



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	1 May 2019
Agenda Item	14
Title	Revenue Budget Monitoring Report 2018/19; position as at 1 February 2019
<p>Summary</p> <p>To provide the Integration Joint Board with financial monitoring information in relation to the revenue budget, as part of the agreed financial governance arrangements.</p>	
Presented by	Lesley Bairden, Head of Finance and Resources (Chief Financial Officer)
<p>Action Required</p> <p>The Integration Joint Board is asked to note the projected outturn for the 2018/19 revenue budget and approve the budget virement detailed at Appendix 7.</p>	
<p>Implications checklist – check box if applicable and include detail in report</p> <p> <input checked="" type="checkbox"/> Financial <input type="checkbox"/> Policy <input type="checkbox"/> Legal <input type="checkbox"/> Equalities <input checked="" type="checkbox"/> Risk <input type="checkbox"/> Staffing <input type="checkbox"/> Infrastructure <input type="checkbox"/> Directions </p>	

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

1 May 2019

Report by Lesley Bairden, Chief Financial Officer

REVENUE BUDGET MONITORING REPORT

PURPOSE OF REPORT

1. To advise the Integration Joint Board of the projected outturn position of the 2018/19 revenue budget.

RECOMMENDATIONS

2. The Integration Joint Board is asked to note the projected outturn for the 2018/19 revenue budget and approve the budget virement detailed at Appendix 7.

BACKGROUND

3. This report forms part of the regular reporting cycle for ensuring that the HSCP financial governance arrangements are maintained.

REPORT

4. The consolidated budget for 2018/19, and projected outturn position is reported in detail at Appendix 1. This shows a projected underspend of £0.331 million against a full year budget of £115.98 million (0.29%). Appendices 2 and 3 set out the operational position for each partner.
5. As advised at the last IJB the underspend has increased as the impact of winter and prudent projections for activity to March 2019 have not had significant impact within the current financial year. Along with additional income of £0.082m received this has meant we do not need to draw from reserves in the current year. This is the projected position at February pending the final outturn.
6. The consolidated budget, and associated direction to our partners is detailed at Appendix 5. This is reported to each IJB and reflects in year revisions to our funding.
7. The budget virements relating to the ERC ledgers for operational budgets are identified at Appendix 7, being the cost of the additional 0.5% 2018/19 pay award for ERC staff. The NHS contribution adjustments are identified in Appendix 5 and do not require operational virement approval.
8. The Fit for the Future opening savings requirement was £0.954 million and the balance of savings in the current year is £0.398 million with the full year target expected to be achieved in full (£0.774 million full year realised with £0.180 million firmly modelled).
9. The main projected operational variances are set out below, and are subject to revision as the year continues.

10. **Children & Families £485k underspend** is a combination of staff turnover and supplies under budget offset by higher residential care and direct payment costs. This is a further £231k underspend since last reported due to a reduction in care package costs and a higher level of staff turnover. The IJB will recall that we had held £100k for additionality to 21 March 2019.
11. **Older Peoples Services £42k underspend** is a projected cost decrease of £381k since last reported and is principally due to a reduction in the projected cost of care package commitments, including release of winter pressures of £300k. The projection reflects the current projected cost of care packages. The main reasons for the projected underspend are:
- Nursing and residential care £240k inclusive of additional staffing and care package costs associated with care home closure and quality issues included within the older peoples overspend of £200k, of which £109k is recurring.
 - Care at Home committed costs over budget based on current packages £235k
Offset by:
 - A projected saving in regards Direct Payments commitments based on current packages £74k
 - Additional client income of £98k and further Scottish Government funding £82k
 - District Nursing and other vacancy savings projected at £190k.
12. **Physical/Sensory Disability £68k underspend** and continues to reflect staff vacancies and is an increase in costs of £16k since last reported.
13. **Learning Disability Community £161k underspend** which primarily reflects staff vacancies, and is an increase in projected costs of £31k from that last reported.
14. **Learning Disability Inpatients £126k underspend** from operational activity, including a one off over achievement of £125k 2019/20 savings relating to Waterloo Close, not previously reported until nearer year end to be prudent. As previously reported there remains a potential and significant cost pressure relating to a complex care package and the current cost projection assumes we may need to meet part year costs in 2018/19; this will be resolved as part of the year end closure and if the cost is not required then £304k will transfer to the reserve. The service will also likely gain this year from SLA income from other boards which operate on a 3 year average basis.
15. **Mental Health £248k underspend** reflects current staff turnover and vacancies in nursing, occupational therapy and social care. This is a decrease in projected costs of £132k of which £112k is a reduction in the commitments for care packages.
16. **Addictions/Substance Misuse £4k overspend** is a result of the current staff costs with no projected turnover. The movement since last reported is a reduction of £52k which includes a cost transfer of £44k for a staff member to Management and Admin.
17. **Prescribing £274k overspend** the previous reported identified a possible year end variance up to £200k, however was reported to budget as discount and rebate income should also be have been received. This income will not be realised in the current year and the costs will be contained within the bottom line. The worst case scenario from modelled projections suggests the final position may be as high as £458k and this will be confirmed as part of the year end. At this stage a draw on reserve is not required.

