



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	14 August 2019
Agenda Item	11
Title	Revenue Budget Monitoring Report 2019/20; position as at 30 June 2019
Summary	
To provide the Integration Joint Board with financial monitoring information in relation to the revenue budget, as part of the agreed financial governance arrangements.	
Presented by	Lesley Bairden, Head of Finance and Resources (Chief Financial Officer)
Action Required	
The Integration Joint Board is asked to note the projected outturn for the 2019/20 revenue budget and approve the budget virements detailed at Appendix 7.	
Implications checklist – check box if applicable and include detail in report	
<input checked="" type="checkbox"/> Financial	<input type="checkbox"/> Policy
<input checked="" type="checkbox"/> Risk	<input type="checkbox"/> Staffing
<input type="checkbox"/> Legal	<input type="checkbox"/> Infrastructure
<input type="checkbox"/> Equalities	<input type="checkbox"/> Directions

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

14 August 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 2019/20 revenue budget.

RECOMMENDATIONS

2. The Integration Joint Board is asked to note the projected outturn for the 2019/20 revenue budget and approve the budget virements 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 2019/20, and projected outturn position is reported in detail at Appendix 1. This shows a projected overspend of £0.467 million against a full year budget of £117.708 million (0.4%). Any overspend at the end of the year will be funded from reserves, if required. Appendices 2 and 3 set out the operational position for each partner.
5. The projected overspend is due to:
 - £0.305 million based on the current cost of care packages within Eastwood and Barrhead localities
 - £0.340 million care at home
 - £0.095 million within Bonnyton House required to maintain statutory staffing levels

Offset by:

- £0.122 million care package and staffing costs within Children & Families
 - £0.143 million within Recovery Services
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, including additional Scottish Government funding for free personal care / free personal nursing care for the under 65s (Frank's Law) and funding received from the NHS for the continuing care financial framework. Further operational budget adjustments show the realignment of approved savings and care at home transformation funding.
 8. In addition the operational budgets relating to ERC ledgers as detailed at Appendix 7 have been re aligned to reflect the management and operational structures arising from the Fit for The Future service re design programme.

9. The NHS contribution adjustments are identified in Appendix 5 and do not require operational virement approval.
10. The main projected operational variances as set out below with projected costs based on known commitments and activity from the first quarter of 2019/20.
11. **Children & Families £122k underspend** is a combination of staff turnover and the current projected costs of residential care and direct payment costs and allows for increased activity during the year. The projection is based on current staff vacancies and recruitment plans and includes £50k cost pressures from Health Visiting where a number of staff are at higher increment points than the budget model.
12. **Localities Services - Barrhead £144k overspend** reflects the current care package costs, including an increase in one complex package. The projection allows for a modest increase in placements during the remainder of the financial year. There is some turnover from District Nursing and Rehabilitation in the first three months of this year.
13. **Localities Services – Eastwood £167k overspend** also reflects the current projected care packages and again with a limited provision for further placements during the remainder of the year. There is some turnover from District Nursing and Rehabilitation in the first three months of this year.
14. **Intensive Services £435k overspend** reflects;
 - £340k Care at Home based on current client placement hours provided via externally purchased care packages and the in house service
 - £95k Bonnyton House due to higher overtime and agency staff costs in order to maintain statutory staffing levels, this is being reviewed to minimise additional costs
15. The current care package projections included within the Localities and Intensive services by client group are:
 - £429k Older People
 - £281k Physical and Sensory
 - £111k Learning Disability
16. **Learning Disability Inpatients** is currently projected to budget. The bed redesign is dependent on the timing of redesign of community provision by the other HSCPs, with the transition funding reserve remaining in place to support this.
17. **Recovery Services Mental Health £43k underspend** is mainly from staff turnover.
18. **Recovery Services Addictions £100k underspend** is from staffing and care package cost commitments.
19. **Confirmed Prescribing Nil Variance.** The final budget by GP service is being confirmed and this will determine the adequacy of the £630k pressure funding agreed by the IJB for 2019/20. It is too early in the financial year for any accurate trends to have emerged and projections will be reported as current year costs and intelligence build.
20. **Primary Care Improvement / Mental Health Action 15 / ADP.** The 2019/20 budgets have been agreed and clarity is being sought with Scottish Government on the impact of reserves to current year funding. For future reports a detailed appendix on each will be included.
21. The current projected overspend of £0.467 million and any overspend will be funded from our budget savings reserve as required.

