

## Integration Joint Board 16 August 2018

**Subject:** Budget Monitoring – Month 3 (June 2018)

**Purpose:** To provide an update on the projected financial outturn for the financial year as at June 2018.

**Recommendation:** It is recommended that the IJB:

- (a) Notes the projected year-end overspend of £1.4m;
- (b) Notes the action being proposed to mitigate the overspend;
- (c) Notes the savings gap in relation to Health budgets and plans to further develop proposals; and
- (d) Notes the financial position will continue to be closely monitored with a further update to the IJB in September, if the partnership are still projecting a year-end overspend a financial recovery plan will be presented to the IJB for approval.

<b>Glossary of Terms</b>	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
MH	Mental Health
CAMHS	Child & Adolescent Mental Health Services
BRAG	Blue, Red, Amber, Green
UNPACS	UNPACS, (UNPlanned Activities) – Extra Contractual Referrals
ARG	Allocation of Resources Group
CRES	Cash Releasing Efficiency Savings

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>
1.1	This report is the first budget monitoring report for 2018-19 for the North Ayrshire Health and Social Care Partnership which reflects the position as at 30 June 2018. The report provides an overview of the financial position and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services.
1.2	The projected outturn is a year-end overspend of £1.400m for 2018-19, taking account of the mitigating actions outlined in the report. It is early in the financial year therefore there is scope for this position to fluctuate due to in-year cost and demand pressures and assumptions in relation to funding and the achievement of savings. The position should be noted by the IJB at this time, if there is no improvement to the position a financial recovery plan will be developed and presented to the IJB for approval, as required by the Integration Scheme.

1.3	<p>The main areas of pressure continue to be care homes, looked after children, Learning Disability care packages, elderly and adult in-patients within the lead partnership and the unallocated NHS CRES savings.</p> <p>This position assumes that the proposals outlined in the separate report in relation to the 2018-19 budget are agreed by the IJB and that therefore the remaining balance of unallocated CRES for 2018-19 is £1.632m (reduced from opening balance of £2.557m). The current projected financial position assumes that this target will not be met in 2018-19. Work is ongoing with NHS AA to identify appropriate savings against this target, the Health Board indicated that this will be taken forward on a corporate basis, however the budget has been delegated to the IJB. It is imperative that the HSCP agree an approach to managing this remaining savings target to ensure any plans can be implemented as soon as possible.</p>
1.4	<p>It is essential that the IJB operates within the delegated budget and commissions services from the Council and Health Board on this basis. Financial balance has not been delivered in previous years and in the new financial year there is a projected overspend position. More needs to be done to ensure the financial sustainability of the partnership and to deliver financial balance for the current year. The service transformation programme and the delivery of the those service changes will require to be at the forefront as this will have the greatest impact on the delivery of financial balance and the ongoing sustainability and safety of services</p> <p>The current arrangements are being reviewed to ensure that the HSCP can operate effectively in a way to positively support delivery and the IJB will be kept up to date on progress with this work.</p>
<b>2.</b>	<b>BACKGROUND</b>
2.1	<p>The IJB agreed an interim budget on 19 April 2018 pending confirmation of the final budget allocation from NHS AA. The NHS budget was subsequently agreed on 25 June 2018, a follow up report to the budget plan for 2018-19 is also presented to the IJB.</p> <p>The report follows on from the approval of the budget to monitoring the delivery against those plans. The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and actions required to work towards financial balance.</p>
<b>3.</b>	<b>FINANCIAL PERFORMANCE</b>
3.1	<p>Against the full-year budget of £230.949m there is a projected overspend of £1.400m (0.6%).</p> <p>The sections that follow sections outline the significant variances in service expenditure compared to the approved budgets. Appendix A provides the financial overview of the partnership position.</p>