18. **Management & Admin £214k overspend** is an increase projected costs of £40k as costs for a staff member were previously included within additions. This budget includes some partnership wide costs such as the historic pension costs (which will diminish over time) and staff pressures from increments and turnover.
19. The current projected underspend of £0.331 million will be added to our budget phasing reserve subject to the final outturn at year end.
20. The year to date position is detailed at Appendix 4 and reflects an underspend of £1.386m and reflects timing differences between actual costs to budget and projected costs to full year budget, particularly in respect of the payment of the 2018/19 pay award to ERC staff.
21. The reserves position is reported at Appendix 6.
22. The Fit for the Future financial position remains as previously reported:

	2018/19		2019/20		2020/21	
	£'000	FTE	£'000	FTE	£'000	FTE
Recurring Savings Achieved						
Deleted Posts	334	9	441	9	441	9
Deleted Staffing Budgets			93		93	
Non Staff budget lines	222		240		240	
Modelled Savings to Date	0		180	5	180	5
Potential Saving to Date		9	954	14	954	14
Savings Target as at 1 April 2018	954		954		954	
Current Balance	398		0		0	

23. Per the table above, the saving will be achieved in full. In the event of any slippage from the modelled savings impacting in 2019/20 reserves will be used. This should not be material.
24. As last reported underspends within the Primary Care Improvement Fund, Mental Health Action 15 and Alcohol and Drugs Partnership will be taken as ring fenced funding into 2019/20.
25. The virement shown at Appendix 7 relates to additional funding from East Renfrewshire Council to fully fund the 2018/19 local authority pay award. The IJB is asked to approve the application of this £104k as identified across services.

IMPLICATIONS OF THE PROPOSALS

Finance

26. Savings and efficiencies included in the ERC contribution of £0.412 million have been applied in full to the 2018/19 budget as have the NHS GGC savings of £0.612 million.
27. The directions as detailed at Appendix 5 show the latest set aside budget as advised by NHS GGC of £16.624 million. This budget remains notional at this stage.

Directions

28. The directions to our partners are detailed at Appendix 5.
29. The report reflects a projected breakeven position after the potential contribution of £0.331 million to reserves for the year to 31 March 2019.

Staffing

30. Fit for the future staffing issues covered above, as is pay award and health visiting.

Risk

31. As previously reported there remain a number of risks which could impact on the current and future budget position; including:
- Achieving all existing savings on a recurring basis
 - Continued redesign of sleepovers and wider care package costs and demand
 - Achieving turnover targets
 - Prescribing remaining within budget and contingency
 - Out of Area costs within Learning Disability Specialist Services
 - Future savings challenges
32. In addition there remains a potential cost pressure relating to the transfer of one patient from Forensic Services to the hosted Specialist Learning Disability Service.
33. The regrading for Health Visitors will be funded locally.

Equalities

34. None at present. All equalities issues will be addressed through future budget decisions.

Infrastructure

35. None

Policy

36. None

Legal

37. None

CONSULTATION AND PARTNERSHIP WORKING

38. The Chief Financial Officer has consulted with our partners.
39. This revenue budget reflects the consolidation of funding from both East Renfrewshire Council and NHS Greater Glasgow and Clyde. The HSCP operates under the Financial Regulations as approved by the Performance and Audit Committee on 18 December 2015.