22. The year to date position is detailed at Appendix 4 and reflects an under spend of £0.074m and reflects timing differences between actual year to date costs to the profiled budget. The effect of the proposed budget virements is not included in the year to date information.
23. The reserves position as reported at Appendix 6, are as detailed within the Unaudited Annual Report and Accounts approved by the IJB on 26 June 2019, and are subject to audit.
24. The virement requests detailed at Appendix 7 relate to additional funding from the Scottish Government and from NHSGGC (£0.490m and £0.515m respectively), as detailed at paragraph 7 above. The IJB is asked to approve the application of these funds as identified across re-aligned service budgets reflecting the agreed structure changes within the HSCP.

IMPLICATIONS OF THE PROPOSALS

Finance

25. Savings and efficiencies included in the ERC contribution of £3.097 million have been applied in full to the 2019/20 budget as have the NHSGGC savings of £0.585 million.
26. The directions as detailed at Appendix 5 show the latest set aside budget as advised by NHSGGC of £17.046 million. This budget remains notional at this stage however work is ongoing to progress this.

Risk

27. 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 reserve
 - Observation and Out of Area costs within Learning Disability Specialist Services

Directions

28. The directions to our partners are detailed at Appendix 5.
29. The report reflects a projected breakeven position after the contribution of £0.467 million from reserves for the year to 31 March 2020.
30. There are no legal, staffing, infrastructure, equalities or policy implications.

CONSULTATION AND PARTNERSHIP WORKING

31. The Chief Financial Officer has consulted with our partners.
32. 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

33. Appendix 1 reports a projected in year overspend of £0.467 million for the year to 31 March 2020 being funded from reserves.

RECOMMENDATIONS

34. The Integration Joint Board is asked to note the projected outturn for the 2019/120 revenue budget and approve the budget virements detailed at Appendix 7.

REPORT AUTHOR

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1 July 2019

Chief Officer, IJB: Julie Murray

BACKGROUND PAPERS

IJB 20.05.2019 – Item 14: Revenue Budget Monitoring Report
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24320&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>

IJB 14.2.2018 – Item13: Revenue Budget Monitoring Report
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=21805&p=0>

IJB 29.11.2017 – Item 13: Revenue Budget Monitoring Report
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=21470&p=0>

Consolidated Monitoring Report

Projected Outturn Position to 31st March 2020

Objective Analysis	Full Year			
	Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Public Protection - Children & Families	12,522,000	12,400,000	122,000	0.97%
Public Protection - Criminal Justice	-	-	-	0.00%
Localities Services - Barrhead	15,240,000	15,384,000	(144,000)	(0.94%)
Localities Services - Eastwood	19,333,000	19,500,000	(167,000)	(0.86%)
Intensive Services	10,371,000	10,806,000	(435,000)	(4.19%)
Learning Disability - Inpatients	8,393,000	8,393,000	-	0.00%
Recovery Services - Mental Health	4,428,000	4,385,000	43,000	0.97%
Recovery Services - Addictions	1,050,000	950,000	100,000	9.52%
Family Health Services	21,740,000	21,740,000	-	0.00%
Prescribing	15,766,000	15,766,000	-	0.00%
Planning & Health Improvement	258,000	258,000	-	0.00%
Finance & Resources	8,607,000	8,593,000	14,000	(0.16%)
Net Expenditure	117,708,000	118,175,000	(467,000)	(0.40%)
Contribution to / (from) Reserve	-	(467,000)	467,000	0.00%
Net Expenditure	117,708,000	117,708,000	-	-

Note ; ERC & NHS figures for the month ended 30 June 2019

Note ; ERC figures for the month ended 30 June 2019

Net Contribution To Reserves	£ <u>(467,000)</u>
Analysed by Partner ;	
NHS	18,000
Council	<u>(485,000)</u>
Net Contribution To Reserves	<u>(467,000)</u>

Council Monitoring Report

Projected Outturn Position to 31st March 2020

Subjective Analysis	Full Year			
	Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	22,122,000	22,046,000	76,000	0.34%
Property Costs	968,000	940,000	28,000	2.89%
Supplies & Services	2,390,000	2,275,000	115,000	4.81%
Transport Costs	224,000	290,000	(66,000)	(29.46%)
Third Party Payments	37,713,000	38,458,000	(745,000)	(1.98%)
Support Services	2,331,000	2,331,000	-	(0.00%)
Income	(16,469,000)	(16,576,000)	107,000	0.65%
Net Expenditure	49,279,000	49,764,000	(485,000)	(0.98%)

Contribution to / (from) Reserve	-	(485,000)	485,000	0.00%
Net Expenditure	49,279,000	49,279,000	-	0.00%

