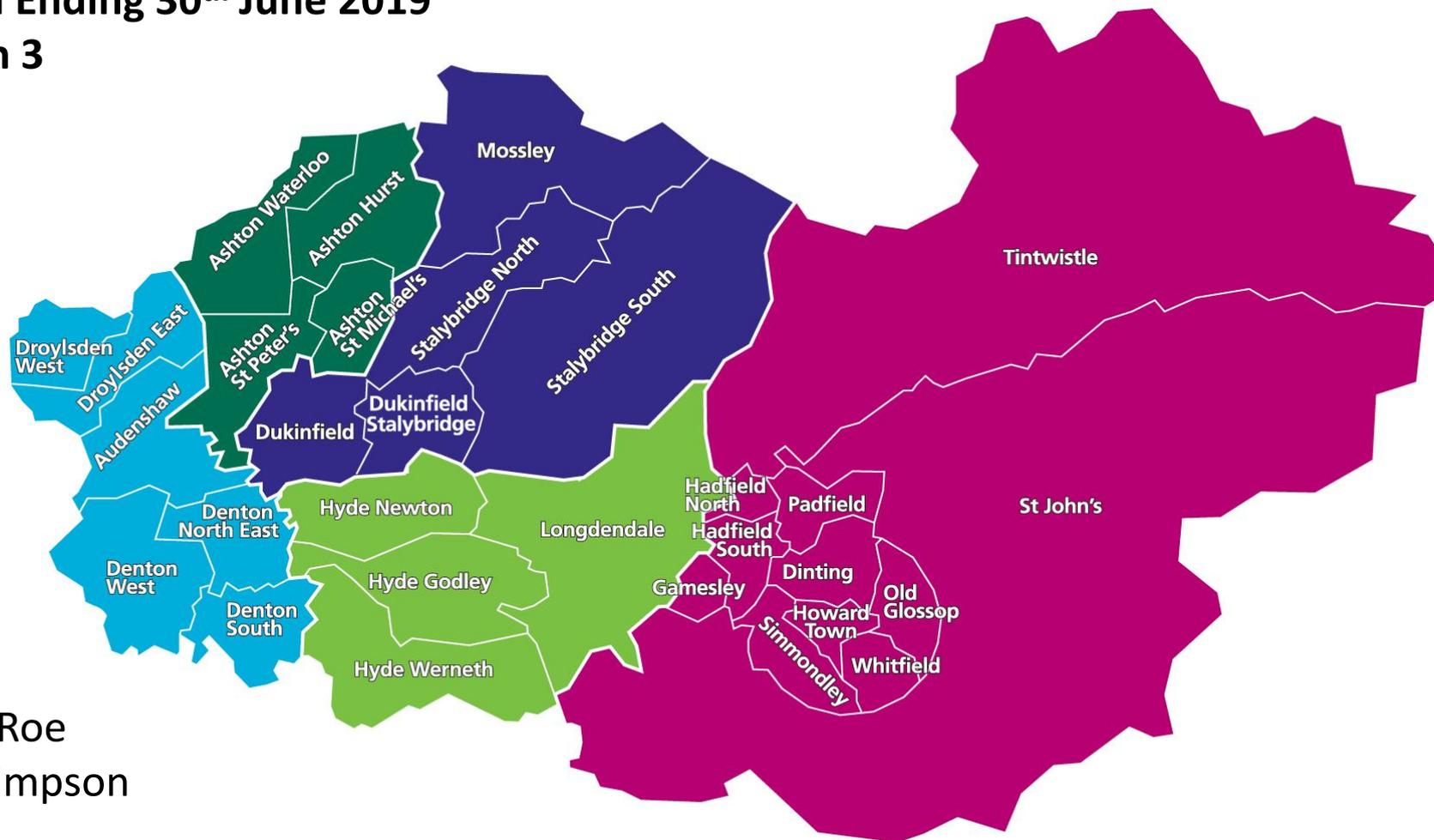
# Tameside and Glossop Integrated Financial Position

## *financial monitoring statements*

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

Month 3

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Kathy Roe  
Sam Simpson

## Integrated Financial Position Summary Report

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## Appendix 1 – Detailed Service Budget Analysis

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**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>

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## 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%)**.

