

APPENDIX 2 – Strategic Commission Detailed Analysis

Contents:

Overview of Progress	2 – 4
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Local Authority Savings and Pressures	2 - 3
---------------------------------------	-------

CCG Recovery Plan & TEP Update	4
--------------------------------	---

Service Area Monitoring	5 –31
-------------------------	-------

Adults Services

Children's Services – Children's Social Care

Children's Services – Education

Population Health

Quality and Safeguarding

Operations and Neighbourhoods

Growth

Governance

Finance and IT

Capital Financing, Contingency and Corporate Costs

Capital Expenditure

Acute

Mental Health

Primary Care

Continuing Care

Community

Other

CCG Running Costs

Local Authority Savings Progress

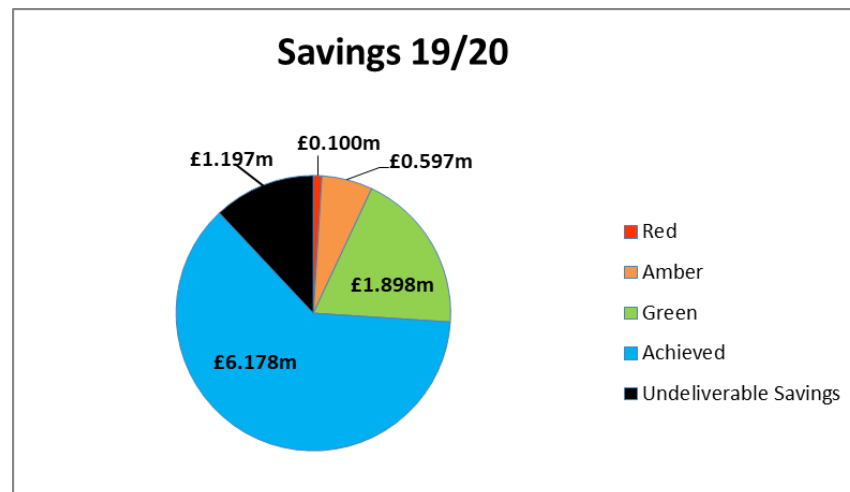
Directorate	Opening Target £000s	Not expected to be delivered £000s	Red £000s	Amber £000s	Green £000s	Achieved £000s	Total forecast savings £000s
Adults	1,778	821	0	10	45	902	957
Children's Services	640	0	0	0	0	640	640
Children's - Education	291	0	0	125	56	230	411
Population Health	375	95	0	0	280	0	280
Operations and Neighbourhoods	1,217	31	100	36	503	578	1,217
Growth	285	207	0	0	2	76	78
Governance	1,125	36	0	179	0	910	1,089
Finance & IT	192	0	0	0	0	192	192
Quality and Safeguarding	10	0	0	10	0	0	10
Capital and Financing	1,764	0	0	187	564	1,914	2,665
Contingency	100	0	0	0	0	100	100
Corporate Costs	643	7	0	50	448	636	1,134
Total	8,420	1,197	100	597	1,898	6,178	8,773

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 10, total underspends relating to vacant posts were £3,367k, therefore overachieving the annual target.

Other Savings – Overall the Council is forecasting to achieve savings of £8,773k against a target of £8,420k, although £697k remains rated as Red or Amber with risks to delivery. Savings of £1,898k are rated green and £6,178k already achieved as at the end of January 2020. Just over £1m of planned savings will not be delivered with alternatives now being delivered in place of the original targets.



Local Authority Pressures

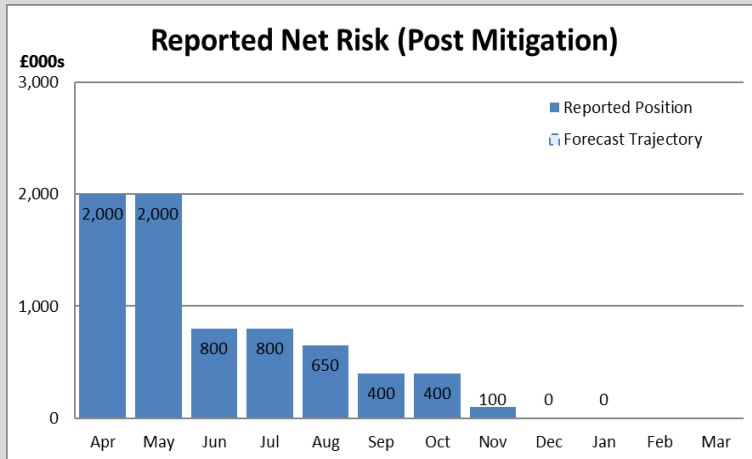
PRESSURES

The 2019/20 Council Revenue Budget included funding for pressures across the services of £20,166k. As at month 10 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	1,171	1,401	0
Children's Services	9,300	14,711	17,653	(8,353)
Children's - Education	631	958	1,133	(502)
Population Health	67	56	67	0
Operations and Neighbourhoods	1,501	1,148	1,449	52
Growth	741	551	723	18
Governance	903	347	681	222
Finance & IT	185	139	185	0
Quality and Safeguarding	0	0	0	0
Capital and Financing	242	242	242	0
Contingency	5,001	3,738	4,417	584
Corporate Costs	194	81	102	92
Total	20,166	23,142	28,053	(7,887)

2019/20 Financial Risk & TEP Update: M10 – January 2020

- The CCG has a Targeted Efficiency Plan (TEP, also known as QIPP) target for 2019/20 of £11m. As of M10 we are confident that this target will be achieved in full.
- 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.
- Reported risk has been reducing throughout the year and at M10 we feel comfortable reducing net risk to zero:



- As part of our wider Integrated Commissioning Fund (ICF), the CCG entered into a risk share agreement with TMBC. This would have enabled 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 in 18/19 would have resulted in an increase in the CCG contribution in future years.
- Net risk has reduced to zero and we are reporting that TEP will be delivered in full. As such there is no requirement to use to ICF in order to balance the CCG's financial position.

