

NCC Group Financial Position

1. Overall Summary

1.1 The table below reports the current pressures of £14.6m identified within the overall financial position forecast to 31 March 2017, which predominantly exist within People Services and are explained in later sections of this Appendix A and supported by Appendix B.

1.2 Within this months report Directorate budgets have been restructured to reflect the Council's Next Generation structure. Within NCC Group, budgets have been realigned to the new directorates of NCC Group Services, Place Services and People Services.

1.3 NCC Group Current Pressures

	Current Pressure £m
Position Reported at previous Cabinet (+ = overspend)	29.843
NCC Group Services	0.775
Place Services	0
People Services	(15.990)
Position Reported This Month	14.628

NCC Group Services

2. MTFP Budget Summary

2.1 The budget planning process for 2016-17 incorporated business plans setting out how the available resources would be used to achieve the Council's outcomes. The table below provides details of the base budget brought forward from 2015-16 and any adjustments to growth and savings to provide the allocated net budget for the Directorate for 2016-17 to 2019-20.

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total
Prior Yr Base Budget b/fwd	71,759	64,899	69,842	68,952	
Inflation	2,411	2,332	2,324	2,349	9,416
Service Pressure	6,203	4,048	(658)	3,000	12,593
Total	8,614	6,380	1,666	5,349	22,009
Efficiencies	(10,470)	336	(803)	(308)	(11,245)
Income Generation Service	(313)	(113)	(113)	(113)	(652)
Transformation	(4,691)	(1,650)	(1,650)	2,600	(5,391)
Total	(15,474)	(1,427)	(2,566)	2,179	(17,288)
Approved Budget	64,899	69,842	68,952	76,480	
Capitalisation Transformation Centrally Managed	(12,000)	(9,000)	(2,000)	0	
Net Budget	52,899	60,842	66,952	76,480	

Base Budget as approved by Full Council in February 2016

**LGSS Operational and LGSS Managed budgets included within Budget Figures.*

2.2 NCC Group 2016-17 Budget Summary and Pressures.

2.3 Current Pressures

Services	Gross Annual Budget £k	Income Annual Budget £k	Net Budget £k	Current Pressure £k	Previously Reported £k	Movement £k
Chief Executive Services						
Business Intelligence and Performance	2,885	(132)	2,753	800	0	800
Leadership Support and Democracy	171	(200)	(29)	0	0	0
Place Commissioning	421	0	421	0	0	0
People Commissioning (Adults Strategic Commissioning)	581	0	581	125	0	125
Chief Executive Services Total	4,058	(332)	3,726	925	0	925
Corporate & Appropriations (note)	11,616	(14,091)	(2,475)	(450)	(200)	(250)
LGSS Managed	5,854	0	5,854	100	0	100
Overall Total NCC Group	21,528	(14,423)	7,105	575	(200)	775

Note: includes appropriation to and from Reserves for Services and School balances

- 2.3.1 Services within Chief Executive Services are reporting a pressure of £800k. This relates to NCC cross-cutting budget proposals which have been identified as non-deliverable, £600k of this pressure is for 2015-16 budget proposals which were covered by one-off service mitigations during that financial year. The full extent of the Customer Services centralisation proposal saving will not be known until the consultation with other Directorates within the Council is completed in the next few months.
- 2.3.2 Additional pressure of £125k has been identified within Adult's Strategic Commissioning Staffing budget.
- 2.3.3 A pressure of £100k has been identified within LGSS managed budgets, due to the overlap of line lease contracts within the IT Services Directorate.