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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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Capital Expenditure	
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Primary Care	
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# Local Authority Savings Progress

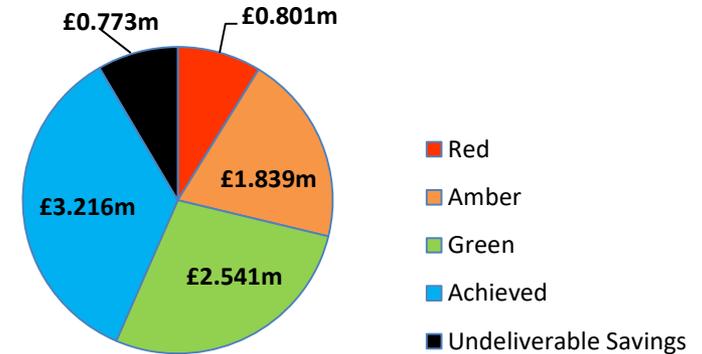
## SAVINGS PROGRESS

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>

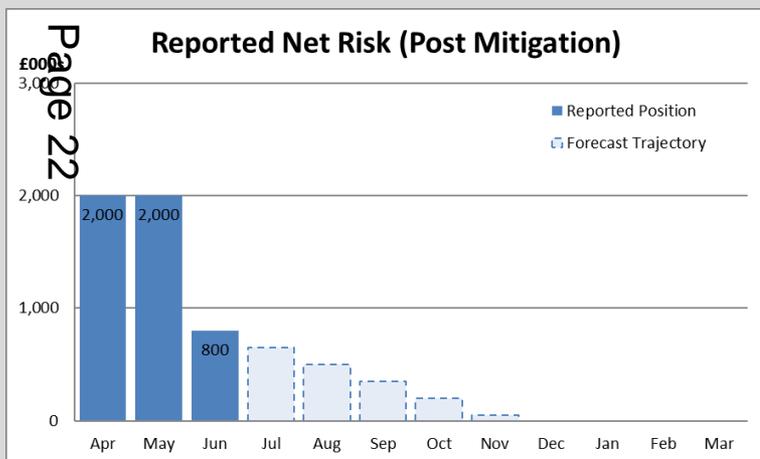
# Local Authority Pressures

## 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>

- 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
<b>Total</b>	<b>6,189,484</b>	<b>6,948,530</b>	<b>13,138,014</b>	<b>12,670,484</b>	<b>467,530</b>

### 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
<b>Total</b>	<b>3,925,784</b>	<b>6,258,530</b>	<b>10,184,314</b>	<b>9,014,784</b>	<b>1,169,530</b>

QIPP Target	11,000,000	11,000,000	0
Savings Still to Find	815,686	1,985,216	1,169,530

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

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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
TOTAL	1,005	(693)	312	165	315	(3)
<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
- **(5k)** – 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
BSF, 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>Governance</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>Exchequer</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>People &amp; Workforce Development</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>Marketing &amp; Communications</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>

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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:

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### 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.
- 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.
- 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

	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>

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- 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
<b>ADMINISTRATION &amp; BUSINESS SUPPORT</b>						
Corporate Costs & Services	65	63	2	387	341	46
IM&T	66	64	2	280	280	(1)
Chair & Non Execs	70	70	(0)	280	280	(0)
Communications & HR	77	76	1	247	242	5
Nursing	52	52	0	208	209	(1)
Corporate Governance	35	34	0	138	136	2
Estates & Facilities	31	32	(1)	126	126	0
General Reserve - Admin	26	26	0	104	104	0
IM&T Projects	0	0	0	1	99	(98)
Contract Management	22	22	0	87	87	(0)
Human Resources	16	16	0	64	64	0
Equality & Diversity	11	11	(0)	41	41	0
	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

