

## TRAFFORD COUNCIL

**Report to: Executive**

**Date: 28 January 2019**

**Report for: Information**

**Report of: The Executive Member for Finance and the Corporate Director of Finance and Systems**

### **Report Title:**

Budget Monitoring 2018/19 – Period 8 (April to November 2018).

### **Summary:**

The purpose of this report is to inform Members of the current 2018/19 forecast outturn figures relating to both Revenue and Capital budgets. It also summarises the latest forecast position for Council Tax and Business Rates within the Collection Fund.

### **Recommendation(s)**

#### **It is recommended that:**

- a) the Executive note the report and the changes to the Capital Programme as detailed in paragraph 21.

### **Contact person for access to background papers and further information:**

David Muggeridge, Finance Manager, Financial Accounting Extension: 4534

Background Papers: None

| Relationship to Policy Framework/Corporate Priorities | Value for Money                                                                        |
|-------------------------------------------------------|----------------------------------------------------------------------------------------|
| Financial                                             | Revenue and Capital expenditure to be contained within available resources in 2018/19. |
| Legal Implications:                                   | None arising out of this report                                                        |
| Equality/Diversity Implications                       | None arising out of this report                                                        |
| Sustainability Implications                           | None arising out of this report                                                        |
| Resource Implications e.g. Staffing / ICT / Assets    | Not applicable                                                                         |
| Risk Management Implications                          | Not applicable                                                                         |
| Health & Wellbeing Implications                       | Not applicable                                                                         |
| Health and Safety Implications                        | Not applicable                                                                         |

## REVENUE BUDGET

### Budget Monitoring - Financial Results

1. The approved budget agreed at the 21 February 2018 Council meeting is £164.25m. In determining the budget an overall gap of £22.945m was addressed by a combination of additional resources of £12.972m, including projected growth in business rates, council tax and use of general reserve and £9.973m of service savings and additional income.
2. Based on the budget monitoring for the first 8 months, the year-end forecast outturn is £0.028m below budget, a favourable movement of £0.750m since the last monitoring report, due mainly to the Business Rates Growth Pilot surplus of £0.81m detailed in paragraph 15 below.
3. Detailed below in Table 1 is a summary breakdown of the service and funding variances against budget, with Table 2 providing an explanation of the variances:

| <b>Table 1: Budget Monitoring results by Service</b> | <b>2018/19<br/>* Revised<br/>Budget<br/>(£000's)</b> | <b>Forecast<br/>Outturn<br/>(£000's)</b> | <b>Forecast<br/>Variance<br/>(£000's)</b> | <b>Percent-<br/>age</b> |
|------------------------------------------------------|------------------------------------------------------|------------------------------------------|-------------------------------------------|-------------------------|
| Children's Services                                  | 32,337                                               | 34,082                                   | 1,745                                     | 5.4%                    |
| Adult Services                                       | 47,976                                               | 48,473                                   | 497                                       | 1.0%                    |
| Public Health                                        | 12,227                                               | 12,556                                   | 329                                       | 2.7%                    |
| Place                                                | 23,851                                               | 22,769                                   | (1,082)                                   | (4.5)%                  |
| People                                               | 2,742                                                | 2,907                                    | 165                                       | 6.0%                    |
| Finance & Systems                                    | 6,994                                                | 6,945                                    | (49)                                      | (0.7)%                  |
| Governance & Community Strategy                      | 7,426                                                | 7,575                                    | 149                                       | 2.0%                    |
| <b>Total Directorate Budgets</b>                     | <b>133,553</b>                                       | <b>135,307</b>                           | <b>1,754</b>                              | <b>1.3%</b>             |
| Council-wide budgets                                 | 30,693                                               | 29,720                                   | (973)                                     | (3.2)%                  |
| <b>Net Service Expenditure variance</b>              | <b>164,246</b>                                       | <b>165,027</b>                           | <b>781</b>                                | <b>0.5%</b>             |
| <b>Funding</b>                                       |                                                      |                                          |                                           |                         |
| Business Rates (see para. 12)                        | (67,619)                                             | (68,428)                                 | (809)                                     | (1.2)%                  |
| Council Tax (see para. 9)                            | (94,497)                                             | (94,497)                                 | -                                         |                         |
| Reserves                                             | (1,630)                                              | (1,630)                                  | -                                         |                         |
| Collection Fund surplus                              | (500)                                                | (500)                                    | -                                         |                         |
| <b>Funding variance</b>                              | <b>(164,246)</b>                                     | <b>(165,055)</b>                         | <b>(809)</b>                              | <b>(0.5)%</b>           |
| <b>Net Revenue Outturn variance</b>                  | <b>0</b>                                             | <b>(28)</b>                              | <b>(28)</b>                               | <b>(0.0)%</b>           |
| <b>Dedicated Schools Grant</b>                       | <b>128,624</b>                                       | <b>128,026</b>                           | <b>(598)</b>                              | <b>(0.5)%</b>           |

\* A number of budget virements have been made, under delegated powers, since the Period 6 Budget Monitoring Report and are detailed in Appendix 1.

## Main variances, changes to budget assumptions and key risks

4. The main variances contributing to the projected in-year budget saving of £0.028m, any changes to budget assumptions and associated key risks are highlighted below:

| Table 2: Main variances | Forecast Variance (£000's) | Explanation/Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Children's Services     | 1,745                      | <p><b>Outturn variance £1.745m adverse, a £176k favourable movement since P6:</b></p> <ul style="list-style-type: none"> <li>➤ £1.666m above budget in Children's placements Budget (Note 1);</li> <li>➤ £417k additional Home to School Transport costs (Note 2);</li> <li>➤ £338k projected underspend relating to staff cost savings, additional grant income and running cost savings, partly offset by an underachievement of other income (Note 3).</li> </ul> <p><b>Note 1</b><br/>The projected outturn position is a gross overspend of £1.906m, this is partially offset by a one off underspend of £240k on the Regional Adoption Agency.</p> <p>Since the last monitoring report at the end of September the service has experienced cost pressures consistent with those reported at P6.</p> <p>The position assumes that the £900k savings target will be achieved in full. As at 30/11/18 £1.067m of savings has been achieved via the planned de-escalation of Children's placements.</p> <p>Within the projected position there is a contingency for forecasted demand on the service of £0.468m. This will be released throughout the remainder of the financial year, if the service can prevent or decrease new activity then there will be a corresponding reduction in the overspend.</p> <p>The number of children in care as at the end of November was 407, an increase of 13 from that last reported at the end of September.</p> <p>A detailed narrative was included as an appendix to the period 6 report providing further detail on the pressures and initiatives in development in relation to the placements budget.</p> |