3.2	<b>Health and Community Care Services</b>
	<p>Against the full-year budget of £65.060m there is a projected overspend of £0.245m (0.4%). The main reasons for the projected overspend are:</p> <p>a) <b>Locality Services</b> – projected overspend of £1.237m which consists of:</p> <p>Care home placements including respite placements – projected to overspend by £1.596m based on 865 placements (592 Nursing and 273 Residential). This includes the non-achievement of the £0.391m agreed saving. Work is ongoing to minimise future impact via a combination of increased Intermediate Care and Rehab, use of the Health and Therapy Team, reablement within care at home and the Home First initiative.</p> <p>Independent Living Services are projected to underspend by £0.076m but within this position there are underspends in residential packages and direct payments and an overspend in community packages. This projection assumes that £0.200m of Challenge Fund savings will be achieved.</p> <p>Packages of care are projected to overspend by £0.191m due to the high use of supplementary staffing.</p> <p>District nursing is projecting to underspend by £0.112m due to vacancies.</p> <p>b) <b>Community Care Service Delivery</b> – projected underspend of £0.989m which consists of:</p> <p>Care at home (purchased and in house) projected underspend of £1.004m based on the current level of staffing and purchased services. This projection assumes that £0.228m of Challenge Fund savings will be made.</p> <p>Supplies, transport and admin are projected to overspend by £0.172m due to increased spend on mileage, phones, ferry charges, telecare and CM2000 costs.</p> <p>c) <b>Rehab and Reablement</b> – projected underspend of £0.140m mainly due to vacancy savings.</p> <p>d) <b>Long Term Conditions</b> – projected overspend of £0.174m which is mainly due to an overspend in employee costs of £0.345m in Ward 1 to ensure staffing levels are at a safe level. Discussions with NHS AA are ongoing in relation to this, costs for bank and agency staffing will be minimised by using the displaced nurses from the Crosshouse bed reconfiguration. This is partially offset by a projected underspend of £0.100m in relation to carers funding and £0.060m in relation to vacancy savings.</p>
3.3	<b>Mental Health Services</b>
	<p>Against the full-year budget of £72.004m there is a projected overspend of £0.494m (0.7%). The main reasons for the projected overspend are:</p> <p>a) <b>Learning Disabilities</b> – projected overspend £0.701m which is mainly due to care packages based on the current number of placements plus an</p>

assessment of potential new packages. The projection assumes that the Challenge Fund project savings of £0.256m will be achieved.

The current packages continue to be reviewed and progress is monitored through the bi-weekly ARG funding panel chaired by the head of service. Care package requests/reductions are made against a risk criteria to ensure all risks are mitigated and vulnerable people can access services in accordance with statutory requirements – the application of a ‘discharge’ for an ‘admission’ is not always possible given the high cost of packages currently attributed to young people in transition. Potentially the projected overspend will reduce by undertaking the following actions:

- Extension of CM2000 to adult services which will enable payment to care providers based on actual service delivered.
- Review of all 2:1 supports.
- Developing alternative approaches to personal assistant provision to accompany service users to social events
- Developing alternative approaches to transport for service users to social events.
- Review of all cases aged 65+ to ensure the appropriate care is provided.
- Changes to the ARG paperwork to include a section on alternative community based services. E.g. use of Carena / Community Link Workers.
- Development sessions with the LD team around ‘thinking differently’ to encourage different service provision moving forward.

There are currently no budget savings planned for sleepover savings during 2018-19 as this will be reliant on the development of a responder business case. If this work can be progressed and implemented during 2018-19 this would also contribute to an improvement to the position.

b) **Community Mental Health** – is projected to underspend by £0.267m mainly due to projected vacancy savings.

c) **Lead Partnership** – projected overspend of £0.148m which consists of:

i. Adult inpatients – projected overspend of £0.317m which is mainly due to the delay in generating income from other areas in respect of forensic beds.

The other area contributing to the overspend is the Lochranza ward on the Ailsa site which is projected to overspend by £0.148m due to additional staffing to support a person on 1:1 support. Discussions are ongoing with the South partnership in relation to the transfer of the ward following the discharge of the North patients into the community during 2018-19.

ii. UNPACS – is projected to underspend by £0.230m on the assumption that there will be two new care packages in year and the charge for the three year service level agreement for Rowanbank. The underspend is partially attributable to the availability and use of beds in ward 6 which have prevented more costly external placements.

iii. Elderly Inpatients – is projected overspend by £0.213m, accounting for an anticipated reduction in the use of supplementary staffing.