CONCLUSIONS

40. Appendix 1 reports a projected in year underspend of £0.331 million for the year to 31 March 2019 being applied to reserves.

RECOMMENDATIONS

41. The Integration Joint Board is asked to:
- Note the projected outturn position of the 2018/19 revenue budget
 - Approve the budget virement as detailed at Appendix 7

REPORT AUTHOR

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6 March 2019

Chief Officer, IJB: Julie Murray

BACKGROUND PAPERS

IJB 20.03.2019 – Item 13: Revenue Budget Monitoring Report
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24051&p=0>

IJB 30.01.2019 – Item 12: Revenue Budget Monitoring Report
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=23711&p=0>

IJB 26.09.2018 - Item 10 Revenue Budget Monitoring Report
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=23089&p=0>

IJB 29.06.2018 – Item 15 Budget Update 2018/19
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=22620&p=0>

IJB 04.04.2018 – Item 12: Revenue Budget Monitoring Report
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=22103&p=0>

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Consolidated Monitoring Report

Projected Outturn Position to 31st March 2019

Objective Analysis	Draft Outturn			
	Full Year Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Children & Families	10,474,000	9,989,000	485,000	4.63%
Older Peoples Services	28,793,000	28,751,000	42,000	0.15%
Physical / Sensory Disability	4,657,000	4,589,000	68,000	1.46%
Learning Disability - Community	12,028,000	11,867,000	161,000	1.34%
Learning Disability - Inpatients	8,022,000	7,896,000	126,000	1.57%
Mental Health	4,365,000	4,117,000	248,000	5.68%
Addictions / Substance Misuse	1,546,000	1,550,000	(4,000)	(0.26%)
Family Health Services	22,261,000	22,261,000	-	0.00%
Prescribing	15,766,000	16,040,000	(274,000)	-1.74%
Criminal Justice	39,000	12,000	27,000	69.23%
Planning & Health Improvement	299,000	235,000	64,000	21.40%
Management & Admin	8,689,600	8,903,600	(214,000)	(2.46%)
Fit For the Future Programme	(953,600)	(556,000)	(397,600)	(41.69%)
Net Expenditure	115,986,000	115,654,600	331,400	0.29%
Contribution to / (from) Reserve	-	331,400	(331,400)	
Net Expenditure	115,986,000	115,986,000	-	

Notes:

- 1 NHS & ERC figures quoted as at 31 January & 1 February 2019
- 2 Resource Transfer and the Social Care Fund has been re allocated across client groups at the consolidated level.
- 3 The final contribution to / from reserves will be confirmed as part of the 2018/19 year end closure process
- 4 The balance of Fit for the Future savings will be met from reserves as required as the savings are phased in during 2018/19.

5 Contribution To Reserves is made up of the following transfers ;

£

Net Contribution To Reserves	<u>331,400</u>
Analysed by Partner ;	
NHS	114,000
Council	<u>217,400</u>
Net Contribution To Reserves	<u>331,400</u>

Council Monitoring Report

Projected Outturn Position to 31st March 2019

Subjective Analysis	Draft Outturn			
	Full Year Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	21,379,000	20,443,000	936,000	4.38%
Property Costs	1,009,000	920,000	89,000	8.82%
Supplies & Services	2,260,000	2,305,000	(45,000)	(1.99%)
Transport Costs	221,000	297,000	(76,000)	(34.39%)
Third Party Payments	38,311,600	38,798,600	(487,000)	(1.27%)
Support Services	2,138,000	2,138,000	-	(0.00%)
Income	(16,878,000)	(17,076,000)	198,000	1.17%
Fit For the Future Programme	(731,600)	(334,000)	(397,600)	(54.35%)
Net Expenditure	47,709,000	47,491,600	217,400	0.46%
Contribution to / (from) Reserve	-	217,400	(217,400)	
Net Expenditure	47,709,000	47,709,000	-	