Objective Analysis	Full Year			
	Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Public Protection -Children & Families	8,662,000	8,490,000	172,000	1.99%
Public Protection - Criminal Justice	-	-	-	(0.00%)
Localities Services - Barrhead	11,622,000	11,801,000	(179,000)	(1.54%)
Localities Services - Eastwood	13,007,000	13,214,000	(207,000)	(1.59%)
Intensive Services	8,538,000	8,973,000	(435,000)	(5.09%)
Recovery Services -Mental Health	1,351,000	1,351,000	-	(0.00%)
Recovery Services - Addictions	279,000	179,000	100,000	35.84%
Finance & Resources	5,820,000	5,756,000	64,000	1.10%
Net Expenditure	49,279,000	49,764,000	(485,000)	(0.98%)

Contribution to / (from) Reserve	-	(485,000)	485,000	0.00%
Net Expenditure	49,279,000	49,279,000	-	0.00%

Notes

1 Figures quoted as at 30 June 2019

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

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

Contribution from In Year Pressures Reserve	£ <u>(485,000)</u>
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NHS Monitoring Report

Projected Outturn Position to 31st March 2020

Subjective Analysis	Full Year			
	Full Year Budget £	Projected Outturn £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	17,550,000	17,356,000	194,000	1.11%
Non-pay Expenditure	44,134,000	44,346,000	(212,000)	(0.48%)
Resource Transfer/Social Care Fund	10,582,000	10,582,000	-	-
Income	(3,837,000)	(3,837,000)	-	-
Net Expenditure	68,429,000	68,447,000	(18,000)	(0.03%)

Contribution to / (from) Reserve	-	(18,000)	18,000	
Net Expenditure	68,429,000	68,429,000	-	

Objective Analysis	Full Year			
	Budget £	£	Variance (Over) / Under £	Variance (Over) / Under %
Childrens Services	2,000,000	2,050,000	(50,000)	(2.50%)
Localities Services - Barrhead	1,122,000	1,087,000	35,000	3.12%
Localities Services - Eastwood	3,549,000	3,509,000	40,000	1.13%
Learning Disability - Inpatient	8,393,000	8,393,000	-	0.00%
Recovery Services - Mental Health	2,771,000	2,728,000	43,000	1.55%
Family Health Services	21,740,000	21,740,000	-	-
Prescribing	15,766,000	15,766,000	-	(0.00%)
Recovery Services - Addictions	711,000	711,000	-	(0.00%)
Planning & Health Improvement	258,000	258,000	-	0.00%
Finance & Resources	1,537,000	1,587,000	(50,000)	(3.25%)
Resource Transfer	10,582,000	10,582,000	-	-
Net Expenditure	68,429,000	68,411,000	18,000	0.03%

Contribution to / (from) Reserve	-	18,000	(18,000)	0.00%
Net Expenditure	68,429,000	68,429,000	-	0.00%

Notes

1 Figures quoted as at 30 June 2019

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

	£
Childrens Services	1,860,000
Localities Services - Eastwood	2,496,000
Localities Services - Eastwood	2,777,000
Intensive Services	1,833,000
Recovery Services - Mental Health	306,000
Recovery Services - Addictions	60,000
Finance & Resources	1,250,000
	<u>10,582,000</u>

3 Contribution To Reserves is made up of the following transf

Total Contribution (from) / to Reserves	<u>18,000</u>
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Year To Date Position as at May 2019

Council Monitoring Report

Subjective Analysis	Year To Date			
	Budget £	Actual £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	4,913,000	4,580,000	333,000	6.78%
Property Costs	234,000	187,000	47,000	20.09%
Supplies & Services	190,000	161,000	29,000	15.26%
Transport Costs	44,000	25,000	19,000	43.18%
Third Party Payments	5,840,000	6,308,000	(468,000)	(8.01%)
Support Services	-	-	-	0.00%
Income	(675,000)	(643,000)	(32,000)	4.74%
Net Expenditure	10,546,000	10,618,000	(72,000)	(0.68%)

NHS Monitoring Report

Subjective Analysis	Year to Date			
	Budget £	Actual £	Variance (Over) / Under £	Variance (Over) / Under %
Employee Costs	1,578,000	1,508,000	70,000	4.44%
Non-pay Expenditure	3,481,000	3,553,000	(72,000)	(2.07%)
Resource Transfer	480,000	480,000	-	-
Income	(403,000)	(403,000)	-	-
Net Expenditure	5,136,000	5,138,000	(2,000)	(0.04%)
Total	15,682,000	15,756,000	(74,000)	(0.47%)

Notes

- 1 NMSGCC employee variances reflect vacant posts and non-pay reflects savings target
- 2 Budget profiling is regularly reviewed to eliminate any unnecessary variances, however it needs to be recognised that, given the nature of the spend, budget profiling is not exact. The budget to date does not reflect the impact of the proposed budget virements.