- The table below summarises expected achievement at M10, 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	0	0	0	0	0
Medium Risk	277,000	0	277,000	377,000	-100,000
Low Risk	400,000	20,000	420,000	670,000	-250,000
Saving Posted	3,952,969	6,488,531	10,441,500	10,141,500	300,000
Total	4,629,969	6,508,531	11,138,500	11,188,500	-50,000

Expected Savings (after application of optimism bias)

	Recurrent	Non	Total	Prior	Movement
High Risk	0	0	0	0	0
Medium Risk	138,500	0	138,500	188,500	-50,000
Low Risk	400,000	20,000	420,000	670,000	-250,000
Saving Posted	3,952,969	6,488,531	10,441,500	10,141,500	300,000
Total	4,491,469	6,508,531	11,000,000	11,000,000	0

QIPP Target

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

0	0	0
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Value of savings about which we are certain (i.e. blue & green schemes)

10,861,500

- Not all savings have been fully banked at this stage, in particular on prescribing and Individualised commissioning where an element of uncertainty will remain until we have full and final M12 data in May 2020.
- But we are confident that savings can be delivered and that we have sufficient contingency in place to mitigate against any shortfall.

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	123	127	31
Adults Senior Management	2,056	(1,670)	386	(9,302)	192	194
BCF	9	(20,339)	(20,330)	(9,424)	(20,672)	342
Community Response Service	1,200	(717)	484	497	542	(58)
Funded Nursing Care	1,930	(1,930)	0	38	0	0
Homecare - Support at Home	7,931	(6,031)	1,900	3,627	2,093	(193)
Improved Better Care Fund	0	0	0	0	0	0
Joint Commissioning Service	4,204	(1,559)	2,644	3,037	2,644	(0)
Localities	9,470	(302)	9,167	8,568	9,731	(563)
Long Term Support	7,252	(416)	6,836	6,546	7,466	(630)
Mental Health	3,195	(724)	2,472	2,829	2,745	(273)
Reablement	2,526	(85)	2,441	2,073	2,316	124
Residential & Nursing Placements	26,751	(9,648)	17,103	16,418	16,784	319
Sensory Services	335	(91)	244	251	253	(9)
Shared Lives & Property Management	2,660	(837)	1,824	504	1,606	218
Supported Accommodation	12,706	(2,625)	10,080	10,154	10,142	(62)
Urgent Integrated Care	1,902	0	1,902	1,676	1,993	(91)
TOTAL	84,285	(46,974)	37,311	37,616	37,963	(652)

BUDGET VARIATIONS

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

Underspends:

- **£491k** - Increase in residential and nursing care home client contributions.
- **£308k** - Increase in Homecare Client Contributions
- **£92k** - Reduced forecast expenditure in the Shared Lives and Property Management services staffing
- **£342k** - Additional 2019-20 Better Care Fund grant - Inflation increase
- **£146k** - Miscellaneous variations

BUDGET VARIATIONS

Pressures:

- **(£377k)** - Localities spot purchase placements
- **(£138k)** - Mental Health service: over budget on out of hours and agency staff Deprivation of Liberty Safeguards and Medical Assessment Costs
- **(£488k)** - Long Term support : homemakers assessed hours
- **(£142k)** - Town Lane - OOB Resettlement - staffing requirements
- **(£66k)** - Increase in residential and nursing care home placements

SAVINGS

Savings Performance:

- **(£75k)** - Review of out of borough LD placements: currently not projected to make this saving in year
- **(£79k)** - Oxford Park: will not be delivered as scheme is being reassessed.
- **(£191k)** - Review of residential placements: currently not projected to make this saving in year
- **(£476k)** - Review of Moving with Dignity : currently not projected to make this saving in year

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	75		0	18	32	50
Oxford Park	79	79					0
Review of residential placements	191	191		0			0
Moving with Dignity	540	476		10	27	27	64
Vacancy Factor	551					551	551
Fees & charges increase 2019/20	292					292	292
Total	1,778	821	0	10	45	902	957

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	1,238	(2,009)	(771)	985	595	(1,366)
Childrens Safeguarding	0	0	0	0	0	0
Early Help, Early Years & Neighbourhoods	1,858	(10)	1,848	1,638	2,016	(168)
Looked After Children	4,674	(1,943)	2,732	3,485	2,753	(22)
Child Protection & Children In Need	37,387	(586)	36,801	34,512	43,209	(6,408)
Youth Offending Team	7,494	0	7,494	6,618	7,877	(382)
	981	(652)	328	250	335	(7)
TOTAL	53,632	(5,199)	48,432	47,488	56,785	(8,353)

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	633					640	640
Fees & charges increase 2019/20	7	7				0	0
Total	640	7	0	0	0	640	640

BUDGET VARIATIONS

Pressures:

- **(£8,353k)** The forecast position remains unchanged at period 10 (£8.4m adverse) when compared to period 9.
For context and as reported at period 9, the variance has increased since period 6 by £ 1.7m. Whilst the overall size of the Looked After population has been relatively stable since period 6 (700), 698 at 7 Feb 2020, the increase in variance is mainly due to changes in placement mix and includes :
 - Increased number of higher tier placements
 - Exceptional costs for specialist bespoke provision
 - Significant rise in legal costs/complexity of court activity
 - The number of young people in transitional placements

In seeking to address these issues, work is actively under way to implement the Looked After Placement Sufficiency Plan, focusing on improvements across strategic commissioning, placement procurement and brokerage, contract management and quality assurance. Alongside this, the Placement and Permanence panel is individually reviewing each placement.