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|                |     | <p><b>Note 2</b><br/>The Home to School Transport (Trafford Travel Co-ordination Unit) service continues to experience high demand and increasing costs. The full extent of projected costs has now been quantified now that demand has been confirmed following the commencement of the new school year in September 2018.</p> <p>Current forecasts show that the service will be £417k overspent on transport runs at the year end. Although savings have been made on the staffing budget there are a number of new and expanded “runs” which have resulted in higher contractor costs for commissioned transport. The Service continues to promote independent travel training for young people and car mileage payments to parents as a package of flexible travel assistance solutions for families; this helps reduce demand for transport.</p> <p>The increase in the projection of £74k predominately relates to new runs to out of borough Education places. Since Period 6 five new runs have been introduced at a combined cost of £50k, £35k of this increase relates to transportation to and from an establishment in North Wales. The remainder of the variance £24k relates to increases to transportation requirements of existing users.</p> <p><b>Note 3</b><br/>The £338k underspend is in relation to staff cost savings (£205k), additional grant income (£93k) and minor savings in running costs (£40k).</p> |
| Adult Services | 497 | <p><b>Outturn variance £497k adverse, a £454k adverse movement since P6:</b></p> <ul style="list-style-type: none"> <li>➤ £600k adverse variance in the Adults Client Budget (Note 1);</li> <li>➤ £103k reduction in costs due to vacancies and one off savings (Note 2);</li> </ul> <p><b>Note 1</b><br/>The main area of volatility is in the adult client budget as follows:</p> <ul style="list-style-type: none"> <li>➤ £400k projected overspend due to higher than expected costs of care packages;</li> <li>➤ £200k overspend in relation to Discharge to Assess beds supporting the reduction in Delayed transfers of Care from hospitals.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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|  |  | <p>The market continues to be complex and there is a significant challenge for the service to procure care at the council framework prices. As at the end of November 2018 the Council is forecasting to spend around £2.489m on care exceeding framework prices. The cost projection has increased by £173k due to the additional costs above framework price for long term care packages. - Until the end of the financial year.</p> <p>Commissioners have had recent success in reducing exceptional top-ups paid on homecare packages, the success has been realised through a targeted approach and has involved moving people back onto framework providers or negotiating a reduced rate where packages have been historically procured from premium rate providers during winter pressure.</p> <p>Prior to the Period 6 report the government announced £240m of additional funding for winter pressures across Adult Services nationally. Trafford's allocation was confirmed at £0.945m and conditions were subsequently attached to the funding. This has prompted the Council to look to further increase the number of Discharge to Assess beds available to support continuing targets to reduce delayed transfers of care for hospital beds throughout the winter. This has resulted in additional projected costs of around £200k for Discharge to Assess beds until the end of the financial year.</p> <p>Within the budget there is a savings target of £2.620m. The current forecast reflects a projected over achievement of savings by £260k, mainly due to the Stabilise and Make Safe programme as detailed in Appendix 2.</p> <p>Within the current forecast there is a contingency of £0.4m.</p> <p><b>What is the service doing to prevent an escalation in costs?</b></p> <ul style="list-style-type: none"> <li>• Commissioners continue to increase the capacity of Homecare available to the council, and have brought another nine SAMS providers on board; this will ensure that some clients can increase/retain their independence in their own home therefore reducing demand for residential/nursing placements.</li> <li>• The service are exploring alternative contracting arrangements particularly in the form of block contracting in order to achieve</li> </ul> |
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|               |     | <p>value for money and to provide security for both the Council and providers.</p> <ul style="list-style-type: none"> <li>Commissioning are actively reviewing the payments the Council are making over and above framework prices, where possible alternative providers will be sourced to reduce the pressure on the budget. However it is important to note that quality will not be compromised.</li> </ul> <p>Increases in the use of technology are being promoted and further developments will continue in this area to attempt to decrease the need for human intervention and to promote independence.</p> <p><b><u>Note 2</u></b><br/>The outturn position includes an underspend on staffing due to vacancies of £206k, this is partially offset by an overspend on costs relating to ongoing repairs and maintenance of lifts and minor adaptations to client properties of £103k.</p> |
| Public Health | 329 | <p><b>Outturn variance £329k adverse, a £147k favourable movement since P6:</b></p> <p><b><u>Community Services Contract</u></b></p> <p>The Council and Trafford CCG are parties in the above contract with Pennine Care NHS Foundation Trust. The contract is expected to overspend by around £1.8m in this financial year; a risk share agreement has been agreed that will see the Council responsible for around 40% of any overspend at the end of the financial year, this equates to around £700k.</p> <p>The service has estimated that expenditure can be reduced in other areas of the Public Health budget by £371k to mitigate against the pressure in this financial year, the remaining projected overspend is therefore £329k, the service continues to work to decrease the deficit further before the end of the financial year.</p>                                               |

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| Place | (1,082) | <p><b>Outturn variance £1.082m favourable, a £90k adverse movement since P6</b></p> <ul style="list-style-type: none"> <li>➤ staff underspend from vacancies of £472k, which is £278k in excess of the savings target and equates to approximately 8.3% of the overall staffing budget. This is an adverse movement since period 6 of £60k and reflects the continuing effort to fill vacant posts and that a number of services are in the process of restructuring;</li> <li>➤ net surplus income from property rents, car park income and other fees of £166k, a favourable movement of £127k since period 6;</li> <li>➤ partly offset by a net budget pressure in running costs of £299k across all services, an increase of £157k since period 6.</li> </ul> <p>Including:</p> <ul style="list-style-type: none"> <li>• £116k from waste management disposal costs relating to an increase in trade waste since previously reported;</li> <li>• £138k relating to a recently notified one-off increase in the GM Waste Disposal Levy for 2018/19;</li> <li>• a permanent increase in business rates of £92k relating to a number of Car Parks, offset by one-off business rate refunds (net of fees) of £196k;</li> <li>• other one-off costs of £149k across a number of services.</li> </ul> <ul style="list-style-type: none"> <li>➤ one-off business rate refunds (net of fees) as previously notified relating to Sale Waterside and Trafford Town Hall of £937k.</li> <li>➤ Note - Planning income (net of costs) is £355k above target and is ring fenced for re-investment in the service in line with government regulations resulting in a neutral impact on the final outturn.</li> </ul> <p><b>Period movement £90k adverse:</b></p> <ul style="list-style-type: none"> <li>➤ One-off increase in GM Waste Disposal Levy for 2018/19 of £138k;</li> <li>➤ reduced underspend on staff costs £60k;</li> <li>➤ additional income of £76k from Regent Road and Oakfield Road car parks remaining open longer than expected prior to development</li> </ul> |
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|                   |      | <p>works;</p> <ul style="list-style-type: none"> <li>➤ the final fees associated with car park business rate revaluations are lower than previously estimated, £41k;</li> <li>➤ other minor net movements £9k.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| People            | 165  | <p><b>Outturn variance £165k adverse, a £30k adverse movement since P6:</b></p> <ul style="list-style-type: none"> <li>➤ staff underspend from vacancies of £136k, a small increase of £2k since the period 6 report. This is 2.8% of the total staffing budget;</li> <li>➤ additional income mainly from traded services of £54k, an increase of £20k since the last report;</li> <li>➤ These match the service savings target of £190k;</li> <li>➤ one-off costs of £94k relating to changes to the Council's Executive management structure, an increase of £37k since last reported due mainly to an extension of the temporary Chief Executive post;</li> <li>➤ running costs are slightly higher than budget by £71k, an increase of £15k since the last report, due mainly to additional trading losses at Flixton House during redevelopment.</li> </ul> |
| Finance & Systems | (49) | <p><b>Outturn variance £49k favourable, a £2k favourable movement:</b></p> <ul style="list-style-type: none"> <li>➤ staff underspend from vacancies are £288k, an increase of £9k since last reported, representing 3.9% of the total staffing budget;</li> <li>➤ underspend on running costs of £40k and an increase in income above budget of £4k means the service savings target of £283k has been exceeded by £49k;</li> <li>➤ The main areas of vacancy underspending are Exchequer services, where staff turnover is traditionally high, and ICT which reflects the current difficulties in recruiting to this service.</li> </ul>                                                                                                                                                                                                                        |



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| Governance & Community Strategy | 149   | <p><b>Outturn variance £149k adverse, a £15k adverse movement:</b></p> <ul style="list-style-type: none"> <li>➤ staff underspend from vacancies are £331k, representing 4.9% of the total staffing budget. The main areas include £166k in Legal Services, £110k in Access Trafford and £55k in Partnerships &amp; Communities. This is £71k in excess of the overall savings target for the service of £260k and has been achieved from natural staff turnover across the Directorate;</li> <li>➤ running costs above budget of £135k, including demand led legal costs of £36k and £87k relating to the trading position of Sale Waterside Arts Centre;</li> <li>➤ a shortfall in other savings of £111k, mainly relating to projected income at Sale Waterside Arts Centre of £95k. CCTV trading income is also expected to be £16k below the budgeted savings target;</li> <li>➤ surplus income of £26k, including additional SLA income in Legal Services.</li> </ul>                                                                                                               |
| Council-wide budgets            | (973) | <ul style="list-style-type: none"> <li>➤ Outturn variance £973k favourable, a £205k favourable movement since P6:</li> <li>➤ Treasury Management net savings of £363k. A recent debt restructure where a £20m RBS loan at 7.26% was extinguished and a replacement loan of the same amount taken out with the PWLB at 2.66% has generated a net in-year saving, after costs, of £0.15m. As a consequence of this restructure a sum of £1.5m has been released from the Financial Instruments Adjustment Account (FIAA), previously set aside for the old RBS loan, and added to the £9.9m Investment Fund Reserve to help pay for the recent £11.2m increase in the Council's investment in MAG. A further £0.25m of savings has also been generated arising from other new low rated debt being taken up later in the year than originally forecasted.</li> <li>➤ £177k additional net income to be generated from the Investment Strategy following recent decisions made by the Investment Management Board. This is an adverse movement of £95k since the last report due</li> </ul> |