Budget Reconciliation & Directions as at 31 March 2020

	NHS £000	ERC £000	IJB £000	Total £000
Funding Sources to the IJB				
1 Original Revenue Budget Contributions	67,577	49,350	-	116,927
Subsequent Contribution Revisions				
inflation expected - not yet input	(1,150)	-	-	(1,150)
continuing care beds not yet input	(499)	-	-	(499)
fye 18/19 entries	371	-	-	371
Mearnskirck	444	-	-	444
FHS	491	-	-	491
GFP & Fourhills	41	-	-	41
19/20 UPLIFT	1,154	-	-	1,154
FPC/FPNC <65's - Franks Law	-	490	-	490
CJS Grant	-	(561)	-	(561)
Current Revenue Budgets	68,429	49,279	-	117,708
Funding Outwith Revenue Monitoring				
Housing Aids & Adaptations *	-	550	-	550
Set Aside notional Budget	17,046	-	-	17,046
Total IJB Resources	85,475	49,829	-	135,304
Directions to Partners				
Revenue Budget	68,429	49,279	-	117,708
Social Care Fund	(5,161)	5,161	-	-
Integrated Care Fund	(673)	673	-	-
Delayed Discharge	(264)	264	-	-
	62,331	55,377	-	117,708
Housing Aids & Adaptations *	-	550	-	550
Set Aside notional Budget	17,046	-	-	17,046
	79,377	55,927	-	135,304

East Renfrewshire HSCP - Revenue Monitoring 2019/20
Projected Reserves as at 31 March 2020

Earmarked Reserves	Reserve Brought Forward to 2019/20*	2019/20 Projected spend	Projected balance 31/3/20	comment
	£	£	£	
Scottish Government Funding				
Mental Health - Action 15	110,925	110,925	-	Applied in 2019/20
Alcohol & Drugs Partnership	68,303	68,303	-	Applied in 2019/20
Primary Care Improvement	185,823	185,823	-	Applied in 2019/20
Primary Care Transition Fund	234,201	234,201	-	Applied in 2019/20
Scottish Government Funding	599,252	599,252	-	
Bridging Finance				
Budget Savings Reserve	1,137,741	467,000	670,741	Draw required to balance 2019/20
In Year Pressures Reserve	500,000	250,000	250,000	Provisional estimate for Bonnyton decant
Prescribing	222,000	-	222,000	To smooth prescribing pressures
Bridging Finance	1,859,741	717,000	1,142,741	
Children & Families				
Residential Accommodation	460,000	-	460,000	To smooth the impact of high cost residential
Children 1st	68,906	68,906	-	2019/20 funding requirement
Home & Belonging	100,000	35,000	65,000	2019/20 part year funding requirement
Continuing Care	35,000	35,000	-	2019/20 funding requirement
Children & Families	663,906	138,906	525,000	
Transitional Funding				
Learning Disability Specialist Services	1,039,134	-	1,039,134	Application determined by community placement
Total Transitional Funding	1,039,134	-	1,039,134	
Projects				
District Nursing	38,800	38,800	-	Applied in 2019/20
Active Lives	55,000	55,000	-	Applied in 2019/20
Projects & Initiatives - 1	52,500	-	52,500	Timing of use being worked on
Projects & Initiatives - 2	57,230	-	57,230	Timing of use being worked on
LD Non Specialist Services	48,800	-	48,800	Timing of use being worked on
Projects	252,330	-	252,330	
Repairs & Renewals				
LD Non Specialist Services	100,000	-	100,000	Will be applied as required
Repairs & Renewals	100,000	-	100,000	
Capacity				
Care at Home	250,000	250,000	-	To support action plan
Partnership Strategic Framework	200,000	-	200,000	Timing of use being worked on
Organisational Learning & Development	100,000	-	100,000	Timing of use being worked on
Capacity	550,000	250,000	300,000	
Total All Earmarked Reserves	5,064,363	1,705,158	3,359,205	
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	5,336,563	1,705,158	3,631,405	