2.4 Movement Summary

	Current Pressure £m
Position Reported at last Cabinet (+ = overspend)	(0.200)
Non Delivery of Savings	
<ul style="list-style-type: none"> Non delivery of MTFP savings within Chief Executive Services of which £600k relates to 2015-16 budget proposals covered by one off mitigations. 	0.800
New Pressures.	
<ul style="list-style-type: none"> Additional pressure identified within the People Commissioning Team. 	0.125
<ul style="list-style-type: none"> Additional pressure identified within LGSS managed budgets – IT Directorate. 	0.100
Mitigations	
<ul style="list-style-type: none"> Under spend identified within Treasury Financing Costs. 	(0.250)
Reported position this month	0.575

2.5 Mitigating Actions Planned

- 2.5.1 An under spend of £250k is currently forecast for the treasury budget, which is largely as result of falling interest rates and continued strategy of internal borrowing. The Council will keep under review the options as to the timing of any potential long and short term borrowing, and also the alternative approaches around further utilising cash balances (increasing internal borrowing) to ensure optimum use of internal resources. An annual review of the Minimum Revenue Provision will be carried out over the coming months to ensure an optimal provision is made and remains prudent.

2.6 Future Risk Areas

- 2.6.1 Not reported at this stage



Place Services

3. MTFP Budget Summary

3.1 The budget planning process for 2016-17 incorporated business plans setting out how the available resources would be used to achieve the Council's outcomes. The table below provides details of the base budget brought forward from 2015-16 and any adjustments to growth and savings to provide the allocated net budget for the Directorate for 2016-17 to 2019-20.

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total
Prior Yr Base Budget b/fwd	77,772	88,311	84,485	83,076	
Inflation	2,115	1,689	1,740	1,917	7,461
Service Pressure	12,604	(422)	794	806	13,782
Total	14,719	1,267	2,534	2,723	21,243
Efficiencies	(1363)	(1,500)	0	0	(2,863)
Income Generation Service	(173)	(143)	(143)	(143)	(602)
Transformation	(1,315)	(2,450)	(3,800)	(11,800)	(19,365)
Service Cuts	(1,329)	(1,000)	0	0	(2,329)
Total	(4,180)	(5,093)	(3,943)	(11,943)	(25,159)
Approved Budget	88,311	84,485	83,076	73,856	

Base Budget as approved by Full Council in February 2016



3.2 Place Services 2016-17 Budget Summary and Pressures.

3.3 Current Pressures

Services	Gross Annual Budget £k	Income Annual Budget £k	Net Budget £k	Current Pressure £k	Previously Reported £k	Movement £k
Community, Safety and Prevention	22,435	(766)	21,669	0	0	0
Environment, Planning and Transport.	65,351	(13,879)	51,472	0	0	0
Assets and Capital Management.	51,025	(35,178)	15,847	0	0	0
Grand Total	138,811	(49,823)	88,988	0	0	0

3.3.1 There is confidence that Place Services will achieve its efficiency savings in full for the Environment, Development and Transport Services and, with the initiation of a Plan B for the delivery of Waste efficiencies; all proposals for 2016-17 are now rated green. The status of the additional efficiencies inherited by Place Services is being monitored and, due to the increasing confidence that they will be achieved through a range of mitigations, these too now have a green rating.

3.4 Movement Summary

3.4.1 Nothing to report at this stage

3.5 Mitigating Actions Planned

3.5.1 Nothing to report at this stage



People Services

Services	Gross Annual Budget £k	Income Annual Budget £k	Net Budget £k	Current Pressure £k	Previously Reported £k	Movement £k
Adults Services	204,043	(59,054)	144,989	6,485	13,623	(7,138)
Children's Services	153,536	(30,075)	123,461	7,080	16,000	(8,920)
Wellbeing and Prevention Services	61,233	(53,362)	7,871	488	420	68
Total People Services	418,812	(142,491)	276,321	14,053	30,043	(15,990)

Adults Services

4. MTFP Budget Summary

4.1 The budget planning process for 2016-17 incorporated business plans setting out how the available resources would be used to achieve the Council's outcomes. The table below provides details of the base budget brought forward from 2015-16 and any adjustments to growth and savings to provide the allocated net budget for the Directorate for 2016-17 to 2019-20.