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|                                |       | <p>to net slippage on a couple of investment property completions;</p> <ul style="list-style-type: none"> <li>➤ The net Housing Benefit budget (payments made, less subsidy and overpayment recovery) is above budget by £210k, largely as a result of the successful collection of prior years' housing benefit overpayments. This has reduced by £140k since the period 6 report due to a combination of a reduction in the forecast overpayment recovery plus an increase in in-year overpayments, resulting in a loss of benefit subsidy;</li> <li>➤ A number of Council-wide contingencies and provisions relating to service savings not being achieved and doubtful debts are reviewed on a regular basis and it is considered appropriate at this stage of the year, after taking account of one-off costs relating to capital projects no longer proceeding, to release £289k;</li> <li>➤ The latest monitoring information from Stockport Council has identified a projected budget pressure in Coroners and Mortuary fees of £66k. This is due mainly to an increase in body removal, body storage and post mortem contract costs. The Coroners service is currently looking at ways to reduce some of these costs and the current projection is a worst case scenario.</li> </ul> <p>It should also be noted that a 2018/19 Interim MAG dividend was recently received for £2.064m. This is in addition to the £3.571m already received in July 2018 for the final 2017/18 dividend. The total dividend received in the year is therefore £5.635m and is above budget by £2.038m. This one-off saving will be transferred to the MAG Dividend Reserve as a prudent measure to protect against the risk of future volatility of MAG dividend income.</p> |
| <b>Funding</b>                 | (809) | See paragraph 15 below.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Dedicated Schools Grant</b> | (598) | <p><b>High Needs Block:</b><br/>The projected budget pressure within the High Needs block previously reported has reduced from period 6 due to the receipt of additional grant of £594k.</p> <p>Any surplus or deficit will be transferred to the DSG Reserve at year-end.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## MTFP Savings and increased income

5. The 2018/19 budget is based on the achievement of permanent base budget savings and increased income of £9.97m (see para. 1 above). At this stage the latest forecast indicates that total savings of £10.24m will be achieved, which is £0.27m above target and this has been included in the monitoring position above.

| <b>Table 3 – Transformation &amp; Business as Usual Projects</b>    | <b>Savings Target<br/>£</b> | <b>Savings Forecast to be Achieved<br/>£</b> | <b>Surplus \ (shortfall)<br/>£</b> |
|---------------------------------------------------------------------|-----------------------------|----------------------------------------------|------------------------------------|
| <b>Original Target Agreed at Budget Council February 2018</b>       | <b>9,973,000</b>            | 10,240,514                                   | <b>267,514</b>                     |
| Add savings in 2018/19 brought forward from the 2017/18 programme:- | 10,000                      | 0                                            | <b>(10,000)</b>                    |
| <b>Adjusted Target</b>                                              | <b>9,983,000</b>            | <b>10,240,514</b>                            | <b>257,514</b>                     |
| Of which:-                                                          |                             |                                              |                                    |
| Transformation Projects                                             | 3,746,000                   | 4,173,514                                    | 427,514                            |
| Business As Usual                                                   | 6,237,000                   | 6,067,000                                    | (170,000)                          |

Those projects currently in exception are listed in Appendix 2.

## **RESERVES**

6. The Council's usable reserves at 31st March 2018 stood at £75.02m, of which £43.23m relates to Earmarked revenue reserves which were detailed in the period 6 report. A full review of all commitments on these reserves is being undertaken as part of the current 2019/20 budget process.
7. The remaining reserves consist of the General Reserve at £6.00m, which is the approved minimum level agreed by Council in February 2018, Capital Related Reserves which are fully committed to meet the costs of the Capital Programme to 2021/22 and Schools Related Reserves which are balances belonging to individual schools and are just held by the Council on their behalf.
8. As part of the current monitoring position it is proposed to transfer the following amounts to earmarked reserves in year:-
  - MAG Reserve £2.038m (see Table 2 above);
  - Business Rates Growth Pilot Reserve £2.5m (see Collection Fund paragraph 15);
  - DSG Reserve £598k (see Table 2 above).

## **COLLECTION FUND**

### **Council Tax**

9. The 2018/19 surplus on the Council Tax element of the Collection Fund is shared between the Council (84%), the Police & Crime Commissioner for GM (12%) and GM Fire & Rescue Authority (4%). The total surplus brought forward as at 1 April 2018 was £2.18m of which the Council's share was £1.82m.
10. As at November 2018 the end of year surplus balance is forecasted to be £1.72m, after the application of £0.59m of brought forward surplus and addition of an in-year surplus of £0.23m and £0.10m of backdated valuations. The Council's share of this is £1.64m, and is planned to support future budgets in the MTFP.
11. Council Tax collection rate as at 30 November 2018 was 77.1%, which is ahead of the target of 76.6%.

### **Business Rates**

12. The 2018/19 budget included anticipated growth in retained business rates and related S31 grants of £9.89m. It is still anticipated that the overall budget will be achieved in year, however there has been a net reduction in the underlying amount of Rates collected of £1.5m, as explained further below, offset by a combined one-off increase in Section 31 Grants and a Tariff adjustment relating to previous years of £1.5m.
13. There has been a significant reduction in the underlying total gross rates income, of approximately £5.5m, relating to a number of significant building demolitions

and further temporary reductions due to major building refurbishments. These reductions have largely been offset by a lower provision for rates appeals of £4.0m. The lower provision is a result of a large number of appeals being dismissed by the Valuation Office Agency in respect of major infrastructure projects. This has left an overall net deficit on the Collection Fund of £1.5m. This deficit will need to be made good in 2019/20 by utilising the surplus Section 31 Grants and Tariff adjustment, which will be held in an earmarked reserve for this purpose at year end.

14. The underlying reduction in Rateable Value caused by the permanent demolitions, along with a review of the level of provision being held for appeals are being considered as part of setting the 2019/20 and future years' budgets.
15. In addition to the core rates budget, a one off receipt of £3.31m is due from Greater Manchester Combined Authority which represents Trafford's share of unutilised monies from the 2017/18 Business Rates Growth Pilot contributions. It is proposed that a figure of £2.5m is transferred to the Business Rates Growth Pilot Reserve to smooth any volatility in future year's business rates, as those being experienced in the current year. This will leave a net surplus of £0.81m which can be used to partially offset the in-year forecast budget pressures.
16. Business Rates collection rate as at 30 November 2018 was 74.82% compared to a targeted collection rate of 73.86%.

#### **Transformation Fund**

17. In October 2017 Trafford (Council and CCG) was awarded £22m from the Greater Manchester (GM) £450m Transformation Fund. .
18. This investment is to help secure a sustainable health and social care economy by 2021 and will support all Trafford's residents and GP registered population, with interventions specifically targeting those people in the borough with poorer health outcomes and the inequalities and performance issues that need to be tackled.
19. The £22m is pump priming money which is predicated on the basis that benefits will be achieved over this time period, which can then be reinvested to fund expenditure both within that time period and beyond. The benefits are also expected to exceed on-going expenditure and therefore contribute towards reducing the overall gap in funding envisaged by the Trafford locality.
20. Further details of the latest position of the Transformation Fund as reported to the CCG Governing Body can be found at Appendix 3.

## CAPITAL PROGRAMME

21. The value of the indicative 2018/19 Capital Programme set in February 2018 was £59.42m and included £5.00m for the Capital Investment Programme phased to 2018/19 (see paragraph 25). Taking into account additional government grant awarded in the autumn budget and other minor changes the budget has moved from £338.65m reported in P6 to its currently estimate of £340.26m.
22. Recent changes to the budget since the last monitoring report are detailed below and are summarised as follows:

| <b>Table 6 - Capital Investment Programme 2018/19</b> | <b>P6 Position<br/>£m</b> | <b>Changes<br/>£m</b> | <b>Current Programme<br/>£m</b> |
|-------------------------------------------------------|---------------------------|-----------------------|---------------------------------|
| <b>Service Analysis:</b>                              |                           |                       |                                 |
| Children's Services                                   | 13.30                     | -                     | 13.30                           |
| Adult Social Care                                     | 2.34                      | 0.25                  | 2.59                            |
| Place                                                 | 63.88                     | 0.28                  | 64.16                           |
| Governance & Community Strategy                       | 1.97                      | -                     | 1.97                            |
| Finance & Systems                                     | 1.93                      | -                     | 1.93                            |
| <b>General Programme Total</b>                        | <b>83.42</b>              | <b>0.53</b>           | <b>83.95</b>                    |
| Capital Investment Fund                               | 255.23                    | 1.08                  | 256.31                          |
| <b>Total Programme</b>                                | <b>338.65</b>             | <b>1.61</b>           | <b>340.26</b>                   |

### 23. Amendments to General Capital Programme

#### ➤ Leisure Strategy : Sale Leisure Centre - £(0.87)m

Following the approval of the replacement of both Altrincham and Stretford Leisure Centres it is appropriate to re-profile the planned scheme for Sale Leisure Centre to later years to mitigate the impact on service provision and on Trafford Leisure. In the short term any priority capital condition works will be met from future corporate landlord capital budgets.