* 2018/19 balances carried forward to 2019/20- subject to audit

2019/20 Budget Virement										
Subjective Analysis	2019/20 Budget* £	(1) £	(2) £	(3) £	(4) £	(5) £	(5) £	(6) 6	P3 2019/20 Budget £	Total Virement £
Employee Costs	20,678,000	-	444,000	-	750,000	250,000	-	-	22,122,000	1,444,000
Property Costs	968,000	-	-	-	-	-	-	-	968,000	-
Supplies & Services	2,390,000	-	-	-	-	-	-	-	2,390,000	-
Transport Costs	224,000	-	-	-	-	-	-	-	224,000	-
Third Party Payments	37,723,000	465,000	75,000	200,000	(750,000)	-	-	-	37,713,000	(10,000)
Support Services	2,331,000	-	-	-	-	-	-	-	2,331,000	-
Income	(14,964,000)	25,000	(519,000)	(200,000)	-	(250,000)	-	(561,000)	(16,469,000)	(1,505,000)
Net Expenditure	49,350,000	490,000	-	-	-	-	-	(561,000)	49,279,000	(71,000)

2019/20 budget - revised structure	
Subjective Analysis	Revised 2019/20 Budget £'000
Employee Costs	22,122,000
Property Costs	968,000
Supplies & Services	2,390,000
Transport Costs	224,000
Third Party Payments	37,713,000
Support Services	2,331,000
Income	(16,469,000)
Net Expenditure	49,279,000

2019/20 Budget Virement										
Objective Analysis	2019/20 Budget* £	(1) £	(2) £	(3) £	(4) £	(5) £	(5) £	(6) 6	P3 2019/20 Budget £	Total Virement £
Children & Families	8,662,000	-	-	-	-	-	-	-	8,662,000	-
Older People	19,634,000	25,000	-	1,400,000	-	-	76,000	-	21,135,000	1,501,000
Physical / Sensory Disability	4,195,000	-	-	(100,000)	-	-	-	-	4,095,000	(100,000)
Learning Disability	8,072,000	465,000	-	(600,000)	-	-	-	-	7,937,000	(135,000)
Mental Health	1,527,000	-	-	(100,000)	-	-	(76,000)	-	1,351,000	(176,000)
Addictions / Substance Misuse	279,000	-	-	-	-	-	-	-	279,000	-
Criminal Justice	561,000	-	-	-	-	-	-	(561,000)	-	(561,000)
Service Strategy	882,000	-	-	-	-	-	-	-	882,000	-
Support Service & Management	5,538,000	-	-	(600,000)	-	-	-	-	4,938,000	(600,000)
Net Expenditure	49,350,000	490,000	-	-	-	-	-	(561,000)	49,279,000	(71,000)

2019/20 budget - revised structure	
Objective Analysis	Revised 2019/20 Budget £'000
Public Protection - Childrens & Families	8,662,000
Adult Health - Intensive Services	8,538,000
Adult Health - Localities Services Barrhead	11,622,000
Adult Health - Localities Services Eastwood	13,007,000
Recovery Services - Mental Health	1,351,000
Recovery Services - Addictions	279,000
Public Protection - Criminal Justice	-
Finance & Resources	5,820,000
Net Expenditure	49,279,000

*2019/20 Budget as approved by ERC, 28 February 2019

Notes

- 1 Scottish Government Funding - FPC/FPNC for under 65s - 'Frank's Law'
- 2 Application of continuing care financial framework to Bonnyton House
- 3 Realignment of 2019/20 approved savings
- 4 Realignment of Care at Home Transformation Funding - Recurring
- 5 Realignment of Care at Home Transformation Funding - Non Recurring
- 6 Criminal Justice Service grant income accounting adjustment

Analysis of Savings Delivery

Saving	2019/20 Savings Delivery		
	Approved Saving 2019/20 Budget £	Projected Saving 2019/20 £	Comments
New savings agreed as part of 2018-21 budget - ERC			
Recurring IJB Funding	547,000	547,000	Saving achieved
Project Flexibility - ICF	500,000	500,000	Saving achieved
Recurring Sustainability Funding	450,000	450,000	Saving achieved
Interim Funding & C Alarm Income	200,000	200,000	Saving achieved
Fit for The Future - Phase 2	250,000	250,000	Full saving projected; reserve will offset any in year shortfall
Digital Efficiencies	250,000	250,000	Full saving projected; reserve will offset any in year shortfall
Rationalisation of Community Resources	100,000	100,000	Full saving projected; reserve will offset any in year shortfall
Non Residential Care Packages	800,000	800,000	Full saving projected; reserve will offset any in year shortfall
Sub Total	3,097,000	3,097,000	
New savings to meet NHS Pressures			
Non Pay Inflation	460,000	460,000	Saving achieved
LD Redesign - Waterloo Close	125,000	125,000	Saving achieved
	-	-	
Sub Total	585,000	585,000	
Total HSCP Saving Challenge	3,682,000	3,682,000	