Objective Analysis	Draft Outturn			
	Full Year Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Children & Families	8,508,000	8,040,000	468,000	5.50%
Older People	19,877,000	20,037,000	(160,000)	(0.80%)
Physical / Sensory Disability	4,293,000	4,225,000	68,000	1.58%
Learning Disability	7,679,000	7,607,000	72,000	0.94%
Mental Health	1,409,000	1,332,000	77,000	5.46%
Addictions / Substance Misuse	264,000	265,000	(1,000)	(0.38%)
Criminal Justice	39,000	12,000	27,000	69.23%
Service Strategy	1,183,600	1,202,600	(19,000)	(1.61%)
Support Service & Management	5,188,000	5,105,000	83,000	1.60%
Fit For the Future Programme	(731,600)	(334,000)	(397,600)	(54.35%)
Net Expenditure	47,709,000	47,491,600	217,400	0.46%
Contribution to / (from) Reserve	-	217,400	(217,400)	
Net Expenditure	47,709,000	47,709,000	-	

Notes

1 Figures quoted as at 1 February 2019

2 The projected underspend / (overspend) will be taken to/(from) reserves at year end.

3 The balance of Fit for the Future savings will be met from reserves as required as the savings are phased in during 2018/19.

4 Contribution To Reserves is made up of the following transfer;

£

Total Contribution to reserves

217,400

NHS Monitoring Report

Projected Outturn Position to 31st March 2019

Subjective Analysis	Draft Outturn			
	Full Year Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	17,569,000	16,402,000	1,167,000	6.64%
Non-pay Expenditure	45,485,000	46,538,000	(1,053,000)	(2.32%)
Resource Transfer/Social Care Fund	9,550,000	9,550,000	-	-
Income	(4,327,000)	(4,327,000)	-	-
Net Expenditure	68,277,000	68,163,000	114,000	0.17%

Contribution to / (from) Reserve	-	114,000	(114,000)	
Net Expenditure	68,277,000	68,277,000	-	

Objective Analysis	Draft Outturn			
	Full Year Budget £	Projected Outturn Spend £	Variance (Over) / Under £	Variance (Over) / Under %
Childrens Services	1,883,000	1,866,000	17,000	0.90%
Adult Community Services	3,699,000	3,497,000	202,000	5.46%
Learning Disability - Community	912,000	823,000	89,000	9.76%
Learning Disability - Inpatients	8,022,000	7,896,000	126,000	1.57%
Mental Health - Community	1,627,000	1,516,000	111,000	6.82%
Mental Health - Older Adults	693,000	633,000	60,000	8.66%
Family Health Services	22,261,000	22,261,000	-	-
Prescribing	15,766,000	16,040,000	(274,000)	-
Addictions	860,000	863,000	(3,000)	(0.35%)
Planning & Health Improvement	299,000	235,000	64,000	21.40%
Integrated Care Fund	907,000	907,000	-	-
Management & Admin	2,020,000	2,298,000	(278,000)	(13.76%)
Resource Transfer/Social Care Fund	9,550,000	9,550,000	-	-
Fit For the Future Programme	(222,000)	(222,000)	-	-
Net Expenditure	68,277,000	68,163,000	114,000	0.17%

Contribution to / (from) Reserve	-	114,000	(114,000)	
Net Expenditure	68,277,000	68,277,000	-	

Notes

1 Figures quoted as at 31 January 2019

2 Resource Transfer and the Social Care Fund is re allocated across client groups at the consolidated level as detailed below;

	£
Service Strategy	165,000
Children & Families	83,000
Older People	4,298,000
Physical Disability	363,000
Addictions	421,000
Learning Disability	3,429,000
Mental Health	634,000
Support Service & Mgt	157,000
	<u>9,550,000</u>

3 The balance of Fit for the Future savings will be met from reserves as required as the savings are phased in during 2018/19.