#### ➤ New schemes and increases to existing budgets - £1.39m

- Disabled Facilities Grant: £245k - As part of the autumn budget an additional £55m was made available by Ministry of Housing, Communities and Local Government. Trafford's allocation of this amounts to £245k and must be spent before the end of March 2019.
- Local Transport Capital Funding: £1.032m – Nationally the Department for Transport allocated an additional £420m of grant as part of the autumn 2018 budget. Trafford has received an allocation of £1.032m which in line with the terms and conditions of this additional funding a brief note will be published on the Council's website by the end of March 2019, setting out how the structural maintenance funding has been utilised, including where feasible pictorial evidence of the work undertaken.

- Westpoint: DDA works (Student Accommodation): £110k – As part of the student accommodation requirements of the UA92 project the Council has agreed to contribute £110k towards ensuring that the facilities are DDA compliant. The costs will be funded from the Major Projects Reserve.

24. Resourcing of the capital investment programme is made up of both internal and external funding. Details of this are shown in the table below.

| <b>Table 7 - Capital Investment Resources 2018/19</b> | <b>P6 Position<br/>£m</b> | <b>Changes<br/>£m</b> | <b>Current Programme<br/>£m</b> |
|-------------------------------------------------------|---------------------------|-----------------------|---------------------------------|
| <b>External:</b>                                      |                           |                       |                                 |
| Grants                                                | 16.91                     | 1.28                  | 18.19                           |
| Contributions                                         | 9.93                      | (1.01)                | 8.92                            |
| <b>Sub-total</b>                                      | <b>26.84</b>              | <b>0.27</b>           | <b>27.11</b>                    |
| <b>Internal:</b>                                      |                           |                       |                                 |
| Receipts                                              | 17.49                     | (3.20)                | 14.29                           |
| Borrowing                                             | 27.50                     | 2.00                  | 29.50                           |
| Reserves & revenue contributions                      | 11.59                     | 1.46                  | 13.05                           |
| <b>Sub-total</b>                                      | <b>56.58</b>              | <b>0.26</b>           | <b>56.84</b>                    |
| <b>Total Resourcing</b>                               | <b>83.42</b>              | <b>0.53</b>           | <b>83.95</b>                    |

### Status and progress of projects

25. On average outturn performance over the last 4 years has been £32.09m and appears to highlight that delivery of the current Capital Programme is quite ambitious. This section aims to give certainty about delivery and the level of outturn performance that can be expected.
26. As part of the monitoring process a record of the “milestones” reached by each project is kept to show the progress of the scheme from inclusion in the Programme through to completion. The table below shows the value of the programme across the milestone categories.

| <b>Table 8 - Status on 2018/19 Projects</b> | <b>Current Budget<br/>£m</b> | <b>Percentage of Budget</b> |
|---------------------------------------------|------------------------------|-----------------------------|
| Already complete                            | 27.86                        | 33%                         |
| On site                                     | 28.58                        | 34%                         |
| Programmed to start later in year           | 24.43                        | 29%                         |
| Not yet programmed                          | 3.08                         | 4%                          |
| <b>Total</b>                                | <b>83.95</b>                 | <b>100%</b>                 |

27. The first three categories give a good indication as to the level of confirmed expenditure to be incurred during the year. As can be seen £80.87m (96%) of the budget has now been committed or is programmed to start in the year.

28. Schemes with a value of £3.08m are classed as “Not yet programmed” and relate to budgets where specific projects have not yet been agreed or budgets that have yet to have a start date, these include:
- School Expansion Programme - £1.12m: An unallocated balance remains following the approval by the Executive of the 2018/19 schools capital investment works. This will be the subject of a separate report to the Executive for inclusion in the 2019/20 programme.
  - City Cycle Ambition Grant Programme - £424k: Negotiations are still ongoing with TfGM to finalise the works to be undertaken.
  - 9/11 Market Street, Altrincham Redevelopment - £239k: The proposed development of these commercial properties has been delayed due to the short term occupation by the developers of the new Health and Well Being Centre. The works are expected to be undertaken in 2019/20.
  - CCTV Transformation Programme (Phase 2) - £513k: The planned work is now expected to start in 2019/20 and will complete in 2020/21.
  - Timperley Sports Club: Pitch contribution - £350k: The council agreed to make a contribution to the replacement of the artificial pitch for use by local schools. This contribution was expected to fall due in 2018/19, however the club are looking into a larger scale development opportunities and as a result it is not expected that the Council contribution will be required until after this financial year.
29. There are a number of schemes which, whilst they have started or are still due to start in year, are not now expected to complete until 2019/20. As a result the outturn projection is now estimated to be £58.36m in 2018/19. The table below provides a summary with scheme details shown in the following paragraph.

| <b>Table 9 – 2018/19 Outturn Projection</b>            | <b>£m</b>      |
|--------------------------------------------------------|----------------|
| <b>Current General Programme</b>                       | <b>83.95</b>   |
| Actual spend to date                                   | 39.33          |
| Expected spend for P9-P12                              | 19.03          |
| <b>Outturn Projection</b>                              | <b>58.36</b>   |
| <b>Variance to current budget</b>                      | <b>(25.59)</b> |
| <b>Major Areas which require re-phasing to 2019/20</b> |                |
| - Leisure Strategy - "Increasing Physical Activity"    | 18.76          |
| - Schools related projects                             | 3.12           |
| - Altair Development, Altrincham                       | 1.14           |
| - ICT – Windows 10 Implementation & rollout            | 0.75           |
| - City Cycle Ambition Grant                            | 0.55           |
| - CCTV Transformation Programme – Phase 2              | 0.52           |
| - Timperley Sports Club- Artificial pitch contribution | 0.35           |
| - 9/11 Market Street, Altrincham                       | 0.24           |
| - Miscellaneous Building Repairs                       | 0.16           |
| <b>Total re-phasing requirement</b>                    | <b>25.59</b>   |



### **30. Land Sales Programme - Capital Receipts**

In order to fund the current Capital Investment Programme there is a requirement for £14.29m of capital receipts (see Table 7). Current projections indicate that in the region of £3.75m will be generated from disposals of surplus assets during the year together with unutilised balances from previous years of £6.52m, giving £10.27m available to support capital expenditure in year. This shortfall of £4.02m would give rise to temporary borrowing costs, unless projects which are planned to be financed from capital receipts are re-phased back to 2019/20.

At this stage in the year it is now known that a number of projects, that were to be funded by capital receipts, are to be re-profiled to later years (see Para 25) meaning that there is unlikely to be a requirement for temporary borrowing in 2018/19.

### **CAPITAL INVESTMENT PROGRAMME**

31. The Council's Investment Strategy was approved by the Executive in July 2017 when approval was given to increase the Capital Investment Fund to £300m, supported by prudential borrowing, to support the approach. The original budget for 2018/19 was £5.00m, however re-phasing from 2017/18 of £250.23m has resulted in a budget of £255.23m.
32. To date ten transactions have been agreed by the Investment Management Board at a total capital cost of £174.15m. This investment will provide a net benefit to support the revenue budget in 2018/19 and later years.
33. There have been two recent approvals:-
  - a) Agreement has been reached for the purchase of a warehouse and distribution facility at Walthew House Lane in Wigan at a value of £13.75m, with the purchase being completed on 10 December 2018;
  - b) The purchase of another strategic property within Trafford has also been agreed at a price of £23.83m with completion expected in the next couple of months.

| <b>Table 10: Capital Investment Strategy</b>                       | <b>2017/18</b><br>£m | <b>2018/19</b><br>£m | <b>Total</b><br>£m |
|--------------------------------------------------------------------|----------------------|----------------------|--------------------|
| <b>Total Investment Fund</b>                                       |                      |                      | <b>300.00</b>      |
| Activity to date :                                                 |                      |                      |                    |
| <b>Projected Cost</b>                                              |                      |                      |                    |
| K Site, Talbot Rd, Stretford                                       | 1.24                 | 23.62                | 24.86              |
| <b>Acquisitions :</b>                                              |                      |                      |                    |
| Sonova House, Warrington                                           | 12.17                |                      | 12.17              |
| DSG, Preston                                                       | 17.39                |                      | 17.39              |
| Grafton Centre incl. Travelodge Hotel, Altrincham                  | 10.84                |                      | 10.84              |
| Trafford Magistrates Court, Sale                                   |                      | 4.30                 | 4.30               |
| Walthew House Lane, Wigan                                          |                      | 13.75                | 13.75              |
| Committed: Future purchase of a strategic property in Trafford     |                      | 23.83                | 23.83              |
| <b>Loan Advances:</b>                                              |                      |                      |                    |
| No.1, Old Trafford : Debt financing for residential development    | 3.13                 | (3.13)               | 0.00               |
| The Crescent, Salford : Debt financing for residential development |                      | 60.80                | 60.80              |
| <b>Development Sites :</b>                                         |                      |                      |                    |
| Brown Street, Hale                                                 |                      | 6.21                 | 6.21               |
| <b>Total investments</b>                                           | <b>44.77</b>         | <b>129.38</b>        | <b>174.15</b>      |
| <b>Balance available</b>                                           |                      |                      | <b>125.85</b>      |

### Issues / Risks

34. The main risk in the area of the capital programme is the timely delivery of the programme and this situation will continue to be closely monitored and any issues will be reported as and when they arise.