	<p>iv. Learning Disabilities – is projected to underspend by £0.231m due to a delay in the transfer of an UnPACs patient.</p> <p>v. Additional vacancy related projected underspends:</p> <ul style="list-style-type: none"> <li>• Psychology - £0.380m</li> <li>• CAMHS - £0.194m</li> </ul> <p>vi. Psychiatry – is projected to overspend by £0.237m primarily due to locum costs and an unfunded EMH liaison post. There is an increased use of locum staff in the absence of being able to recruit permanent posts.</p> <p>Of the NAHSCP unmet NHS CRES target from previous years totalling £2.557m a significant proportion is aligned to Lead Partnership Mental Health Services, as this accounts for the majority (69.5%) of the health controllable delegated budget. There is currently a balance of £1.632m of the total CRES target which remains to be identified and of this £0.986m is aligned to Mental Health services and therefore these unallocated savings have been accounted for within the lead partnership position.</p>
3.4	<p><b>Children’s Services and Criminal Justice</b></p>
	<p>Against the full-year budget of £35.108m there is a projected underspend of £0.103m (0.3%). The main reasons for the projected underspend are:</p> <p><b>a) Looked After and Accommodated Children – projected overspend of £0.178m.</b></p> <p><i>Residential Schools and Community Placements</i> – projected overspend of £0.288m. The projection is based on the current number of placements and estimated discharge dates for each placement based on targeting the support from the Challenge Fund investment. There is a risk that the overspend will increase if the discharge dates are delayed.</p> <p><i>Looked After Children Placements</i> – projected underspend of £0.150m due to the current demand for fostering, adoption and kinship payments.</p> <p><b>b) Intervention Services</b> – projected underspend of £0.145m mainly due to vacancy savings.</p> <p><b>c) Early Years</b> – are projected to underspend by £0.128m mainly due to the level of vacancies with health visiting and the assumed level of recruitment.</p>
3.5	<p><b>Primary Care - Prescribing</b></p> <p>Against a full year budget of £49.875m primary care prescribing and general medical services are projected to be on-line. The GP prescribing uplift is an interim figure based on NRAC and will change once the detailed practice level budgets have been calculated.</p> <p>The Clinical Directors of the partnerships are continuing to work with the prescribing team to roll out projects relating to pain relief across the GP practices. This is part of a system-wide approach to delivery of prescribing CRES recognising cost drivers within Acute, Primary and Secondary Care, as well as external factors including price increases due to short supply of drugs.</p>

3.6	<p><b>Management and Support Costs</b></p> <p>Against the full-year budget of £6.958m there is a projected overspend of £0.689m. The balance of unallocated CRES savings that are not aligned to Mental Health have been allocated to management and support costs pending allocation, this balance totals £0.646m and accounts for the projected overspend as an assumption is currently made that no savings will be identified to offset this balance. Work is ongoing with NHS AA to identify potential areas to allocate the savings.</p> <p>There is also an overspend in relation to employee costs as it is assumed the savings of £0.144m relating to the business support review, seconded posts and the planning and performance team will not be achieved. Medical fees in relation to occupational health referrals are also projected to overspend by £0.053m.</p>
3.7	<p><b>Change Programme</b></p> <p>The Integrated Care Fund (ICF) projects were reviewed at the end of 2017 and the recommendations were made to the IJB to either approve the projects on a continuing basis or a fixed term basis. Where it was a continuing basis the ICF funding was mainstreamed into the relevant service area. The remainder of the budget (predominantly the Change Team) is projected to overspend by £0.075m due to redeployed staff.</p>
3.8	<p><b>Lead Partnerships</b></p>
	<p><b><i>North Ayrshire HSCP</i></b></p> <p>Services managed under Lead Partnership arrangements by North Ayrshire Health and Social Care Partnership are projected to be £0.107m overspent which includes an allocation of the unachieved CRES target carried forward.</p>
	<p><b><i>South Ayrshire HSCP and East Ayrshire HSCP</i></b></p> <p>South and East HSCP do not report until period 4 of the financial year. An update will be provided to the IJB in September.</p>
	<p>Further work is required to develop a framework to report the financial position and impact of risk sharing arrangements across the 3 partnerships in relation to hosted or lead service arrangements. This is to ensure the IJB are fully sighted on the impact for the North Ayrshire partnership. The IJB will be kept informed of progress with this work which is being progressed by the Ayrshire Partnership Finance Leads.</p>
3.9	<p><b>Set Aside</b></p> <p>The Integration Scheme makes provision for the Set Aside Budget to be managed in-year by the Health Board with any recurring over or under spend being considered as part of the annual budget setting process.</p> <p>The 2018-19 set aside budget for North HSCP is £28.055m, based on expenditure in 2017-18. The acute directorate, which includes the areas covered by the set aside budget, is overspent by £3.7m after 3 months.</p> <p>129 additional and unfunded beds were open at the 31st March 2018. This had reduced to 59 by the 30th June 2018. It is planned to close the remaining beds by September 2018 which will reduce the rate of overspend.</p>