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total
Prior Yr Base Budget b/fwd	136,000	144,599	139,233	141,935	
Inflation	4,645	4,409	4,844	4,819	18,717
Service Pressure	27,837	3,825	4,723	4,360	40,744
Total	32,482	8,234	9,567	9,179	59,461
Efficiencies	(12,277)	(3,698)	(2,245)	(2,187)	(20,407)
Income Generation	(2,366)	(2,776)	(1,688)	(1,503)	(8,333)
Service Transformation	(8,340)	(7,126)	(2,932)	(1,201)	(19,599)
Service Cuts	(900)	0	0	0	(900)
Total	(23,883)	(13,600)	(6,865)	(4,891)	(49,239)
Approved Base Budget	144,599	139,233	141,935	146,223	

Base Budget as approved by Full Council in February 2016



4.2 Adults Services 2016-17 Budget Summary and Pressures.

4.3 Current Pressures

Services	Gross Annual Budget £k	Income Annual Budget £k	Net Budget £k	Current Pressure £k	Previously Reported £k	Movement £k
Quality and Contracts	38,445	(7,562)	30,883	(501)	2,500	(3,001)
Health Partnerships and Strategy	26,042	(20,410)	5,632	8,563	9,247	(684)
Adults and Transitions	139,479	(31,082)	108,397	(1,577)	1,876	(3,453)
Care and Support Bill Team	77	0	77	0	0	0
Grand Total	204,043	(59,054)	144,989	6,485	13,623	(7,138)

4.3.1 There are two elements driving the forecast pressure in Adult's Services, which are firstly Adult's Services commissioning arrangements and secondly the delivery and provision of Adult Care Services.

4.3.2 There is a £9.2m forecast pressure on the Better Care Fund (BCF) within Adults Commissioning. £5.4m of this relates to income from health for protection of social care services not available this year, £1m relates to non delivery of BCF saving proposal and the remaining balance mainly relates to the potential short fall in risk share funds if the BCF non elective admission targets are not delivered. This is shown within the Health Partnerships and Strategy budget line. Health Partnership and Strategy budget line includes other mitigating savings of £684k, which reduces the pressure in this budget line to £8.5m. A meeting with Health colleagues has been undertaken to understand and manage the consequences.

Further undeliverable savings have been identified this month totalling £1.8m, this relates to Shaw contract re-design and day care service re-design. Following management review a total of £9.8m of forecast mitigations and under spends have been identified. £4m of these mitigations relate to review of services provided within the OCS contract and £1.7m are estimated to come from Independent care budgets by assessing new clients appropriately to maximise outcomes and value for money.



4.4 Movement Summary

	Current Pressure £m
Position Reported at last Cabinet (+ = overspend)	13.623
Non Delivery of Savings	
• Shaw Specialist Care Centre contract re-design.	1.847
• Service re-design of Day Care.	0.467
New Pressures	
• Additional pressure against client contributions due to further aged debt provision required due to an increase in the level of bad debt write offs.	0.356
Mitigating actions	
• Review Day services.	(0.500)
• Pursue Clinical Commissioning Groups for payment of outstanding debts invoiced for previous years that should be met by them for community equipment expenditure and Community Elderly Care bed services following a review of contract commitments. This will reduce the current bad debt provision against health debt.	(0.213)
• Review Health users from Specialist Care Centre beds and in terms of change of use to local authority customers freeing up capacity to provide to self funders in Olympus Care Services and further efficiency on block contracts for Shaw beds.	(1.945)
• Explore alternative delivery models for the service that currently undertakes the procurement, purchasing and contract management of the Adult's Social Care Third Party contracts on the basis of a risk and reward approach that achieves the required performance at a lower cost of service but rewards providers for efficiencies delivered against third party spend.	(0.300)
• Management actions to review services within the Olympus Care Services contract.	(4.033)
➤ Review Short Term Assessment and	