# APPENDIX 3

## IRRECOVERABLE DEBTS OVER £3000

1 April 2019 to 30 June 2019

Note individuals are anonymised

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
65540864	Business Rates	Battleball Ltd 5 Townend Street Hyde SK14 1PT Company Dissolved 04/12/2018	2016 – 2017 £4096.55 2017 – 2018 £8504.50 2018 – 2019 £6054.00	£18,655.05
65548240	Business Rates	Pitta Pocket Ltd Waterside Mill Texas Street Ashton under Lyne OL6 6UJ Company Dissolved 13/11/2018	2017 – 2018 £5044.53 2018 – 2019 £170.05	£5214.58
65513213	Business Rates	Newton Auctioneers Ltd Unit B4 & B5 Newton Business Park Talbot Road Hyde SK14 4UQ Company Dissolved 08/01/2019	2013 – 2014 £4770.45 2014 – 2015 £11,568.00 2015 – 2016 £10,021.64	£26,360.09
65569322	Business Rates	Fast Fashion Supplies Ltd Unit 11 – 12 Arcades Shopping Centre Warrington Street Ashton under Lyne OL6 7JE Company Dissolved 12/02/2019	2018 – 2019 £19,180.46	£19,180.46
65565641	Business Rates	Fab Furnishings Ltd 1 Wharf Point Market Street Droylsden M43 6DD Company Dissolved 12/02/2019	2017 – 2018 £3404.66 2018 – 2019 £11,682.25	£15,086.91
65558131	Business Rates	Penguin Parcel Pick Up Services Ltd Unit 2 Old Hall Street Dukinfield SK16 4RG Company Dissolved 05/03/2019	2017 – 2018 £3860.78 2018 – 2019 £5563.94	£9424.72
<b>BUSINESS RATES</b>		<b>SUB TOTAL – Company Dissolved</b>	<b>£93,921.81</b>	
65500767	Business Rates	Genus UK Ltd, T/A Select Alpha House Regis Road Kentish Town London NW5 3EW Company Voluntary Arrangement 13/04/2018	2018 - 2019 £50,928.89	£50,928.89
65495230	Business Rates	Genus UK Ltd, T/A Select Unit 17A Crown Point North Shopping Centre Worthington Way Denton M34 3JP	2018 – 2019 £26,210.99	£26,210.99

		Company Voluntary Arrangement 13/04/2018		
65055816	Business Rates	Genus UK Ltd, T/A Select 24 Greenside Shopping Centre Greenside Lane Droylsden M43 7YY Company Voluntary Arrangement 13/04/2018	2018 - 2019 £11,039.99	£11,039.99
<b>BUSINESS RATES</b>		<b>SUB TOTAL – Company Voluntary Arrangement</b>	<b>£88,179.87</b>	
65558285	Business Rates	Quinn Ltd C/O Refresh Recovery Ltd West Lancs Investment Centre Maple View White Moss Business Park Skelmersdale WN8 9TG Company in Liquidation 15/09/2016	2015 - 2016 £9548.84 2016 - 2017 £15,898.55	£25,447.39
65552850	Business Rates	Vericom Services Ltd Midland Bank Ltd Market Place Hyde SK14 2QN Company in Liquidation 03/10/2018	2017 – 2018 £1888.32 2018 – 2019 £5498.35	£7386.67
65560868	Business Rates	Film Star Paint Protection Ltd Unit 6 Hyde Point Dunkirk Lane Hyde SK14 4NI Company in Liquidation 17/12/2018	2016 – 2017 £6615.54 2017 – 2018 £9669.50 2018 – 2019 £10,083.50 2019 – 2020 £10,188.25	£36,556.79
<b>BUSINESS RATES</b>		<b>SUB TOTAL - Company in Liquidation</b>	<b>£69,390.85</b>	
<b>BUSINESS RATES IRRECOVERABLE BY LAW</b>			<b>£251,492.53</b>	
710400	Sundry Debts, Charges for Works in Default of a Notice	2011 - 2012 £4958.51	£4958.51	Bankruptcy Order made 04/12/2012
<b>SUNDRY DEBTS</b>		<b>SUB TOTAL – Bankruptcy</b>	<b>£4958.51</b>	
<b>SUNDRY DEBTS IRRECOVERABLE BY LAW</b>			<b>£4958.51</b>	