During 2017-18 the North Partnerships use of the set aside resources was £28.055m against the NRAC 'fair share' of £26.563m which is £1.492m above the 'fair share'. There is an expectation that the North Partnership will move towards its 'fair share'. Further work is required to ensure that the Set Aside budget is operating in line with Scottish Government expectations and is operating in the way required to ensure the IJB can have the desired impact on the whole pathway of care.

### 3.10 Savings Update

- a) The 2018-19 budget included £4.003m of savings plus £2.557m of carried forward NHS CRES savings.

BRAG Status	Position when budget approved	Position at period 3
Red	3.148	2.732
Amber	0.519	0.750
Green	2.893	1.060
Blue	0.000	2.018
<b>TOTAL</b>	<b>6.560</b>	<b>6.560</b>

- b) The projections in the report assume that the following savings will not be delivered as planned and this is reflected in the overall projected outturn position.

- i. Reduction in care home places £0.391m
  - ii. Business Support Review, seconded posts and planning and development team £0.144m
  - iii. Capping of respite £0.200m
  - iv. Psychiatry £0.055m
  - v. NHS CRES savings carried forward £1.692m
- TOTAL £2.482m**

If progress is made to deliver the savings this would improve the overall outturn position.

The projections at this stage also assume that the phase 2 Challenge Fund savings of £0.250m will be delivered but as there are no firm plans for investment and delivery this is highlighted as red risk.

Work is ongoing to ensure that plans are in place to progress the red savings and an update will be provided at period 4.

The projected position at June 2018 assumes that all remaining savings on the plan will be delivered. The progress with savings requires to be closely monitored to ensure the impact on the financial position can be assessed and corrective action taken where necessary. Appendix B provides full detail on the savings.

### 3.11 Partnership Wide Actions

A number of immediate actions/priorities are being taken forward to manage the financial position, including:

- developing plans for savings from the Challenge Fund for phase 2;

	<ul style="list-style-type: none"> <li>the medium term financial strategy will be refreshed and presented to the IJB;</li> <li>the action plan from the budget management audit is being rolled out to ensure operational budget management arrangements are tightened to improve financial performance;</li> <li>scrutiny and assurance over the projected outturn position for 2018-19, ensuring the reliability of financial projections and that all management action is identified and implemented to improve the position where possible;</li> <li>preparation of a financial recovery plan for approval by the IJB (where required), as outlined in the Integration Scheme;</li> <li>review and refresh of the governance arrangements for the transformation change programme, including the Change Programme Steering Group membership, role and remit;</li> <li>prioritise and align programme management support from the change team on areas with the greatest financial impact / benefit;</li> <li>develop effective reporting of progress with service change programmes, with clear timescales and targets.</li> </ul>
<b>4.</b>	<b><u>Anticipated Outcomes</u></b>
4.1	<p>Continuing to closely monitor the financial position will allow the IJB to take correction action where required to ensure the partnership can deliver services in 2018-19 from within the available resource, thereby limiting the financial risk the funding partners, i.e. NAC and NHS AA.</p> <p>The transformational change programme will have the greatest impact on the financial sustainability of the partnership, the IJB require to have a clear understanding of progress with plans and any actions that can be taken to bring the change programme into line.</p>
<b>5.</b>	<b><u>Measuring Impact</u></b>
5.1	Updates to the financial position will be reported to the IJB throughout 2018-19.
<b>6.</b>	<b>IMPLICATIONS</b>