- Rehabilitation Team (START) service.
 - Review Crisis Response Team in hospitals and discharge support process.
 - Contract efficiencies.
- Review Council Health Partnership and Hospital Discharge Team currently working in the two Hospitals who manage effective discharges and put Care Package in place. (0.650)
- Review of community equipment contract structure. (0.500)
 - Review and re –commission existing contract and therefore purchase high level social care equipment only.
 - Change the provision of service to Health to a ‘pay as you go’ service so no liability to NCC for health costs.
- Savings from improved process and operational changes to enforce the contract with Shaw for placements in Shaw Specialist Care Centres leading to increased occupancy rates for short term block contract beds for part of the year. (0.300)
- Estimated savings across Independent care budgets following management recovery action to ensure new clients are assessed with the appropriate outcome focus and value for money. (1.167)
- Removal of the Information Sharing teams and jointly funded posts in joint NCC/health commissioning given the effectiveness of BIPI this will have no detrimental affect (0.114)
- Minor variances across the service (0.086)

Reported position this month

6.485

4.4.1 There is an increase in pressure reported this month due to identifying undeliverable savings. This includes £1.8m related to the Shaw Specialist Care centre beds utilisation. Work underway to enforce contract operationally and increase uptake and longer term changes in contract planned to change future use and map to population needs. Forecast saving of £300k has been identified as part of the operational focus and improvement in utilisation.



- 4.4.2 A further £356k of pressure has been driven by Adult Services ageing debt. This is in addition to the £1.162m reported in the last report. This further pressure represents a forecast increase in bad debt write offs for the service. The majority of the provision relates to debt associated with Health and the BCF which is currently under negotiation. The Section 75 is being amended to avoid future repetition of this debt situation.
- 4.4.3 Contract variations are being finalised to reflect the savings to be released from the OCS contract based on the agreed changes the service will make.
- 4.4.4 The Independent care sector budgets as shown in (4.5.1) highlight a potential risk that is currently being reviewed. There is ongoing work to assess how likely this pressure will be realised as the pressure relates to the worse case scenario if all partial assessments in the system resulted in the council funding all care and the maximum provision. Care management need to qualify this risk and monitor it as and if it materialises. At this stage the risk has not been factored into the overall forecast position and an update will follow in the next monthly finance report.



4.5 Key Activity Data – Independent Sector Care Provision

4.5.1 The table below shows the budgeted and forecast number of adult customers as at June 2016, which includes the actual and forecast movement of customers in and out of the service during the year. This shows that the Council forecasting a reduction in the low cost, low complexity residential and nursing packages but an increase in the higher cost and high complexity packages.