On 27 November 2019, the Executive Cabinet approved additional investment of £ 2.2 million (£ 1.9m via the Council, £ 0.3m via the CCG) to support 7 key Looked After Sustainability projects. These projects are all designed to more effectively and efficiently support children and families at the earliest point and include Early Help . They take a multi-faceted and coordinated approach, in order to safely and appropriately reduce the need for Local Authority Care. To stabilise the current cohort, progress children's through to permanency more effectively, step children down where appropriate and provide for a range of placements to best meet children's assessed needs.

All are now in train and making positive progress. Each strand is subject to regular corporate oversight and a Local Authority wide approach is being taken to ensure that they remain on track.

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	15,976	(13,599)	2,377	10,864	2,735	(357)
Assistant Executive Director - Education	384	(89)	296	127	250	46
Schools Centrally Managed	2,596	(760)	1,836	1,296	1,714	122
Schools Centrally Managed - DSG Funded	(2,885)	2,888	3	(102,352)	3	0
School Performance and Standards	728	(483)	246	(60)	200	46
Pupil Support Services	9,559	(8,303)	1,256	7,094	1,305	(49)
TOTAL	26,358	(20,344)	6,014	(83,031)	6,207	(193)

BUDGET VARIATIONS

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

Underspends:

- **£263k** - Expenditure is less than budget due to part and full year staffing vacancies.
- **£34k** - Education Psychology - pressure has materialised. The increase in ECHPs and panel hearings continues. However, the projected outturn for the service is to under utilise the pressure funding by £34k due to the increase in traded income with schools and an under spend in staffing costs due to part year vacancies.

Pressures:

- **(£536k)** - SEN Transport - pressure has materialised. A further pressure of £536k is projected for the service in 2019/20. The demand for SEN Transport continues to rise due to the increase in the number of pupils eligible and the increase in out of borough placements. It is suggested the additional savings on teachers retirement pension costs assist in offsetting this additional pressure in-year.
- **(£74k)** - Other minor variations.

SAVINGS

Savings Performance:

- **£0k** - The traded services saving is projected to be achieved due to an increase in traded income from academies, partially negated by a decrease in maintained schools traded income.
- **£120k** - There is further reduced demand on the budget for Teachers retirement pension costs. It is suggested that this additional saving supports 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	0		5			5
Teachers Pension	130	0		120		130	250
Central DSG grant	100	0				100	100
Vacancy Factor	43	0			43		43
Fees & charges increase 2019/20	13	0			13		13
Total	291	0	0	125	56	230	411

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	8,545	16,327	(235)
TOTAL	16,262	(170)	16,092	8,545	16,327	(235)

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

SAVINGS

Savings Performance:

- **(95k)** – This savings target was superseded by an Exec Cabinet Decision on the 23 Jan 2019 to re-profile the management fee in 2019/20.

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
Vacancy Factor	27				27		27
Total	375	95	0	0	280	0	280

Quality And Safeguarding G

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	59	84	(0)
Quality & Safeguarding - Childrens	324	(272)	52	23	52	0
TOTAL	440	(304)	136	82	136	(0)

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	8			8			8
Fees & charges increase 2019/20	2			2			2
Total	10	-	0	10	0	0	10

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)	(910)	(1,152)	(127)
Community Safety & Homelessness	5,388	(1,806)	3,582	1,952	3,662	(80)
Cultural and Customer Services	3,529	(332)	3,197	2,292	2,997	200
Design and Delivery	11,470	(9,650)	1,820	5,434	1,781	39
Environmental Services Management	31,305	(32)	31,273	30,915	29,709	1,564
Highways & Transport	8,862	(9,660)	(798)	343	546	(1,344)
Markets	1,040	(1,532)	(492)	(162)	(203)	(290)
Operations and Greenspace	5,979	(447)	5,531	4,295	5,188	343
Public Protection	3,633	(948)	2,685	1,869	2,804	(119)
Waste Management	5,890	(1,184)	4,706	4,073	4,413	293
Youth	446	(43)	403	266	431	(28)
TOTAL	78,840	(28,213)	50,627	50,368	50,176	451

BUDGET VARIATIONS

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

Underspends:

- **£187k** - Saving on disposal of street sweepings being achieved since November due to new method of disposal. This was initially expected to be implemented from January.
- **£1,031k** - There are a number of vacancies across Operations and Neighbourhoods. Within Culture & Customer Services there have been difficulties with recruitment however, this service 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 vacancy factor)
- **£271k** - One off in year savings on vehicle costs within operations and greenspace have been identified.
- **£311k** - GMCA have approved an adjustment to this year's Transport Levy resulting in a reduction to Tameside of £311k.
- **£1,262k** - GMCA have approved the use of some reserves to reduce the Waste levy cost in this financial year resulting in a one off rebate of £2,712k. However, it has been agreed that £1,450k of this will be used to fund the proposed bus reform if approved.