### Recommendations

35. That the Executive note the report and the changes to the Capital Programme as detailed in paragraph 21.

### Other Options

Not Applicable

### Consultation

Not Applicable

**Reasons for Recommendation**

Not Applicable

**Finance Officer Clearance      GB**  
**Legal Officer Clearance        DS**

**CORPORATE DIRECTOR'S SIGNATURE** ..... 

| <b>Virements</b>                                                                | <b>Children's<br/>(£000's)</b> | <b>Adults<br/>(£000's)</b> | <b>Place<br/>(£000's)</b> | <b>* Central<br/>Services<br/>(£000's)</b> | <b>Council-<br/>wide<br/>(£000's)</b> | <b>Total<br/>(£000's)</b> |
|---------------------------------------------------------------------------------|--------------------------------|----------------------------|---------------------------|--------------------------------------------|---------------------------------------|---------------------------|
|                                                                                 |                                |                            |                           |                                            |                                       |                           |
| <b>Period 6 Report</b>                                                          | <b>32,379</b>                  | <b>59,979</b>              | <b>23,874</b>             | <b>17,344</b>                              | <b>30,670</b>                         | <b>164,246</b>            |
|                                                                                 |                                |                            |                           |                                            |                                       |                           |
| Part reversal of previous virement re a Commissioning Post                      | 30                             | (30)                       |                           |                                            |                                       | 0                         |
| Section 17 budget re-alignment                                                  | 13                             | (13)                       |                           |                                            |                                       | 0                         |
| Corporate Director budget split between Children's and Adults                   | (85)                           | 85                         |                           |                                            |                                       | 0                         |
| Transfer Information Unit budget from Legal Services to Adults Support Services |                                | 182                        |                           | (182)                                      |                                       | 0                         |
| Re-alignment of AGMA budgets across Services                                    |                                |                            | (23)                      |                                            | 23                                    | 0                         |
|                                                                                 |                                |                            |                           |                                            |                                       | 0                         |
|                                                                                 |                                |                            |                           |                                            |                                       |                           |
| <b>Total virements</b>                                                          | <b>(42)</b>                    | <b>224</b>                 | <b>(23)</b>               | <b>(182)</b>                               | <b>23</b>                             | <b>0</b>                  |
|                                                                                 |                                |                            |                           |                                            |                                       |                           |
| <b>Period 8 Report</b>                                                          | <b>32,337</b>                  | <b>60,203</b>              | <b>23,851</b>             | <b>17,162</b>                              | <b>30,693</b>                         | <b>164,246</b>            |

\* People, Finance & Systems and Governance & Community Strategy.

| <b>Transformation &amp; Business as Usual Projects in exception</b>                  | <b>Total savings to be achieved 2018/19<br/>£</b> | <b>Total Forecast to be achieved 2018/19<br/>£</b> | <b>Variance<br/>£</b> | <b>Reason for variance</b>                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continuation Children's Programme                                                    | 900,000                                           | 1,067,747                                          | 167,747               | Savings achieved to date through planned de-escalation of Children in care having exceeded expectations, the service is committed to providing care for Children in a home setting and hence reducing the number of high cost placements, this has been demonstrated through the increased recruitment of Foster carers and from the return to home of Children to family members aided by closer working with Social Workers. |
| Reshaping Continuation Adults Programme                                              | 1,479,000                                         | 1,257,150                                          | (221,850)             | The projection has been amended to reflect the decrease in savings currently coming through as a result of reassessment activity and Panel reductions as is to be expected in the final year of a 5 year programme. Savings achieved to date are in the vast majority savings from client costs transferring to health funding, savings in this area are unpredictable hence the decision to reduce the projection.            |
| Single Handed Care                                                                   | 141,000                                           | 42,000                                             | (99,000)              | Delays in implementation of the new test and learn pilot have meant that there is slippage in the expected project start date. The forecasted savings for 18/19 have been amended to reflect a phased implementation of the scheme.                                                                                                                                                                                            |
| Stabilise and Make Safe (SAMS) 2018/19 - moving from 11 - 14 average completions p/w | 200,000                                           | 780,617                                            | 580,617               | The Stabilise and Make Safe initiative continues to exceed expectations and this has been reflected in the projected overachievement of savings, the service has been able to reduce the costs of interventions and has been able to maintain a steady flow of clients through the service resulting in higher savings than anticipated.                                                                                       |
| <b>Sub-total Transformation</b>                                                      |                                                   |                                                    | <b>427,514</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                |

| <b>Transformation &amp; Business as Usual Projects in exception</b> | <b>Total savings to be achieved 2018/19<br/>£</b> | <b>Total Forecast to be achieved 2018/19<br/>£</b> | <b>Variance<br/>£</b> | <b>Reason for variance</b>                                                                                                                                                                                   |
|---------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CCTV New Trading Model                                              | 20,000                                            | 0                                                  | (20,000)              | No new schools signed up due to technical issues at Salford delaying the marketing and growth of the service.                                                                                                |
| Waterside Arts Centre                                               | 100,000                                           | 0                                                  | (100,000)             | Ongoing capital investment in the facility and further business development is anticipated to improve the position later in the year to enable a sustainable financial position to be achieved from 2019/20. |
| Review of PFI contract                                              | 250,000                                           | 200,000                                            | (50,000)              | Negotiations are continuing with the PFI provider to secure savings.                                                                                                                                         |
| <b>Sub-total Business as usual</b>                                  |                                                   |                                                    | <b>(170,000)</b>      |                                                                                                                                                                                                              |
|                                                                     |                                                   |                                                    |                       |                                                                                                                                                                                                              |
| <b>Total</b>                                                        |                                                   |                                                    | <b>257,514</b>        |                                                                                                                                                                                                              |

## GOVERNING BODY – MEETING IN PUBLIC

8<sup>TH</sup> JANUARY 2018

|                                                 |                                                                                                                                           |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title of report</b>                          | Locality Transformation Fund                                                                                                              |
| <b>Purpose of the report and key highlights</b> | To provide members with an overview and forecast position as at the end of the March 2019 on the transformation Fund across the Locality. |

| <b>Actions requested</b> | <b>Decision</b>                           |  | <b>Discussion</b>                                                         | <b>X</b> | <b>Information</b>              |  |
|--------------------------|-------------------------------------------|--|---------------------------------------------------------------------------|----------|---------------------------------|--|
|                          | <i>(Decision and discussion required)</i> |  | <i>(No decision required. Discussion only which may lead to actions )</i> |          | <i>(no discussion required)</i> |  |

| <b>Strategic objectives supported by the report</b> ( <i>please tick appropriate objectives relating to the report</i> )                                                                                    |  |  |  |  |  |   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|---|
| <b>Engagement</b>                                                                                                                                                                                           |  |  |  |  |  |   |
| Continually improvement engagement with member practices, patients, the Public, carers, providers, our staff and other partners to effectively contribute to and influence the work of NHS Trafford CCG.    |  |  |  |  |  | X |
| <b>Commissioning and Integrated Health &amp; Social Care Community Model</b>                                                                                                                                |  |  |  |  |  |   |
| Working with health and social care partners to deliver the transformation plan for Trafford, including an increasing proportion of services from primary care and community services in an integrated way. |  |  |  |  |  | X |
| <b>Commissioning Intentions and Delivery</b>                                                                                                                                                                |  |  |  |  |  |   |
| Through effective integrated commissioning, improve the quality of services and reduce the gap in health outcomes between the most and least deprived communities in Trafford                               |  |  |  |  |  | X |
| <b>Financial Recovery Plan</b>                                                                                                                                                                              |  |  |  |  |  |   |
| To be a sustainable economy both in terms of clinical and financial services                                                                                                                                |  |  |  |  |  | X |
| <b>CCG Resilience – Workforce and Governance</b>                                                                                                                                                            |  |  |  |  |  |   |
| To ensure the CCG workforce and governance has the capacity and capability to be resilient                                                                                                                  |  |  |  |  |  |   |

|                                                                                             |  |
|---------------------------------------------------------------------------------------------|--|
| <b>Commissioning a Local Care Alliance (LCA)</b>                                            |  |
| To work to develop an LCA which deliver integrated care for the Trafford people             |  |
| <b>Commissioning Primary Care at Scale</b>                                                  |  |
| To work to develop primary in our neighbourhoods and are able to deliver care with partners |  |