<b>Financial :</b>	<p>The financial implications are as outlined in the report.</p> <p>Against the full-year budget of £230.949m there is a projected overspend of £1.400m (0.6%).</p> <p>The report outlines the action being taken to date to reduce the projected overspend. A further update will be provided in September.</p>
<b>Human Resources :</b>	None
<b>Legal :</b>	None
<b>Equality :</b>	None
<b>Environmental &amp; Sustainability :</b>	None
<b>Key Priorities :</b>	None



<b>Risk Implications :</b>	The Impact of Budgetary Pressures on Service Users and associated control measures are recognised in the Strategic Risk Register.
<b>Community Benefits :</b>	None

<b>Direction Required to Council, Health Board or Both</b>	Direction to :-	
	1. No Direction Required	x
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

<b>7.</b>	<b>CONSULTATION</b>
7.1	This report has been produced in consultation with relevant budget holders, the Partnership Senior Management Team and the Director of Finance for NHS Ayrshire and Arran and the Executive Director Finance and Corporate Support for North Ayrshire Council.
<b>8.</b>	<b>CONCLUSION</b>
8.1	<p>It is recommended that the IJB:</p> <ul style="list-style-type: none"> <li>a) Notes the projected year-end overspend of £1.4m;</li> <li>b) Notes the action being proposed to mitigate the overspend;</li> <li>c) Notes the savings gap in relation to Health budgets and plans to further develop proposals; and</li> <li>d) Notes the financial position will continue to be closely monitored with a further update to the IJB in September, if the partnership are still projecting a year-end overspend a financial recovery plan will be presented to the IJB for approval.</li> </ul>

**For more information please contact:**

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## 2018/19 Budget Monitoring Report – Objective Summary as at 30 June 2018