BUDGET VARIATIONS

Pressures:

- **(£795k)** - There is a projected shortfall in income from car parks. Of this, (£412k) 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.
- **(£199k)** - Additional construction costs of £199k will materialise in this year relating to the new hospital car parks. This is in part due to the cost of electric charging points.
- **(£155k)** - 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.
- **(£298k)** - Nationally, markets have experienced a decline and overall footfall is reduced, affecting both Ashton and Hyde markets. Alongside this, there is the ongoing development of Ashton Town Centre; Ashton market ground is suffering from a reduction in traders resulting in a shortfall in projected income (£218k).
- **(£64k)** - Additional costs incurred for the Tour of Britain and associated events.
- **(£271k)** - Increased spend on external providers and resources within the engineers service in order to maintain capacity and deliver outcomes. This is offset by underspend on staffing and a slight increase in expected income.
- **(£80k)** - There are 4 Domestic Homicide Reviews ongoing for which there is no budget provision.
- **(£55k)** - There has been an increase in security costs for opening and closing cemeteries and parks across the borough.
- **(£128k)** - There have been some prior year costs relating to parking enforcement incurred in this financial year (£105k) and some additional costs as a result of the delay to the implementation of the new contract (£23k)
- **(£76k)** - The one off underspend in transport costs within the Operations & Greenspace service has allowed for some one-off investments in the borough's parks to be undertaken.
- **(£100k)** - The Bereavement Service is committed to setting aside £50 per cremation that will allow for future replacement of cremators.
- **(£119k)** - Other Minor Variations including system upgrades within Transport Services, and shortfalls in income (pest control, skips & scaffold permit fees)

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	31		31		19	50
Advertising on Vehicles	5			5			5
Vacancy Factor	559					559	559
Fees & charges increase 2019/20	253				253		253
Total	1,217	31	100	36	503	578	1,217

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	315	0	315	(166)	174	141
Employment & Skills	2,068	(882)	1,187	325	1,112	75
Estates	1,920	(2,689)	(769)	(377)	(522)	(248)
Investment & Development	2,236	(1,192)	1,044	1,301	911	133
Planning	1,170	(998)	171	230	416	(244)
Strategic Infrastructure	637	(188)	449	150	314	135
School Catering	2,776	(2,772)	4	(160)	28	(24)
Corporate Landlord	8,563	(2,202)	6,361	5,443	6,631	(271)
Environmental Development	447	(79)	369	284	290	79
BSF, PFI & Programme Delivery	22,878	(22,878)	0	570	0	0
TOTAL	43,010	(33,881)	9,129	7,598	9,353	(224)

BUDGET VARIATIONS

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

Underspends:

- **£133k** – There have been a high number of vacant posts in Investment and Development throughout the year.
- **£141k** – The newly appointed Property Assistant Director is due to start in April . The forecast has been reduced to reflect this.
- **£135k** – There are a high number of vacant posts in Strategic Infrastructure . There has also been an increase in demand for property adaptations work..

Pressures:

- **(£248k)** - A number of posts have been vacant in Estates and this has led to a reduction in the number of chargeable hours within the service. Recruitment has taken place as a result there will be fewer vacant posts from April.
- **(£271k)** - Rental income for some commercial tenants in Corporate Landlord one will not be realised in the early years. This has been anticipated and will be funded from contingency. There is uncertainty around the costs of operating Tameside One. This is reflected in high forecast spend for gas and electricity. There were additional costs as a result of keeping Two Trees open later in the year than planned.

BUDGET VARIATIONS

- **(£244k)** - The income budget for Building Control is based on a team of five fee earners, and has reduced to two. Attempts to recruit have failed to attract suitable candidates. The service is currently under review.

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
Total	285	207	0	0	78	0	78

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
<u>Governance</u>						
Executive Support	1,726	(111)	1,615	1,137	1,436	179
Democratic Services	1,043	(311)	732	889	689	43
Governance Management	174	(88)	86	149	93	(7)
Legal Services	1,355	(82)	1,273	1,147	1,439	(166)
	4,298	(593)	3,705	3,323	3,657	48
<u>Exchequer</u>						
Exchequer Services	64,309	(62,733)	1,576	4,901	1,223	354
	64,309	(62,733)	1,576	4,901	1,223	354
<u>People & Workforce Development</u>						
People and Organisational Development	3,827	(1,353)	2,475	1,959	2,491	(17)
	3,827	(1,353)	2,475	1,959	2,491	(17)
<u>Policy & Communications</u>						
Policy and Communications	1,711	(248)	1,463	1,038	1,402	61
	1,711	(248)	1,463	1,038	1,402	61
TOTAL	74,146	(64,926)	9,219	11,221	8,773	446

Underspends

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

- **£816k-** Employee related expenditure including training related expenses is less than budget due to a number of vacant posts and maternity across the service over the course of the year
- **£94k-** Cost Collection for Council Tax and Business rates are forecast under budget
- **£218k-** The Housing Benefit overpayment collection team have collected cash of £1,178k, this is in excess of expectations which has resulted in an over achievement of the in-year saving. The effect on the revenue account has resulted in the service being able to forecast a reduction in the bad debt provision by £126k, which gives an overall total underspend of £218k in this area.
- **£26k-** Registrars Income is forecast to overachieve against the budgeted income target of £226k by £26k

Pressures

- **(£141k)**- Currently there is no forecast draw down of the £120k reserve funding in relation to the Workforce Development Service Review in 19/20 and £21k in relation to the Early Help Module, this is not needed due to savings elsewhere in Governance.
- **(£37k)**- Government Grant related income is less than budgeted income target
- **(£65k)**- Projected income is less than budgeted Income target due to non take up of HR, Payroll and Recruitment and various other income streams
- **(£301k)**- Based on the Revised Housing Benefit Mid-Year Estimate, the benefits to be paid is expected to be £301k in excess of budget
- **(£90k)**- The Exchequer Service is currently undergoing a process of carrying out a Business Rates Rateable finder review and a Council Tax Empty Property review at a forecast cost of £90k

SAVINGS

Savings Performance:

- **(£36k)**- Priority Account Service (Oxygen) savings target of £50k will not be fully achieved, current forecast £14k

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	36		4		10	14
Recovering of overclaims/old debts	175			175			175
Vacancy Factor	347					347	347
Fees & charges increase 2019/20	3					3	3
Total	1,125	36	0	179	0	910	1,089

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
FINANCE						
Financial Management	2,922	(467)	2,455	1,662	2,216	239
Risk Management & Audit Services	3,411	(925)	2,486	905	1,954	532
	6,333	(1,392)	4,941	2,567	4,169	771
IT						
Digital Tameside	2,784	(632)	2,151	2,434	2,201	(50)
	2,784	(632)	2,151	2,434	2,201	(50)
TOTAL	9,117	(2,024)	7,092	5,001	6,370	722

BUDGET VARIATIONS

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

Underspends:

- **£320k** - 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.
- **£166k** - Projected additional MFD Income to the service and spend is anticipated to be lower than budget.
- **£51k** - Projected reduction in spend on Cashier related payment systems.
- **£24k** - Other minor variations below £50k.