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendations</b>                                | The Governing Body is asked to note the contents of this paper                                                                                                                                                                                                                                                                                                                                  |
| <b>Discussion history prior to the Governing Body</b> | A background and monitoring report was presented to the Quality, Finance and Performance Committee in September 2018.                                                                                                                                                                                                                                                                           |
| <b>Financial implications and approval</b>            | The latest position with regards to spend on the transformation fund will be reported on a bi-monthly basis to both Quality, Finance and Performance Committee and Governing Body. Whilst funding is carried forward into future years, where appropriate, it is the impact that this has on benefits that is included in the monthly finance reports and those on the financial recovery plan. |
| <b>Risk implications</b>                              | Whilst funding is carried forward into future years, where appropriate, to meet expenditure, there is an impact on the achievement of benefits in year as a result of delays in the implementation of schemes.                                                                                                                                                                                  |
| <b>Equality Impact Assessment</b>                     | Quality impact assessments and equality impact assessments will be carried out where appropriate against individual schemes.                                                                                                                                                                                                                                                                    |
| <b>Communications Issues</b>                          | Communications and engagement on the CCG's transformation Fund and actions will be considered against individual schemes and linked to commissioning intentions.                                                                                                                                                                                                                                |
| <b>Public engagement summary</b>                      | Public engagement of new schemes will be channelled through the Trafford Talks Health programme                                                                                                                                                                                                                                                                                                 |
| <b>Legal implications</b>                             | None                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Workforce implications</b>                         | None                                                                                                                                                                                                                                                                                                                                                                                            |

|                               |                                                  |
|-------------------------------|--------------------------------------------------|
| <b>Prepared by</b>            | Helen Zammit – Joint Finance Transformation Lead |
| <b>Responsible SLT Member</b> | Nikki Bishop - Chief Finance Officer             |
| <b>Financial approval</b>     |                                                  |



## **TRANSFORMATION FUND**

### **1. INTRODUCTION AND BACKGROUND**

1.1 The Trafford system was awarded £22m in October 2017 from the Greater Manchester (GM) £450m Transformation Fund which is delegated to Greater Manchester Health & Social Care Partnership (GMHSCP) by NHS England.

1.2 This investment is to help secure a sustainable health and social care economy by 2021, in order to build a strong foundation for delivery of Trafford's vision for 2031. The investment aims to put in place:

- An integrated organisation for Trafford Council and NHS Trafford Clinical Commissioning Group (CCG)
- A new model of care for community health, primary care and social care services, to underpin Trafford's Local Care Alliance (LCA) which will also be established, designed and developed
- An optimised offer from the Trafford Co-ordination Centre (TCC)
- Care Complex which will provide coordinated care for people who are at risk of developing conditions, or exacerbating existing conditions, and allow us to proactively manage them in intermediate care facilitating their onwards journey home.
- A range of enabling activity e.g. workforce development, estates redesign, communications and engagement.

1.3 This work will support all Trafford's residents and GP registered population, with interventions specifically targeting those people in the borough with poorer health outcomes and the inequalities and performance issues that need to be tackled.

1.4 The £22m is pump priming money which is predicated on the basis that benefits will be achieved over this time period, which can then be reinvested to fund expenditure both within that time period and beyond. The benefits are also expected to exceed on going expenditure and therefore contribute towards reducing the overall gap in funding envisaged by the Trafford locality.

1.5 In addition to pump priming monies the Council and the CCG also agreed to provide £10.6m of match funding giving an overall fund value of £32.6m.

1.6 Over the four years of the fund, costs were estimated to be £52m funded from GMHSCP (£22m), match funding (£10.6m) associated benefits (£19.4m). The overall estimated value of benefits over this four-year period was £72m.

### **2. Performance against the fund for 8 months to 30 November 2018**

#### **2.1 Expenditure**

Based on the budget monitoring for the first 8 months of this year, the year-end forecast is an underspend of £8.7m, of which £3.3m will be carried forward into 2019/20. Not all was to be funded by transformation fund/match funding; £5.4m was to be met from recycled benefits.

2.2 The reasons for the underspend are mainly as a result of delays in the implementation of some schemes whilst options or requirements are fully scoped out (e.g. homecare) or evaluated to consider roll out on a wider scale. There is also a pause in other schemes (e.g. provider development work stream) whilst

they are being reviewed. This position is being closely monitored to understand the implications on the benefits associated with the schemes currently experiencing delays.

## 2.3 Funding

The actual expenditure of £8.4m is funded from GMHSCP (£6.1m) and match funding (£2.3m).

## 2.4 Benefits

The benefits to be realised from these schemes was £13.2m (this has been updated to take account of local agreements in place with providers, non-locality savings and changes to the recording of activity). However due to the reasons outlined in paragraph 1.2 the benefits forecast to be realised is £8.7m an underachievement of £4.5m. The impact of under achieving on benefits is that underspends to be met by recycled benefits cannot be carried forward and each organisation has to find alternative means of bridging the gap, be it through one-off funds which may require repaying back the following year or alternative savings.

The table 1 below outlines the position for each organisation and appendix A provides the detail by scheme.

| Table 1      | Expenditure          |                |                |              | Funded by    |                     |              | Benefits      |                |                |
|--------------|----------------------|----------------|----------------|--------------|--------------|---------------------|--------------|---------------|----------------|----------------|
| Organisation | Revised Budget £'000 | Forecast £'000 | Variance £,000 | Cfwd £'000   | GMHSCP £'000 | Match Funding £'000 | Total £'000  | Target £'000  | Forecast £'000 | Variance £'000 |
| Council      | 5,439                | 3,375          | (2,064)        | 411          | 2,210        | 1,165               | 3,375        | 5,952         | 5,929          | (23)           |
| CCG          | 10,537               | 4,561          | (5,976)        | 2,237        | 3,416        | 1,145               | 4,561        | 7,242         | 2,745          | (4,497)        |
| Joint        | 1,141                | 496            | (645)          | 645          | 496          | 0                   | 496          | 0             | 0              | 0              |
| <b>Total</b> | <b>17,117</b>        | <b>8,432</b>   | <b>(8,685)</b> | <b>3,293</b> | <b>6,122</b> | <b>2,310</b>        | <b>8,432</b> | <b>13,194</b> | <b>8,674</b>   | <b>(4,520)</b> |

## 3. Forecast performance against the fund from October 2017 until March 2019

3.1 Table 2 overleaf sets out the forecast position of the fund to 31 March 2019 based on information as at 30 November 2018 incorporating all expenditure, funding and benefits since the scheme became operative in October 2017. Appendix B provides further detail by scheme for the same period.

| Table 2        | Expenditure             |                   |                   |               | Funded by       |                           |                | Overall Benefit |                   |                   |
|----------------|-------------------------|-------------------|-------------------|---------------|-----------------|---------------------------|----------------|-----------------|-------------------|-------------------|
| Organisation   | Revised Budget<br>£'000 | Forecast<br>£'000 | Variance<br>£,000 | Cfwd<br>£'000 | GMHSCP<br>£'000 | Match<br>Funding<br>£'000 | Total<br>£'000 | Target<br>£'000 | Forecast<br>£'000 | Variance<br>£'000 |
| <b>Council</b> | 7,280                   | 5,088             | (2,192)           | 398           | 2,527           | 2,561                     | 5,088          | 9,168           | 8,514             | (654)             |
| <b>CCG</b>     | 14,234                  | 7,375             | (6,859)           | 2,346         | 5,330           | 2,045                     | 7,375          | 9,764           | 2,897             | (6,867)           |
| <b>Joint</b>   | 1,221                   | 576               | (645)             | 645           | 576             | 0                         | 576            | 0               | 0                 | 0                 |
| <b>Total</b>   | <b>22,735</b>           | <b>13,039</b>     | <b>(9,696)</b>    | <b>3,389</b>  | <b>8,433</b>    | <b>4,606</b>              | <b>13,039</b>  | <b>18,932</b>   | <b>11,411</b>     | <b>(7,521)</b>    |

### 3.2 Expenditure

At this stage there is forecast to be an underspend of £9.7m by the 31<sup>st</sup> March 2019, of which £3.4m will be carried forward. Not all was to be funded by transformation fund/match funding; £6.3m was to be met from recycled benefits.

### 3.3 Funding

The actual expenditure of £13.0m will be funded from GMHSCP (£8.4m) and match funding (£4.6m).