## Appendix A

Partnership Budget - Objective Summary	2018/19 Budget								
	Council			Health			TOTAL		
	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>COMMUNITY CARE AND HEALTH</b>	<b>53,657</b>	<b>53,654</b>	<b>(3)</b>	<b>11,403</b>	<b>11,651</b>	<b>248</b>	<b>65,060</b>	<b>65,305</b>	<b>245</b>
: Locality Services	24,736	25,885	1,149	4,065	4,153	88	28,801	30,038	1,237
: Community Care Service Delivery	25,730	24,741	(989)	0	0	0	25,730	24,741	(989)
: Rehabilitation and Reablement	1,150	1,104	(46)	1,399	1,305	(94)	2,549	2,409	(140)
: Long Term Conditions	1,736	1,625	(111)	4,226	4,511	285	5,962	6,136	174
: Integrated Island Services	305	299	(6)	1,713	1,682	(31)	2,018	1,981	(37)
<b>MENTAL HEALTH SERVICES</b>	<b>23,141</b>	<b>23,914</b>	<b>773</b>	<b>48,863</b>	<b>48,584</b>	<b>(279)</b>	<b>72,004</b>	<b>72,498</b>	<b>494</b>
: Learning Disabilities	17,792	18,612	820	464	345	(119)	18,256	18,957	701
: Community Mental Health	4,064	4,052	(12)	1,879	1,624	(255)	5,943	5,676	(267)
: Addictions	1,285	1,250	(35)	1,195	1,142	(53)	2,480	2,392	(88)
: Lead Partnership Mental Health NHS Area Wide	0	0	0	45,325	45,473	148	45,325	45,473	148
<b>CHILDREN'S AND JUSTICE SERVICES</b>	<b>31,631</b>	<b>31,631</b>	<b>50</b>	<b>3,477</b>	<b>3,324</b>	<b>(153)</b>	<b>35,108</b>	<b>34,955</b>	<b>(103)</b>
: Intervention Services	3,738	3,582	(156)	294	305	11	4,032	3,887	(145)
: Looked After & Accomodated Children	15,964	16,092	178	0	0	0	15,964	16,092	178
: Fieldwork	4,566	4,590	24	0	0	0	4,566	4,590	24
: CCSF	319	301	(18)	0	0	0	319	301	(18)
: Justice Services	2,898	2,898	0	0	0	0	2,898	2,898	0
: Early Years	321	316	(5)	2,760	2,637	(123)	3,081	2,953	(128)
: Policy & Practice	3,825	3,852	27	0	0	0	3,825	3,852	27
: Lead Partnership NHS Children's Services Area Wide	0	0	0	423	382	(41)	423	382	(41)
<b>PRIMARY CARE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,875</b>	<b>49,875</b>	<b>0</b>	<b>49,875</b>	<b>49,875</b>	<b>0</b>
<b>MANAGEMENT AND SUPPORT COSTS</b>	<b>5,400</b>	<b>5,580</b>	<b>180</b>	<b>1,558</b>	<b>2,067</b>	<b>509</b>	<b>6,958</b>	<b>7,647</b>	<b>689</b>
<b>CHANGE PROGRAMME</b>	<b>654</b>	<b>635</b>	<b>(19)</b>	<b>1,290</b>	<b>1,384</b>	<b>94</b>	<b>1,944</b>	<b>2,019</b>	<b>75</b>
<b>TOTAL</b>	<b>114,483</b>	<b>115,414</b>	<b>981</b>	<b>116,466</b>	<b>116,885</b>	<b>419</b>	<b>230,949</b>	<b>232,299</b>	<b>1,400</b>

# North Ayrshire Health and Social Care Partnership 2018/19 Savings

Appendix B

## Council Commissioned Services

Service	Description	RAG Status at budget setting	Updated Rag Status	Gross Saving 2018/19 £000's	Net Saving 2018/19 £000's	Net Saving Projected to be Achieved at Period 3 £000's	Projected Shortfall
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - Investment in Universal Early Years	Green	Amber	100	47	47	-
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - School-based Approach to Reducing Looked After (LAC)/Looked After and Accommodated Numbers(LAAC)	Green	Green	200	106	106	-
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - Reduction in Needs for Residential School placements enhancing our community supports with a new team.	Green	Green	536	340	340	-
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - Expansion of the Multi Agency Assessment and Screening Hub (MAASH )	Green	Amber	37	26	26	-
Children & Criminal Justice	Reallocation of Partnership Forum budget with associated savings	Green	Green	40	40	40	-
Children & Criminal Justice	To reduce the Learning and Development team	Amber	Blue	75	75	75	-
Children & Criminal Justice	Reduction in Staffing	Green	Blue	25	25	25	-
Children & Criminal Justice	To discontinue the mentoring project for young people	Green	Green	25	25	25	-
Community Care & Health	Community Care & Health Challenge Fund Projects - Physical Disabiliites	Green	Amber	200	200	200	-
Community Care & Health	Community Care & Health Challenge Fund Projects - Reablement	Green	Green	228	181	181	-
Community Care & Health	Reduction in staff from the Arran social work team	Amber	Blue	13	13	13	-
Community Care & Health	Withdrawal of funding to Crossroads, Largs	Green	Blue	14	14	14	-
Community Care & Health	Additional projected income	Green	Green	155	155	155	-
Community Care & Health	Harbour Centre Day Service, Alzheimers - closure of weekend service	Green	Green	8	8	8	-
Community Care & Health	Reduction in Care Home Placements - proposal to reduce 25 placements.	Red	Red	391	391	-	391
Community Care & Health	Reduction in Care at Home	Red	Blue	200	200	200	-
Mental Health	Mental Health - Challenge Fund Projects	Green	Amber	226	226	226	-
Mental Health	Redesign and recommission a mental health support service at a reduced cost.	Amber	Blue	30	30	30	-
Mental Health	Reduction in Caley Court Learning Disability Team.	Amber	Green	48	48	48	-