### DISCRETION TO WRITE OFF OVER £3000

1 April 2019 to 30 June 2019

Note individuals are anonymised

17116700	Council Tax	2017 – 2018 £2604.32 2018 – 2019 £701.25	£3305.57	Absconded, no trace
15485544	Council Tax	2009 – 2010 £1011.32 2010 – 2011 £1734.23 2011 – 2012 £1741.23 2012 – 2013 £1669.23 2013 – 2014 £1731.44 2014 – 2015 £1735.07 2015 – 2016 £1735.07	£10,484.83	Absconded, no trace

<b>COUNCIL TAX</b>		<b>SUB TOTAL – Absconded, no trace</b>	<b>£13,790.40</b>	
<b>COUNCIL TAX DISCRETIONARY WRITE OFF TOTAL</b>			<b>£13,790.40</b>	
4020548	Sundry Debts, Homecare charges	2016 – 2017 £443.49 2017 – 2018 £15,896.85 2018 – 2019 £10,434.20	£26,774.54	Deceased 28/08/2018 no estate
418133	Sundry Debts, Homecare charges	2016 – 2017 £4421.45 2017 – 2018 £136.56	£4558.01	Deceased 10/05/2017 no estate
4008999	Sundry Debts, Homecare charges	2014 – 2015 £280.96 2015 – 2016 £272.32 2016 – 2017 £507.64 2017 – 2018 £5254.92 2018 – 2019 £5733.75	£12,049.59	Deceased 19/09/2018 no estate
4020511	Sundry Debts, Residential Care charges	2016 - 2017 £18,995.70	£18,995.70	Deceased 06/02/2017 no estate
4010050	Sundry Debts, Residential Care charges	2014 – 2015 £2949.55 2015 – 2016 £3458.74	£6408.29	Deceased 01/05/2016 no estate
712576	Sundry Debts, Residential Care charges	2014 – 2015 £4386.34 2018 - 2019 £591.86	£4978.20	Deceased 03/12/2018 no estate
4003122	Sundry Debts, Residential Care charges	2012 – 2013 £16,762.83 2013 – 2014 £18,963.71	£35,726.54	Deceased 14/12/2013 no estate
672182 & 4006812	Sundry Debts, Residential Care charges	2011 – 2012 £3355.59 2012 – 2013 £20,833.13 2013 – 2014 £2532.92 2014 – 2015 £814.53	£27,536.17	Deceased 16/01/2015 no estate
475703	Sundry Debts, Residential Care charge	2008 – 2009 £14,733.46 2009 – 2010 £2726.18	£17,459.64	Deceased 14/04/2009 no estate
4004235	Sundry Debts, Overpaid Direct Payment	2012 – 2013 £43,860.28	£43,860.28	Deceased 27/01/2015 no estate
<b>SUNDRY DEBTS</b>		<b>SUB TOTAL – Deceased, no estate</b>	<b>£198,346.96</b>	
689887	Sundry Debts Overpaid Direct Payment	2010 – 2011 £7119.80	£7119.80	No further recovery action permitted in accordance with Legislation.

<b>SUNDRY DEBTS</b>	<b>SUB TOTAL – No further recovery permitted</b>	<b>£7119.80</b>	
<b>SUNDRY DEBTS DISCRETIONARY WRITE OFF TOTAL</b>		<b>£205,466.76</b>	

<b>SUMMARY OF UNRECOVERABLE DEBT OVER £3000</b>		
IRRECOVERABLE by law	Council Tax	Nil
	Business Rates	£251,492.53
	Overpaid Housing Benefit	Nil
	Sundry	£4958.51
	<b>TOTAL</b>	<b>£256,451.04</b>

DISCRETIONARY write off – meaning no further resources will be used to actively pursue	Council Tax	£13,790.40
	Business Rates	Nil
	Overpaid Housing Benefit	Nil
	Sundry	£205,466.76
	<b>TOTAL</b>	<b>£219,257.16</b>