The overall forecast funding remaining from GMHSCP is £13.6m with match funding of £6.0m. The table 3 below sets this out by organisation and appendix C provides the detail by scheme:

| Table 3        | Funding Remaining |                           |                |
|----------------|-------------------|---------------------------|----------------|
| Organisation   | GMHSCP<br>£'000   | Match<br>Funding<br>£'000 | Total<br>£'000 |
| <b>Council</b> | 3,653             | 3,439                     | 7,092          |
| <b>CCG</b>     | 8,830             | 2,555                     | 11,385         |
| <b>Joint</b>   | 1,084             | 0                         | 1,084          |
| <b>Total</b>   | <b>13,567</b>     | <b>5,994</b>              | <b>19,561</b>  |
|                |                   |                           |                |
| Utilised       | 8,433             | 4,606                     | 13,039         |
| Remaining      | 13,567            | 5,994                     | 19,561         |
| <b>Total</b>   | <b>22,000</b>     | <b>10,600</b>             | <b>32,600</b>  |

### **3.4 Benefits**

The benefits to be realised from these schemes was £18.9m but due to delays mentioned previously the benefits forecast to be realised is £11.4m an underachievement of £7.5m. The impact of under achieving on benefits is that underspends to be met by recycled benefits cannot be carried forward and each organisation must find alternative means of bridging the gap, be it through one-off funds which may require repaying back the following year or alternative savings.

## **4. Summary & Recommendations**

### **4.1 Summary**

As shown in Appendix B, the locality is forecast to have used £8.4m of the Transformation Funds with a further £4.6m matched from CCG and Council baselines to meet the expenditure requirements to date. The forecast benefits are £11.4m of which £8.5m have been generated in adult's and children's care.

### **4.2 Recommendations**

NHS Trafford CCG Governing Body is requested to note the content of the paper.

| CCG                                              | Expenditure   |                         |                   |                   | Funded by     |                 |                           | Benefits       |                 |                   |                   |
|--------------------------------------------------|---------------|-------------------------|-------------------|-------------------|---------------|-----------------|---------------------------|----------------|-----------------|-------------------|-------------------|
|                                                  | Scheme        | Revised Budget<br>£'000 | Forecast<br>£'000 | Variance<br>£,000 | Cfwd<br>£'000 | GMHSCP<br>£'000 | Match<br>Funding<br>£'000 | Total<br>£'000 | Target<br>£'000 | Forecast<br>£'000 | Variance<br>£'000 |
| Administration                                   | 54            | 0                       | (54)              | 54                | 0             |                 | 0                         |                |                 |                   | 0                 |
| Cancer screening LES Payments                    | 33            | 0                       | (33)              | 33                | 0             |                 | 0                         |                |                 |                   | 0                 |
| Primary care mental health and wellbeing service | 771           | 0                       | (771)             | 0                 | 0             |                 | 0                         |                | 3               |                   | (3)               |
| Medicines Optimisation team                      | 670           | 334                     | (336)             | 0                 | 89            | 245             | 334                       |                | 1,972           | 1,557             | (415)             |
| Care Workforce                                   | 1,273         | 203                     | (1,070)           | 0                 | 203           |                 | 203                       |                | 1,717           | 281               | (1,436)           |
| TECHT (Domiciliary MDT)                          | 2,179         | 1,302                   | (877)             | 0                 | 1,302         |                 | 1,302                     |                | 1,765           | 241               | (1,524)           |
| Quality and Outcomes Framework                   | 100           | 0                       | (100)             | 100               | 0             |                 | 0                         |                | 487             | 0                 | (487)             |
| Clinical and Change Resource                     | 214           | 24                      | (190)             | 190               | 24            |                 | 24                        |                |                 |                   | 0                 |
| Provider Leadership Capacity                     | 152           | 30                      | (122)             | 122               | 30            |                 | 30                        |                |                 |                   |                   |
| Quality and Outcomes framework                   | 70            | 13                      | (57)              | 57                | 13            |                 | 13                        |                | 0               | 0                 | 0                 |
| GP Transitional Relief                           | 105           | 0                       | (105)             | 105               | 0             |                 | 0                         |                |                 |                   |                   |
| New Organisational Form                          | 412           | 176                     | (236)             | 236               | 176           |                 | 176                       |                |                 |                   |                   |
| Training Costs                                   | 358           | 73                      | (285)             | 285               | 73            |                 | 73                        |                |                 |                   | 0                 |
| Urgent Care - Community Enhanced Care            | 800           | 0                       | (800)             | 800               | 0             |                 | 0                         |                |                 |                   |                   |
| Urgent Care - Ascot House                        | 2,293         | 2,184                   | (109)             | 0                 | 1,284         | 900             | 2,184                     |                | 1,298           | 666               | (632)             |
| Home Care                                        | 576           | 0                       | (576)             | 0                 | 0             |                 | 0                         |                |                 |                   |                   |
| Programme Management                             | 477           | 222                     | (255)             | 255               | 222           |                 | 222                       |                |                 |                   | 0                 |
| <b>Total</b>                                     | <b>10,537</b> | <b>4,561</b>            | <b>(5,976)</b>    | <b>2,237</b>      | <b>3,416</b>  | <b>1,145</b>    | <b>4,561</b>              |                | <b>7,242</b>    | <b>2,745</b>      | <b>(4,497)</b>    |

**Council**

|                                                                        |              |              |                |            |
|------------------------------------------------------------------------|--------------|--------------|----------------|------------|
| <b>Urgent Care - Discharge to Assess Bed Facility</b>                  | 841          | 869          | 28             | (28)       |
| <b>Urgent Care - Social work capacity to improve flow in hospitals</b> | 378          | 302          | (76)           | 76         |
| <b>Urgent Care - Discharge to Assess and Process Improvements</b>      | 63           | 62           | (1)            | 1          |
| <b>Adult's and Children's Social Care</b>                              | 1,529        | 1,318        | (211)          | 211        |
| <b>Homecare</b>                                                        | 1,907        | 180          | (1,727)        | 74         |
| <b>Programme Management</b>                                            | 596          | 583          | (13)           | 13         |
| <b>Enablers</b>                                                        | 125          | 61           | (64)           | 64         |
| <b>Total</b>                                                           | <b>5,439</b> | <b>3,375</b> | <b>(2,064)</b> | <b>411</b> |

|              |              |              |
|--------------|--------------|--------------|
| 797          | 72           | 869          |
| 30           | 272          | 302          |
|              | 62           | 62           |
| 1,275        | 43           | 1,318        |
| 108          | 72           | 180          |
|              | 583          | 583          |
|              | 61           | 61           |
| <b>2,210</b> | <b>1,165</b> | <b>3,375</b> |

|              |              |             |
|--------------|--------------|-------------|
|              |              | 0           |
|              |              | 0           |
|              |              | 0           |
| 5,952        | 5,929        | (23)        |
|              |              | 0           |
|              |              | 0           |
|              |              | 0           |
| <b>5,952</b> | <b>5,929</b> | <b>(23)</b> |

**Joint**

|                             |              |            |              |            |
|-----------------------------|--------------|------------|--------------|------------|
| <b>Programme Management</b> | 351          | 338        | (13)         | 13         |
| <b>Enablers</b>             | 790          | 158        | (632)        | 632        |
| <b>Total</b>                | <b>1,141</b> | <b>496</b> | <b>(645)</b> | <b>645</b> |

|            |          |            |
|------------|----------|------------|
| 338        | 0        | 338        |
| 158        | 0        | 158        |
| <b>496</b> | <b>0</b> | <b>496</b> |

|          |          |          |
|----------|----------|----------|
|          |          | 0        |
|          |          | 0        |
| <b>0</b> | <b>0</b> | <b>0</b> |

|                    |               |              |                |              |
|--------------------|---------------|--------------|----------------|--------------|
| <b>Grand Total</b> | <b>17,117</b> | <b>8,432</b> | <b>(8,685)</b> | <b>3,293</b> |
|--------------------|---------------|--------------|----------------|--------------|

|              |              |              |
|--------------|--------------|--------------|
| <b>6,122</b> | <b>2,310</b> | <b>8,432</b> |
|--------------|--------------|--------------|

|               |              |                |
|---------------|--------------|----------------|
| <b>13,194</b> | <b>8,674</b> | <b>(4,520)</b> |
|---------------|--------------|----------------|