Service	Description	RAG Status at budget setting	Updated Rag Status	Gross Saving 2018/19 £000's	Net Saving 2018/19 £000's	Net Saving Projected to be Achieved at Period 3	Projected Shortfall
Mental Health	Reduction in staff at Hazeldene Day service	Amber	Green	35	35	35	-
Management & Support	Review all support secondments/posts which could be provided by parent organisations to the HSCP.	Amber	Red	50	50	-	50
Management & Support	Operational savings generated by the business support review.	Amber	Amber	150	150	93	57
Management & Support	Planning and Performance Team - reduction in staffing	Green	Red	37	37	-	37
Cross Service	Pilot Sickness Absence Taskforce within the HSCP	Green	Amber	100	75	75	-
Cross Service	Staff Mileage - 10% reduction across the partnership	Green	Amber	40	40	40	-
Cross Service	Bring forward phase 2 Challenge Fund savings from 2019/20 to 2018/19	Green	Red	250	250	250	-
Cross Service	Cap respite across all services to 35 days	Green	Red	200	200	-	200
Change and Improvement	Change Team Restructure	Green	Blue	108	108	108	-
Change and Improvement	Integrated Care Fund - reduction in spend and discontinued projects	Green	Blue	218	218	218	-
<b>TOTAL</b>				<b>3,739</b>	<b>3,313</b>	<b>2,578</b>	<b>735</b>

## NHS Commissioned Services

## Appendix B

Service	Description	RAG Status at budget setting	Updated Rag Status	Gross Saving 2018/19 £000's	Net Saving 2018/19 £000's	Net Saving Projected to be Achieved at Period 3 £000's	Projected Shortfall
Change and Improvement	Integrated Care Fund - reduction in spend and discontinued projects	Green	Blue	242	242	242	-
Planning and Performance	Change Team Restructure	Green	Blue	108	108	108	-
Mental Health	Review of Psychology Services - Phase 2	Green	Blue	47	47	47	-
Mental Health	Prescribing - Secondary 1%	Amber	Amber	7	7	7	-
Mental Health	Add UNPACS 1%	Amber	Amber	23	23	23	-
Mental Health	Psychiatry 1%	Amber	Red	55	55	-	55
Mental Health	Addictions 1%	Amber	Amber	13	13	13	-
Community Care & Health	Arran	Amber	Blue	20	20	20	-
Community Care & Health	Delayed Discharge Funding	Green	Blue	53	53	53	-
Community Care & Health	District Nursing Supplies	Green	Green	7	7	7	-
Community Care & Health	Reduction in staffing - Arran	Green	Green	30	30	30	-
Cross Service	Supplies	Green	Green	80	80	80	-
Cross Service	Transport	Green	Green	5	5	5	-
Cross Service	Savings carried forward from 2017/18	Red	Red	2,557	2,557	865	1,692
<b>TOTAL</b>				<b>3,247</b>	<b>3,247</b>	<b>1,500</b>	<b>1,747</b>
<b>GRAND TOTAL</b>				<b>6,986</b>	<b>6,560</b>	<b>4,078</b>	<b>2,482</b>

## 2018/19 Budget Reconciliation

## Appendix C

<b>COUNCIL</b>	<b>Period</b>	<b>Permanent or Temporary</b>	<b>£</b>
Initial Approved Budget	2		92,353
Resource Transfer	2	P	22,219
ICF Procurement Posts - Transfer to Procurement	2	T	(89)
<b>Period 3 reported budget</b>			<b>114,483</b>

  

<b>HEALTH</b>	<b>Period</b>		<b>£</b>
Initial Approved Budget (including estimated pay award funding)	2		138,638
Resource Transfer	2	P	(22,219 )
GIRFEC – Health Visitors	3	P	47
<b>Period 3 reported budget</b>			<b>116,466</b>

  

<b>GRAND TOTAL</b>			<b>230,949</b>
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