4 Contribution To Reserves is made up of the following transfers ;

	£
Total Contribution (from) / to Reserves	<u>114,000</u>

Year To Date Position as at December 2018

Council Monitoring Report

Subjective Analysis	Year To Date			
	Budget £	Actual £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	16,447,000	15,058,000	1,389,000	8.45%
Property Costs	612,000	505,000	107,000	17.48%
Supplies & Services	1,229,000	1,129,000	100,000	8.14%
Transport Costs	187,000	242,000	(55,000)	(29.41%)
Third Party Payments	28,341,000	28,625,000	(284,000)	(1.00%)
Support Services	-	3,000	(3,000)	0.00%
Income	(13,745,000)	(13,877,000)	132,000	-0.96%
Net Expenditure	33,071,000	31,685,000	1,386,000	4.19%

NHS Monitoring Report

Subjective Analysis	Year to Date			
	Budget £	Actual £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	14,167,000	13,745,000	422,000	2.98%
Non-pay Expenditure	36,262,000	36,684,000	(422,000)	(1.16%)
Resource Transfer	9,021,000	9,021,000	-	-
Income	(3,588,000)	(3,588,000)	-	-
Net Expenditure	55,862,000	55,862,000	-	(0.00%)
Total	88,933,000	87,547,000	1,386,000	1.56%

Notes

- 1 NMSGCC employee variances reflect vacant posts and non-pay reflects savings target
- 2 Budget profiling will be reviewed to eliminate any unnecessary variances, however it needs to be recognised that, given the nature of the spend, budget profiling is not exact.
- 3 ERC employee cost variance reflects outstanding 2018/19 3.5% pay award

	NHS £000	ERC £000	IJB £000	Total £000
Funding Sources to the IJB				
Original Revenue Budget Contributions	66,669	48,175		114,844
Subsequent Contribution Revisions				
NCHC Uplift	-	9	-	9
2018/19 AFC Pay Uplift	18	-	-	18
Legacy Savings	(212)	-	-	(212)
Realignment of Property Income to Facilities	333			333
FHS / GMS Cross Charge and Other Budget Revisions	855			855
School Nursing Redesign - CPT Duties	40	-	-	40
Health Visitors ongoing Redesign (and Fridges)	85	-	-	85
Primary Care Transition Fund	416	-	-	416
Mental Health Strategy	172	-	-	172
Criminal Justice Grant	-	(578)	-	(578)
Prescribing Pressure	(659)	-	-	(659)
ADP	265	-	-	265
SESP	239	-	-	239
Property Costs - Waterloo/Netherton	56	-	-	56
Social Care Fund	-	-	-	-
Central Support Cost Recharge	-	(57)	-	(57)
2018/19 Pay Award @ 3.5%	-	160	-	160
Current Revenue Budgets	68,277	47,709	-	115,986
Funding Outwith Revenue Monitoring				
Housing Aids & Adaptations *		550		550
Set Aside notional Budget	16,624			16,624
Total IJB Resources	84,901	48,259	-	133,160
Directions to Partners				
Revenue Budget	68,277	47,709	-	115,986
Social Care Fund	(5,161)	5,161	-	-
Carer's Information	58	(58)	-	-
Integrated Care Fund	(673)	673	-	-
Delayed Discharge	(264)	264	-	-
	62,237	53,749	-	115,986
Housing Aids & Adaptations *		550		550
Set Aside notional Budget	16,624			16,624
	78,861	54,299	-	133,160

* includes capital spend

Earmarked Reserves	Reserve Carry Forward to 2018/19 £	2018/19 Projected spend £	Projected balance 31/3/19 £	comment
1. Specific Project Funding :				
(Integrating L&D Function) / FFF Reserve	70,000	70,000	-	Funding of post
Community Capacity Building	55,000	55,000	-	Funding of post
C&F Childrens 1st	68,906	-	68,906	Year 1 costs met from within revenue budget
District Nursing	58,500	58,500	-	Funding of post
Speech & Language Therapy	8,500	8,500	-	Funding of post
Prescribing	250,000	-	250,000	Assumed no draw in year subject to year end
SGOVT - LD Funding	48,800	48,800	-	Reserve committed- pending recruitment of post
Primary Care Transition Fund	248,769	248,769	-	Reserve committed - full spend 18/19 planned
LD Furniture & Equipment	100,000	-	100,000	Funding of refresh programme
NHS 2017/18 Projects	52,500	32,500	20,000	Reserve committed, other than Syrian Refugees monies - being reviewed
Total Specific Projects	960,975	522,069	438,906	
2. Transitional Funding -Learning Disability Service Redesign :				
Learning Disability Specialist Services	700,600	-	700,600	Potential £304k addition subject to year end
Total Transitional Funding	700,600	0	700,600	
3. Bridging Finance:				
Bonnyton Service Redesign	450,000	450,000	-	Assume full spend in 2018/19
Budget Savings Reserve to support Fit For the Future Change Programme	1,464,963	(331,400)	1,796,363	Current projected contribution of £331k
In Year Pressures Reserve	500,000	-	500,000	
C&F - Residential Accommodation	460,000	-	460,000	
Total Bridging Finance	2,874,963	118,600	2,756,363	
Total All Earmarked Reserves	4,536,538	640,669	3,895,869	
General Reserves				
East Renfrewshire Council	109,200		109,200	
NHSGCC	163,000		163,000	
Total General Reserves	272,200	-	272,200	
Grand Total All Reserves	4,808,738	640,669	4,168,069	