| CCG                                              | Expenditure   |                      |                |                | Funded by    |              |                     | Overall Benefit |              |                |                |
|--------------------------------------------------|---------------|----------------------|----------------|----------------|--------------|--------------|---------------------|-----------------|--------------|----------------|----------------|
|                                                  | Scheme        | Revised Budget £'000 | Forecast £'000 | Variance £,000 | Cfwd £'000   | GMHSCP £'000 | Match Funding £'000 | Total £'000     | Target £'000 | Forecast £'000 | Variance £'000 |
| Administration                                   | 54            | 0                    | (54)           | 54             | 0            |              | 0                   | 0               | 0            | 0              | 0              |
| Cancer screening LES Payments                    | 33            | 0                    | (33)           | 33             | 0            |              | 0                   | 0               | 0            | 0              | 0              |
| Primary care mental health and wellbeing service | 936           | 0                    | (936)          | 0              | 0            |              | 0                   | 0               | 3            | 0              | (3)            |
| Medicines Optimisation team                      | 1,002         | 364                  | (638)          | 0              | 119          | 245          | 364                 | 3,391           | 1,557        | (1,834)        |                |
| Care Workforce                                   | 1,273         | 203                  | (1,070)        | 0              | 203          |              | 203                 | 2,108           | 281          | (1,827)        |                |
| TECHT (Domiciliary MDT)                          | 2,826         | 1,711                | (1,115)        | 0              | 1,711        | 0            | 1,711               | 2,127           | 250          | (1,877)        |                |
| Quality and Outcomes Framework                   | 100           | 0                    | (100)          | 100            | 0            |              | 0                   | 725             | 0            | (725)          |                |
| Clinical and Change Resource                     | 234           | 44                   | (190)          | 190            | 44           |              | 44                  | 0               | 0            | 0              |                |
| Provider Leadership Capacity                     | 220           | 98                   | (122)          | 122            | 98           |              | 98                  |                 |              |                |                |
| Quality and Outcomes framework                   | 90            | 33                   | (57)           | 57             | 33           |              | 33                  | 0               | 0            | 0              |                |
| GP Transitional Relief                           | 105           | 0                    | (105)          | 105            | 0            |              | 0                   |                 |              |                |                |
| New Organisational Form                          | 462           | 226                  | (236)          | 236            | 226          |              | 226                 |                 |              |                |                |
| Training Costs                                   | 360           | 75                   | (285)          | 285            | 75           |              | 75                  | 0               | 0            | 0              |                |
| Urgent Care - Community Enhanced Care            | 800           | 0                    | (800)          | 800            | 0            |              | 0                   |                 |              |                |                |
| Urgent Care - Ascot House                        | 4,473         | 4,364                | (109)          | 109            | 2,564        | 1,800        | 4,364               | 1,410           | 809          | (601)          |                |
| Home Care                                        | 754           | 0                    | (754)          | 0              | 0            |              | 0                   |                 |              |                |                |
| Programme Management                             | 512           | 257                  | (255)          | 255            | 257          |              | 257                 | 0               | 0            | 0              |                |
| <b>Total</b>                                     | <b>14,234</b> | <b>7,375</b>         | <b>(6,859)</b> | <b>2,346</b>   | <b>5,330</b> | <b>2,045</b> | <b>7,375</b>        | <b>9,764</b>    | <b>2,897</b> | <b>(6,867)</b> |                |

**Council**

|                                                                        |              |              |                |            |
|------------------------------------------------------------------------|--------------|--------------|----------------|------------|
| <b>Urgent Care - Discharge to Assess Bed Facility</b>                  | 1,401        | 1,429        | 28             | (28)       |
| <b>Urgent Care - Social work capacity to improve flow in hospitals</b> | 473          | 397          | (76)           | 76         |
| <b>Urgent Care - Discharge to Assess and Process Improvements</b>      | 79           | 78           | (1)            | 1          |
| <b>Adult's and Children's Social Care</b>                              | 2,003        | 1,792        | (211)          | 211        |
| <b>Homecare</b>                                                        | 2,100        | 245          | (1,855)        | 61         |
| <b>Programme Management</b>                                            | 1,099        | 1,086        | (13)           | 13         |
| <b>Enablers</b>                                                        | 125          | 61           | (64)           | 64         |
| <b>Total</b>                                                           | <b>7,280</b> | <b>5,088</b> | <b>(2,192)</b> | <b>398</b> |

|              |              |              |
|--------------|--------------|--------------|
| 797          | 632          | 1,429        |
| 30           | 367          | 397          |
| 0            | 78           | 78           |
| 1,592        | 200          | 1,792        |
| 108          | 137          | 245          |
| 0            | 1,086        | 1,086        |
| 0            | 61           | 61           |
| <b>2,527</b> | <b>2,561</b> | <b>5,088</b> |

|              |              |              |
|--------------|--------------|--------------|
| 0            | 0            | 0            |
| 0            | 0            | 0            |
| 0            | 0            | 0            |
| 9,168        | 8,514        | (654)        |
| 0            | 0            | 0            |
| 0            | 0            | 0            |
| 0            | 0            | 0            |
| <b>9,168</b> | <b>8,514</b> | <b>(654)</b> |

**Joint**

|                             |              |            |              |            |
|-----------------------------|--------------|------------|--------------|------------|
| <b>Programme Management</b> | 421          | 408        | (13)         | 13         |
| <b>Enablers</b>             | 800          | 168        | (632)        | 632        |
| <b>Total</b>                | <b>1,221</b> | <b>576</b> | <b>(645)</b> | <b>645</b> |

|            |          |            |
|------------|----------|------------|
| 408        | 0        | 408        |
| 168        | 0        | 168        |
| <b>576</b> | <b>0</b> | <b>576</b> |

|          |          |          |
|----------|----------|----------|
| 0        | 0        | 0        |
| 0        | 0        | 0        |
| <b>0</b> | <b>0</b> | <b>0</b> |

|                    |               |               |                |              |
|--------------------|---------------|---------------|----------------|--------------|
| <b>Grand Total</b> | <b>22,735</b> | <b>13,039</b> | <b>(9,696)</b> | <b>3,389</b> |
|--------------------|---------------|---------------|----------------|--------------|

|              |              |               |
|--------------|--------------|---------------|
| <b>8,433</b> | <b>4,606</b> | <b>13,039</b> |
|--------------|--------------|---------------|

|               |               |                |
|---------------|---------------|----------------|
| <b>18,932</b> | <b>11,411</b> | <b>(7,521)</b> |
|---------------|---------------|----------------|



| <u>CCG</u>                                                      | Funding Remaining |                           |                |
|-----------------------------------------------------------------|-------------------|---------------------------|----------------|
| Scheme                                                          | GMHSCP<br>£'000   | Match<br>Funding<br>£'000 | Total<br>£'000 |
| Administration                                                  | 50                | 0                         | 50             |
| Cancer screening LES Payments                                   | 70                | 0                         | 70             |
| Primary care mental health and wellbeing service                | 940               | 0                         | 940            |
| Medicines Optimisation team                                     | 491               | 355                       | 846            |
| Care Workforce                                                  | 1,067             | 0                         | 1,067          |
| TECHT (Domiciliary MDT)                                         | 919               | 400                       | 1,319          |
| Quality and Outcomes Framework                                  | 200               | 0                         | 200            |
| Clinical and Change Resource                                    | 476               | 0                         | 476            |
| Provider Leadership Capacity                                    | 132               | 0                         | 132            |
| Quality and Outcomes framework                                  | 127               | 0                         | 127            |
| GP Transitional Relief                                          | 180               | 0                         | 180            |
| New Organisational Form                                         | 594               | 0                         | 594            |
| Training Costs                                                  | 495               | 0                         | 495            |
| Urgent Care - Community Enhanced Care                           | 1,040             | 0                         | 1,040          |
| Urgent Care - Ascot House                                       | 476               | 1,800                     | 2,276          |
| Home Care                                                       | 760               | 0                         | 760            |
| Programme Management                                            | 813               | 0                         | 813            |
| <b>Total</b>                                                    | <b>8,830</b>      | <b>2,555</b>              | <b>11,385</b>  |
| <u>Council</u>                                                  |                   |                           |                |
| Urgent Care - Discharge to Assess Bed Facility                  | 0                 | 868                       | 868            |
| Urgent Care - Social work capacity to improve flow in hospitals | 3                 | 403                       | 406            |
| Urgent Care - Discharge to Assess and Process Improvements      | 0                 | 62                        | 62             |
| Adult's and Children's Social Care                              | 128               | 1,070                     | 1,198          |
| Homecare                                                        | 3,522             | 783                       | 4,305          |
| Programme Management                                            | 0                 | 64                        | 64             |
| Enablers                                                        | 0                 | 189                       | 189            |
| <b>Total</b>                                                    | <b>3,653</b>      | <b>3,439</b>              | <b>7,092</b>   |

**Joint**

|                             |               |              |               |
|-----------------------------|---------------|--------------|---------------|
| <b>Programme Management</b> | 112           | 0            | 112           |
| <b>Enablers</b>             | 972           | 0            | 972           |
| <b>Total</b>                | <b>1,084</b>  | <b>0</b>     | <b>1,084</b>  |
|                             |               |              |               |
| <b>Grand Total</b>          | <b>13,567</b> | <b>5,994</b> | <b>19,561</b> |