# Agenda Item 6a

<b>Report to:</b>	<b>STRATEGIC COMMISSIONING BOARD / EXECUTIVE CABINET</b>
<b>Date:</b>	28 August 2019
<b>Executive Member / Reporting Officer:</b>	Councillor Warrington, Executive Leader Dr Ramachandra – CCG Governing Body Co-Chair Dr Ali – CCG Governing Body Co-Chair Sandra Stewart – Director of Governance & Pensions Sarah Dobson – Assistant Director - Policy, Performance & Communications
<b>Subject:</b>	<b>CORPORATE PLAN PERFORMANCE UPDATE</b>
<b>Report Summary:</b>	This report provides an update on progress to implement and embed the Corporate Plan Performance Monitoring Framework across Tameside & Glossop Strategic Commission.
<b>Recommendations:</b>	It is recommended that Strategic Commissioning Board / Executive Cabinet note the content of this report and agree:  <ol style="list-style-type: none"><li>1. That the targets set for each of the three timescales (2020, 2025 and 2030) for individual indicators.</li><li>2. That performance data is reported on a quarterly basis to Strategic Commissioning Board and Executive Cabinet.</li></ol>
<b>Links to Corporate Plan:</b>	This report provides an update on progress to implement and embed the Corporate Plan Performance Monitoring Framework across Tameside & Glossop Strategic Commission.
<b>Policy Implications:</b>	The Corporate Plan Performance Monitoring Framework provides the evidence for demonstrating the progress being made by Tameside & Glossop Strategic Commission's (Council and CCG) in improving the services provided to residents, businesses and key stakeholders within the locality.
<b>Financial Implications:</b>	There are no direct financial implications as a result of this report.
<b>Legal Implications:</b>	None arising from this report.
<b>Risk Management :</b>	The Corporate Plan Performance Monitoring Framework will be regularly reviewed by Strategic Commissioning Board and Executive Cabinet to ensure outcomes are on track to be met.
<b>Access to Information :</b>	The background papers relating to this report can be inspected by contacting Lorraine Kitching, Performance, Intelligence and Scrutiny Service Manager, Governance and Pensions.

 Telephone: 0161 342 4043

 e-mail: [lorraine.kitching@tameside.gov.uk](mailto:lorraine.kitching@tameside.gov.uk)

## 1.0 BACKGROUND

1.1 'Our People – Our Place – Our Plan' was approved for formal adoption by Executive Cabinet on 13 February 2019. As part of this process a Corporate Plan Performance Monitoring Framework has been developed to measure the outcomes that the Corporate Plan aims to deliver. This report provides an update on progress to implement the Performance Monitoring Framework across Tameside & Glossop Strategic Commission and the next steps required in order to do this.

## 2.0 PERFORMANCE MONITORING UPDATE

2.1 This is the first quarterly Performance Monitoring report being delivered to Strategic Commissioning Board / Executive Cabinet and provides the outcomes based on the 50 indicators of the Corporate Plan.

2.2 Initial targets for each of the 50 indicators have been included for 2020 along with a stretch target for 2025 and an aspirational target for 2030. These will be reviewed by the leads of each of the five Partnerships aligning to the Corporate Plan strands to agree if they are achievable. Where applicable the initial target has been set based on reaching stat neighbours / GM / NW / England averages. A table detailing the indicators, the latest performance figure and the targets for each of the three years is provided in Appendix 1.

2.3 The Implementation Groups (once established) will develop supporting indicators and transformation activity to deliver these outcomes.

2.4 It is proposed to use an interactive reporting dashboard (Tableau) to provide updates on performance. Access will be via the internet and will enable managers to keep track of performance at their convenience. Figure 1 illustrates the front-end of the Performance Monitoring Framework.

**Figure 1: Front-end of the Corporate Plan Performance Monitoring Framework**



2.5 Each of the eight priorities has a suite of indicators that will be used to measure the outcomes of the priority. Figure 2 illustrates how indicators will be represented to provide a quick indication of performance and progress against the next target.