2018/19 Budget Virement						
Subjective Analysis	2018/19 Budget £	(1) £	(2) £	(3) £	P11 2018/19 Budget £	Total Virement £
Employee Costs	21,275,000	104,000	-	-	21,379,000	104,000
Property Costs	1,009,000	-	-	-	1,009,000	-
Supplies & Services	2,260,000	-	-	-	2,260,000	-
Transport Costs	221,000	-	-	-	221,000	-
Third Party Payments	38,311,600	-	-	-	38,311,600	-
Support Services	2,138,000	-	-	-	2,138,000	-
Income	(16,878,000)	-	-	-	(16,878,000)	-
Fit For the Future Programme	(731,600)	-	-	-	(731,600)	-
Net Expenditure	47,605,000	104,000	-	-	47,709,000	104,000

2018/19 Budget Virement						
Objective Analysis	2018/19 Budget £	(1) £	(2) £	(3) £	P11 2018/19 Budget £	Total Virement £
Children & Families	8,489,000	19,000	-	-	8,508,000	19,000
Older People	19,833,000	44,000	-	-	19,877,000	44,000
Physical / Sensory Disability	4,285,000	8,000	-	-	4,293,000	8,000
Learning Disability	7,672,000	7,000	-	-	7,679,000	7,000
Mental Health	1,407,000	2,000	-	-	1,409,000	2,000
Addictions / Substance Misuse	261,000	3,000	-	-	264,000	3,000
Criminal Justice	36,000	3,000	-	-	39,000	3,000
Service Strategy	1,176,600	7,000	-	-	1,183,600	7,000
Support Service & Management	5,177,000	11,000	-	-	5,188,000	11,000
Contribution From Reserves	(731,600)	-	-	-	(731,600)	-
Net Expenditure	47,605,000	104,000	-	-	47,709,000	104,000

1 Funding of cost of additional 0,5% pay offer , 3,5% 2018/19 pay award in total

2018/19 Savings Delivery			
Saving	Approved Saving 2018/19 Budget £	Projected Saving 2018/19 £	Comments
New savings agreed as part of 2018-21 budget - ERC			
Respite Care	50,000	50,000	Saving posted to ledger projected to be achieved in full
Mental Health	61,000	61,000	Saving posted to ledger projected to be achieved in full
Learning Disability	150,000	150,000	Saving posted to ledger projected to be achieved in full
Addictions	1,000	1,000	Saving posted to ledger projected to be achieved in full
Adoption	20,000	20,000	Saving posted to ledger projected to be achieved in full
Interim Funding	62,000	62,000	Budget increased in line with prior year achievement of income
Property Costs	50,000	50,000	Budget reduced in line with full year costs of new building
Property Income	18,000	18,000	Reflects agreed café rental income from both sites
Sub Total	412,000	412,000	
New savings to meet NHS Pressures			
Non Pay Inflation	152,000	152,000	No inflation increases allocated
Community Equipment	150,000	150,000	Pressure will be met from realignment of ICF funding
LD Redesign - Waterloo Close	125,000	125,000	Full year effect releases funding
Prescribing	185,000	185,000	Pressure will be managed through reserve as required
Sub Total	612,000	612,000	
Fit for the Future Programme			
Balance to be Achieved as at December 2018	953,600	556,000	Projected savings balance required reflects current progress to date both achieved (£291k) and modelled (£265k). Work in ongoing to meet the full saving on a recurring basis
Total HSCP Saving Challenge	1,977,600	1,580,000	