Pressures:

- **(£287k)** - The IT 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. Costs have further increased in this area due to the requirement to upgrade essential software for the server infrastructure, which is used by all council systems, in order to remain secure and supported by the supplier.

SAVINGS

Savings Performance:

- **£441k** - Insurance Review - Savings are as a result of the annual actuarial valuation report received in Dec 19 and other known risks of the council.
- **£7k** - External Audit Fees - It is anticipated there will be a further £7k saving on top of the £69k planned saving. This is based on current projected spend.

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	128					128	128
Fees & charges increase 2019/20	2					2	2
Insurance review	150				441	150	591
External audit fees	69				7	69	76
Total	411	0	0	0	448	411	859

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	10,788	(7,986)	2,803	(8,737)	(1,382)	4,184
Contingency	5,551	(235)	5,316	1,010	1,747	3,569
Corporate Costs	5,104	(473)	4,631	4,220	4,465	167
TOTAL	21,443	(8,693)	12,750	(3,507)	4,830	7,920

BUDGET VARIATIONS

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

Underspends:

- **£2,568k** - Anticipated income from investment in Manchester Airport Group
- **£572k** - Revised Minimum Revenue Position (MRP) calculations
- **£907k** - Anticipated reduction in interest costs due to planned borrowing not being taken up and revised interest projections
- **£44k** - Included within corporate costs are anticipated savings of £44k in respect of the coroners service based on updated projections provided by Stockport MBC.
- **£73k** - Other minor variations under £50k
- **£4,254k** - Release of contingency budgets to offset service overspends

Pressures:

- **(£70k)** - Increase internal interest charges based on final 2018/19 figures
- **(£4k)** - Minor variations transferred from CDC
- **(£544k)** - Income write offs of approx. £2m have been charged to the corporate bad debt provision in this financial year. An analysis of the revised bad debt provision has indicated we will need to increase the provision by £544k to ensure a sufficient provision is in place for future unpaid debt.
- **(£141k)** - One-off balances written off in year

SAVINGS

Savings Performance:

- **£50k** - Pensions Increase Act - These historic pension costs have reduced and it is anticipated there will be a further £50k saving on top of the £90k planned saving. This is based on current projected spend.
- **(£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						0
Treasury Investment Income	130			187		403	590
Minimum Revenue Provision (MRP)	375					947	947
Capital Financing	232						0
Manchester Airport Investment (Exec Cabinet Approved Feb 18) £11m investment	1,015				564	564	1,128
Income Generation - Increased income from Council Tax Rates	100					100	100
AGMA/GMCA	302					302	302
Pensions Increase Act	90			50		90	140
Review of the Town Council support	25					25	25
Vacancy Factor	7	7					0
Total	2,288	7	0	237	564	2,431	3,232

Capital Expenditure

- This is the third capital monitoring report for 2019/20, summarising the forecast outturn at 31 March 2020 based on the financial activity to 31 January 2020.
- The detail of this monitoring report is focused on the budget and forecast expenditure for fully approved projects in the 2019/20 financial year. The approved budget for 2019/20 is £53.793m. Additional schemes will be added to future detailed monitoring reports once business cases have been approved by Executive Cabinet.
- The current forecast is for service areas to have spent £41.470m on capital investment in 2019/20, which is £12.323m less than the current capital budget for the year. This variation is spread across a number of areas, and is made up of an underspend against specific schemes (£0.222m) less the re-phasing of expenditure in other areas totalling £12.101m.

CAPITAL MONITORING STATEMENT – JANUARY 2020

	2019/20 Budget £000	Actual to 31 January 2020 £000	Projected 2019/20 Outturn £000	Projected Outturn Variation £000
Growth				
Investment & Development	3,575	1,955	3,191	384
Corporate Landlord	277	583	810	(533)
Estates	50	0	50	0
Operations and Neighbourhoods				
Engineers	12,818	7,037	9,075	3,743
Vision Tameside	3,156	2,381	3,143	13
Environmental Services	1,709	364	877	832
Transport (Fleet)	280	276	280	0
Stronger Communities	27	5	19	8
Children's				
Education	12,486	4,288	5,657	6,829
Finance & IT				
Finance	5,600	0	3,733	1,867
Digital Tameside	3,115	963	2,470	645
Population Health				
Active Tameside	10,360	10,346	12,010	(1,650)
Adults				
Adults	340	41	155	185
Total	53,793	28,239	41,470	12,323