**Figure 2: Representation of the indicators**



2.6 Interactive reporting dashboards are being developed to provide trend analysis and comparative data. The dashboards will be in place for the next quarterly update report to Strategic Commissioning Board / Executive Cabinet in November.

2.7 Detailed below is the timeline for implementation:

Date	Action
August 2019	Discussions with key leads to develop the indicators and outline targets for each of three years
28 August 2019	Report to Strategic Commissioning Board and Executive Cabinet
September / October 2019	Fully develop the dashboards that will support each of the priorities
15 October 2019	Quarterly update with full dashboards to Senior Leadership Team
27 November 2019	Quarterly update with full dashboards to Strategic Commissioning Board / Executive Cabinet

### 3.0 RECOMMENDATIONS

3.1 As set out on the front of the report.

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Theme	Priority	Outcome	Metric	Current Position	Progress	Target 2020	Target 2025	Target 2030
<b>Starting Well - Richard Hooper</b> <b>Starting Well - Jayne Traverser</b> <b>Williams</b>	<b>Very Best Start</b> <b>Debbie Watson</b>	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
	<b>Aspirations &amp; Hope</b> <b>Tim Bowman</b>	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%	All young people going into/remaining in further education after KS4
		Young people going into higher education	% KS4 going into/remaining in further education	83%	↓	84%	90%	
		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%	
		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	
	<b>Resilient Families &amp; Supportive Networks</b> <b>Tracy Morris</b>	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
	<b>Skills &amp; Enterprise</b> <b>David Berry</b>	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 - Jes	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 Apprenticeships are available to all that seek them
		Increase the number of good quality apprenticeships delivered	Number of apprenticeships started	2050	↓	2100	2310	
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 All household waste recycled where possible
		Reduce tonnes of waste sent to landfill and increase the proportion recycled	Percentage of all waste recycled	52.4%	↔	55.02%	57.78%	
		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)	398	↑	418	468	500 65977
		Reduce victims of domestic abuse	# participants/spectators at above events	50931	↑	53477	59727	
		Reduce the number of rough sleepers/homelessness	Rate of PPIs per 1000	33.8	↓	31.8	25.1	Tameside has low rates of domestic abuse
Improve satisfaction with local community		Street counts & estimates of rough sleepers	7	↓	5	2	Nobody sleeping rough on the streets of Tameside	
Victims of crime/fear of crime		Mean life satisfaction ratings	7.66	↑	8	8.5	Maintain mean life satisfaction at 8.5	
Reduce levels of anti-social behaviour		Crime rates per 1000	135.6	↓	128.8	96.6	Tameside is a low crime borough	
Longer & Healthier Lives Elaine Richardson / Pat McKelvey	Increase physical and mental healthy life expectancy	ASB Crime rates per 1000	21.9	↓	20.8	15.6	Tameside is a low crime borough	
	Improve the wellbeing of our population	IAPT Referrals	9435	↑	9906.8	12383.4	Everyone has access to good quality mental health services	
	Smoking prevalence	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	
	Increase levels of physical activity	Happiness ratings (average)	7.45	↔	7.48	7.52	Maintain mean happiness ratings above 8	
	Good' and 'Outstanding' GPs practices	Prevalence of smoking, 18+. Survey Data	16.80%	↔	14.40%	11%	Tameside and Glossop are smoke free areas	
	Reduce drug and alcohol related harm	% of population 'inactive' (<30m exercise a week)	31.40%	↑	27.10%	25.20%	All residents are physical active where possible	
		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	
Independence & Dignity in Older Age Sandra Whitehead	Increase the number of people helped to live at home	Deaths from drug misuse per 100k	5.1	↔	4.3	4	Drug misuse rates and low and support is available	
	Reduce hospital admissions due to falls	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	
	Increase levels of self-care / social prescribing	Emergency admissions for falls 65+ per 100k	2126.5	↔	2083.97	1875.57	Emergency falls in the 65+ age group are low	
	Good' and 'Outstanding' social care settings	% 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	
	Prevention support outside the care system	CQC Audit Results: % good or outstanding	73%	↑	75%	80%	All residential/nursing settings are rated good or outstanding	
	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 health related indicators.