Acute

£000	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Acute Commissioning	166,581	167,866	(1,286)	200,770	201,711	(941)	41
NHS Providers	159,397	160,065	(668)	192,116	192,193	(77)	-20
Tameside & Glossop ICFT	113,406	113,476	(70)	136,109	136,191	(81)	-12
Manchester FT	27,359	27,548	(189)	32,935	33,112	(178)	50
Stockport FT	8,105	7,528	577	9,738	9,053	685	-50
Salford FT	4,908	4,962	(54)	5,878	5,982	(104)	4
Pennine Acute	2,921	3,431	(511)	3,496	4,050	(554)	-101
The Christie FT	1,705	2,179	(473)	2,228	2,629	(401)	51
Wrightington Wigan & Leigh FT	801	685	116	974	873	101	40
Other NHS Providers	192	257	(64)	759	303	455	-1
Independent Sector	7,183	7,801	(618)	8,654	9,519	(864)	61
BMI	2,061	2,187	(126)	2,473	2,645	(172)	15
Spamedica	1,003	1,394	(391)	1,204	1,685	(481)	-59
Care UK	442	471	(29)	530	565	(35)	15
Spire	441	363	78	529	434	95	15
Hyde Physio	421	542	(120)	505	652	(146)	8
Specsavers	302	334	(33)	372	401	(30)	4
Optegra	166	270	(104)	199	327	(127)	14
Other IS Providers	2,348	2,240	108	2,842	2,810	32	50
Ambulance Services	7,844	7,835	10	9,450	9,449	0	0
Clinical Assessment & Treatment Centres	1,326	1,416	(90)	1,591	1,699	(108)	-23
Collaborative Commissioning	230	243	(12)	252	247	5	3
High Cost Drugs	114	217	(103)	136	254	(118)	-39
NCAS/OATS	1,556	1,556	(0)	1,758	1,758	0	0
Winter Resilience	171	171	0	180	180	0	-0
Total - Acute	177,822	179,303	(1,481)	214,137	215,298	(1,161)	-18

- NHS Providers** – On the face of things, the forecast for the NHS Providers may appear odd. With a forecast over performance of £77k, against a YTD over spend of £668k. This is explained within the other NHS providers line due to the profiling of the delivery of £500k TEP, that has been achieved in year from the NHS associate contracts. We are not expecting the position to materially move as the CCG enters into year-end settlement agreements with those NHS providers within Greater Manchester.
- Independent Sector** – IS contracts are a key driver of overspend within the Acute forecast. Two key specialties stand out:
 - Ophthalmology*. Spa Medica is forecast to over perform by £481k and Optegra by £127k. This has been consistently reported over the months as we see more conditions being treated that would ordinarily have not been possible against a backdrop of our aging population.
 - Orthopaedics*. Pressures at BMI of £172k over plan and In Health (CATs) over spent by £108k are dominated by MSK. This is a specialty which NHS providers are struggling to meet RTT targets within. Therefore under patient choice, more activity is being generated in the independent sector.

Acute

- *Tameside Integrated Care Foundation Trust* – A final 19/20 year end settlement offer schedule has been submitted on behalf of the CCG and Council for agreement. The final value of the settlement is expected to be in the region of £185 million (CCG circa £152m and Council £34m) this is subject to change dependent on some of the smaller value non contract service areas, though we do not anticipate any material changes.
- *Manchester FT* - £178k over plan. The key driver behind this over spend had been within critical care of £312k. Whilst this has been exceptionally high at the start of the financial year, in recent months this has now started to fall in line with plan. Other areas offsetting this are the continued under spend both within planned care (£398k) and unplanned care (£468k) procedures and reduction in outpatients (£167k). “Other” category within the contract is over by £913k, however £876k of this relates to a technical adjustment that was to reduce down the contract plan for 19/20. Areas such as drugs and devices and excess bed days are also in line with plan.
- *Stockport FT* – £640k under plan. The current forecast represents a proposed full and final settlement position for 2019/2020. Under spends are across the board within the contract and are mainly within planned care and outpatients.
- *Salford FT* - £104k over plan. For the first 6 months of 19/20, the overspend was predominately due to Critical Care which is volatile due to low volume but high cost activity. At month 7 we saw this overspend come down considerably as there were Specialised Commissioning patients being coded directly to the CCG. This can happen due to the fact that up until the point of discharge it can be difficult for providers to clearly code which patients fall within Specialised Commissioning or CCG budgets. There are controls in-place to identify this activity and these seen here are rare cases.
- *Pennine Acute* - £554k over plan. Ophthalmic procedures/Critical Care and Non Elective Services are the predominant reasons for the contract overspend at Pennine Acute. The increase in Ophthalmology is not unique to Pennine as a provider or for Tameside CCG, as other GM care systems are feeling the pressure due to demand and capacity issues. The CCG has discussed the capacity within Pennine Acute and confirm that they are not adding additional clinics but do appear to be clearing T&G’s backlog of patients. As such we feel the forecast reflects expected levels until the end of the financial year.
- *The Christie* - £401k over plan. The level of over spend has previously been reported in depth through the deep dive reports which looked at Clinical Haematology and Medical Oncology. Whilst levels of over spend against monthly plans had been over by circa £70k each month, over the past 3 months we have now started to see this reduce considerably. As a result the forecast over spend is coming down.
- *Clinical Assessment & Treatment Centre (CATs)* – £108k over plan. This is due to recent increases in activity in Musculo-skeletal and Pain Management services. Specifically from GP referrals into this service and a move away from the pain management pathway previously used via Salford FT which mitigates the increase in the CATs contract performance.
- *High Cost Drugs* - £118k over plan. The over spend relates to EUR approved activity and High Cost Drugs. The forecast for these two elements is EUR £150k and HCD £104k against a total budget of £136k. The cost of EUR activity is unpredictable and this year has seen some longer term activity being approved (as opposed to one-off procedures). The HCD element relates to home care drugs which are prescribed to enable patient discharge where a T&G patient has been in a Trust other than the ICFT. Going forward for 20/21, this will be something the CCG will be looking into to see if there is potential for these prescriptions to go through the ICFT to manage within the local health economy.

Mental Health

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Child & Adolescent Mental Health	314	260	55	345	345	0	0
Improving Access To Psychological Therapies	217	222	(5)	249	255	(6)	0
Learning Disabilities	578	576	2	688	686	2	0
Mental Capacity Act	105	119	(14)	127	143	(16)	(5)
Mental Health Contracts	21,700	21,660	39	26,045	26,006	39	0
Mental Health Services - Adults	884	915	(30)	1,049	1,077	(28)	(34)
MH - Collaborative Commissioning	1,676	1,678	(1)	1,676	1,676	0	(0)
MH - Non Contracted Activity	62	101	(39)	75	125	(50)	(10)
Mental Health Services - Other	1,682	1,671	11	2,082	2,083	(2)	0
MH - Specialist Services	685	825	(140)	822	937	(115)	0
Mental Health Transformation	270	270	0	270	270	0	0
Mental Health - Individualised Commissioning	4,376	4,594	(218)	5,251	5,904	(653)	38
Total - Mental Health	32,551	32,890	(340)	38,679	39,507	(828)	(11)

- As detailed above the Mental Health Directorate is now forecasting an over spend of £828k with the main drivers continuing to be Non CHC Individualised Commissioned (IC) packages of care (£653k), Hurst & Beckett Specialist Services (£115k) and Non Contract Activity (£50k). This is an £11k adverse movement from M9.
- It is also worth noting that built within the overall financial position and following recent approval at SLT proposals totalling £350k have been enacted. These are in relation to 19/20 Non Recurrent schemes in order to support MH developments and ensure achievement of the Mental Health Investment Standard (MHIS). The schemes have been funded from a delay in mobilisation of current plans and their corresponding budgets.
- To comply with NHS planning guidance for 2019/20, the CCG has to demonstrate increased expenditure in mental health through the MHIS. As mentioned above the Core MH expenditure is overspending by £828k, however the Non-Core elements (see table opposite) are underspending. Therefore in totality the overall expenditure shows that the CCG will be MHIS compliant for 2019/20 achieving the target of 5.8% increased expenditure from 2018/19 outturn.

MHIS	£000
19/20 M10 FOT	41.609
MH 18/19 Outturn	39.326
Growth in MH Spend	5.8%

Breakdown	19/20 Plan £000	19/20 M10 FOT £000	Variance £000
Core MH Spend (excl LD/Dementia)	35.320	36.914	-1.594
Non Core Spend (i.e CHC, Pxbing, Acute)	7.629	4.695	2.934
Total	42.949	41.609	1.340

Primary Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Prescribing	32,907	32,934	(28)	40,107	40,108	(0)	0
Delegated Co-commissioning	27,407	27,040	368	34,371	33,915	456	2
Out of Hours	1,924	2,054	(130)	2,309	2,436	(127)	0
Local Enhanced Services	1,744	1,514	229	2,043	1,846	197	0
Primary Care IT	1,091	1,056	34	1,442	1,647	(206)	7
Primary Care Investments	1,100	1,183	(83)	1,377	1,425	(48)	(44)
Central Drugs	985	1,066	(81)	1,193	1,282	(89)	(30)
GP FORWARD VIEW	708	700	8	708	708	0	0
Oxygen	393	351	42	477	433	44	10
Medicines Management - Clinical	391	389	2	475	472	3	0
Commissioning Schemes	237	245	(8)	285	304	(19)	0
Total - Primary Care	68,887	68,532	355	84,787	84,576	211	(54)

- **Prescribing** – Spend is approximately £600k higher than the same period in 2018/19, however it is currently £60k lower than forecast so costs remain controlled. At the start of the year a stretch TEP target of £1.5m was agreed which incorporated a number of new and existing schemes. After eight months prescribing data a total of £1,200k TEP has been achieved and we are currently forecasting that £1.5m will be achieved by year end. This includes additional budget (£54k YTD) provided by NHSE for additional costs incurred in increasing the number of type 1 diabetes patients using flash glucose sensors.
- It has previously been reported that Brexit may cause supply issues but the levels of uncertainty have reduced over recent months and it currently not anticipated that any major issues resulting in cost pressures will occur however it is still very much an area that continues to be closely monitored.
- Pressure caused by items classified as No Cheaper Stock Obtainable (NCSO) has also reduced in the last few months as worries about stockpiling and lack of supply have abated but this are will also continue to be closely monitored as will the impact of any severe winter weather should it materialise.
- **Delegated Co-Commissioning** – The Delegated Primary Care position is currently reporting a £456k underspend. Of this £384k relates to prior year accruals. £72k relates to current year.
- **Primary Care Investment** – The forecast over spend this month relates to an additional £44k investment agreed to the ICFT to support two posts within Digital Health (Band 6 and Band 4) plus a Band 3 Runner within A&E.
- **Central Drugs** – Central Drug spend has increased and the year end forecast has increased by £30k as a consequence. Central Drugs is the proportional share per commissioner / provider of other costs based on prescribing which cannot be directly attributed to practices. These costs include nationally unidentified prescribing, broken bulk and out of pocket expenses and payments for containers. It is attributable to a general increase in prescribing across the country.

Continuing Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
CHC Adult Fully Funded	7,819	7,188	631	9,503	9,286	216	84
CHC Adult Joint Funded	446	402	45	536	479	57	0
CHC Adult Personal Health Budgets	2,028	2,056	(27)	2,434	2,569	(136)	(112)
CHC Assessment & Support	874	853	21	1,111	1,076	36	0
Children's CHC Personal Health Budgets	25	13	11	30	16	13	0
Children's Continuing Care	87	113	(27)	104	147	(43)	1
Funded Nursing Care	1,672	1,663	9	2,006	1,876	130	(2)
Total - Continuing Care	12,951	12,289	662	15,723	15,449	275	(28)

- At M9 £1m of TEP had been realised against a full year target of £1m. There is also an expectation that Individualised Commissioning will exceed its original QIPP target that was initially set at the start of 19/20 and it is now anticipated to achieve £1.3m. The team continue to closely monitor and review the appropriate use of Fast Tracks and high cost packages of care.
- Forecasts in previous months have an expected increase in demand built into them during the last 4 months of the year due to winter. This is based on historic activity trends and the expectation that winter months can significantly increase demand compared to the other months of the year. From latest intelligence and looking at the demand that was experienced during December and January, it appears that there were no fluctuation to the level of demand and therefore the contingency built into winter was not necessary for that first couple of months. As a result there has been very little movement to the forecast with an adverse movement of £28k from month 9.
- The forecast still includes the provision for a PICU (psychiatric intensive care unit) patient costing £150k (in MH) which may not materialise. However due to the nature of risk and costs around patient groups, one prison patient could use all of this assumption.
- Whilst the forecast includes a contingency of approximately £500k for additional winter pressures, with only 8 weeks left, there is a likelihood that not all these costs will materialise.
- The YTD underspend is more than the full year expected variance due to the increased spend built into the forecast in the later months of the year compared to the current position, as explained above.
- Demand continues to be the main uncertainty around Continuing Care forecasts. The winter pressure will continue to be monitored closely for the remainder of the financial year and reviewed each month.

Community

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Community Services	26,518	26,534	(16)	32,250	32,270	(20)	1
Hospices	523	523	0	638	638	0	0
Wheelchair Service	352	352	0	438	438	0	0
Palliative Care	72	95	(23)	194	164	30	0
Total - Community	27,466	27,505	(39)	33,520	33,510	10	2

- 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.
- In Month 8 the CCG received an additional non-recurrent allocation for Adult and Children and Young People's Hospices and Palliative Services. T&G received £119k which is a share of £25 million nationally. Plans are currently identifying the areas this funding will be spent-specifically noting this spend must be in this financial year. Agreement has been made for £56k of this to fund the local hospice, Willow Wood, to enable them to implement EMIS system. Plans are under discussion for the £36k remaining to be used on Adults and £27k on Children's schemes.
- 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.

Other

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Better Care Fund	11,001	11,013	(12)	13,144	13,159	(15)	0
Programme Projects	4,603	4,621	(18)	4,678	4,674	4	1
Property Services	3,039	2,952	88	3,955	4,048	(93)	41
Transformation Funding	2,587	2,561	26	3,217	3,211	6	0
Patient Transport	994	996	(2)	1,193	1,194	(1)	0
NHS 111	553	558	(6)	659	669	(10)	0
Safeguarding	432	381	50	533	514	19	8
Clinical Leads	323	190	133	385	348	37	7
Nursing and Quality Programme	181	177	4	218	217	1	0
Commissioning Reserve	678	0	678	1,828	299	1,528	52
Commissioning - Non Acute	88	43	46	76	60	16	0
Interpreting Services	17	17	0	17	17	0	0
Total - Other	24,495	23,510	986	29,902	28,409	1,493	109

- **Better Care Fund**– Derbyshire County Council is forecast to overspend by £15k. This is due to the in-year increases to the BCF for increased social care contributions not being fully funded.
- **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 an expectation that resolution of historic disputes will contribute to TEP achievement this year.
- **Commissioning Reserve** – This represents in year contingency set aside to manage risk and provide for known pressures. The apparent underspend is required to ensure that the reported CCG position is balanced. This will reduce as TEP achievement increases. Specific contingencies currently in the position include healthier together, overseas visitors, neuro rehab, cancer transformation and GM levy.

CCG Running Costs

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Finance	794	1,008	(214)	1,200	1,178	22	(1)
Commissioning	755	737	18	909	918	(9)	0
CEO/Board Office	454	440	14	553	530	23	6
ADMINISTRATION & BUSINESS SUPPORT	232	226	6	304	283	21	7
QIPP	0	0	0	1,003	1,003	0	0
Corporate Costs & Services	232	210	22	280	280	0	0
IM&T	233	235	(3)	280	280	(0)	0
Communications & HR	173	179	(6)	208	202	6	0
Nursing	113	110	3	136	130	6	(0)
Corporate Governance	104	90	15	125	125	0	0
Chair & Non Execs	94	92	2	109	108	2	0
Estates & Facilities	87	87	(0)	104	104	0	0
IM&T Projects	64	29	35	77	76	0	2
Contract Management	53	53	0	64	64	0	0
Equality & Diversity	5	28	(23)	10	43	(33)	0
Human Resources	34	46	(12)	41	42	(1)	0
General Reserve - Admin	0	0	0	12	48	(36)	(15)
Total - CCG Running Costs	3,426	3,570	(144)	5,413	5,413	0	0

- The CCG receives an earmarked allocation of £5,164k to fund running costs at the start of the year. In Month 10 the CCG received an additional Non-Recurrent allocation of £238k to pay for the 6.3% uplift in pension costs for 19/20 and £11k for HSCN CCG corporate connections costs, taking the total to £5,413k. 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 £1,003kk have been made up to month 10: Recurrent savings include;
 - Integration Benefits: Staffing e.g. single CEO, Co-location
 - Corporate Re-organisation (lay members & board)
 - Renegotiated Contracts (e.g. GMSS, Audit, Vodafone)
- From 2020/21 running cost allocations nationally will be reduced by 20%. The recurrent savings above will contribute towards the CCG managing within the 2020/21 allocation.
- Total running costs savings for 19/20 are forecast at £1,023k.