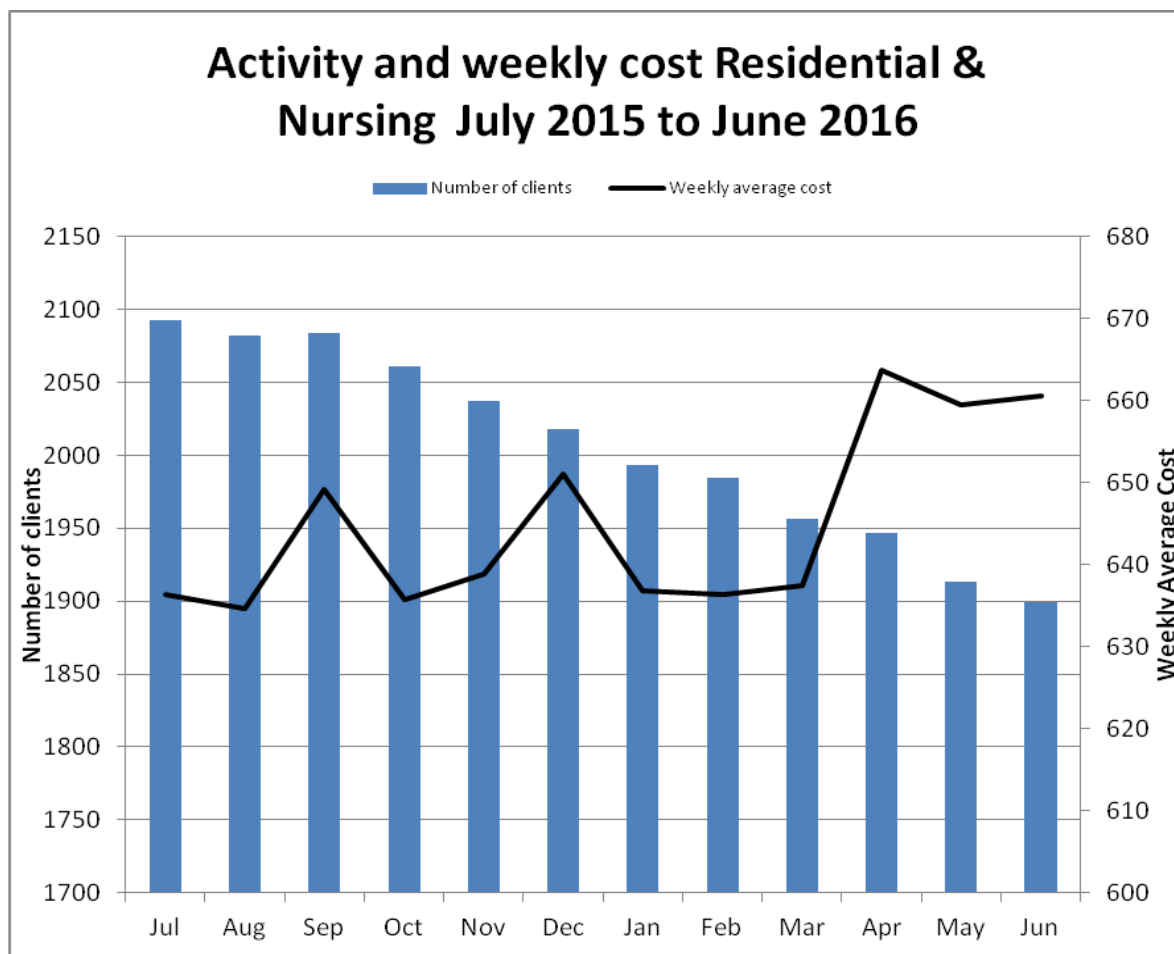
Client Group & Care Provision	Budgeted No. of Customers 2016-17	Gross Cost of Care applied to Budget at April 16 (£/week)	Forecast No. of Customers for 2016-17	Gross Current Cost of Care applied to forecast (£/week)	Gross Annual Budget 2016-17 (£000)	Gross Estimated Annual Cost of Care (£000)	Current Pressure (£000)
Residential Care							
Physical Support Residential & Nursing	574	536	601	552	16,099	17,068	969
Sensory Support Residential & Nursing	9	697	9	724	328	351	23
Memory & Cognition Support Residential & Nursing	1137	501	881	535	29,788	24,216	-5,572
Learning Disability Support Residential & Nursing	345	1,138	379	1,171	20,526	22,777	2,251
Mental Health Support Residential & Nursing	14	481	36	475	352	890	538
Residential Care Total	2,079		1,906		67,093	65,302	(1,791)
Community Care							
Physical Support Community Care Payments	1,966	206	2,192	225	21,140	25,691	4,551
Sensory Support Community Care Payments	32	276	37	264	462	503	41
Memory & Cognition Community Care Payments	195	185	372	206	1,885	3,991	2,106
Learning Disability Support Community Care Payments	1,568	473	1,543	479	38,818	38,518	(300)
Mental Health Support Community Care Payments	3	198	20	195	31	201	170
Community Care Total	3,764		4,163		62,336	68,904	6,568
Grand Total	5,843		6,070		129,429	134,206	4,777

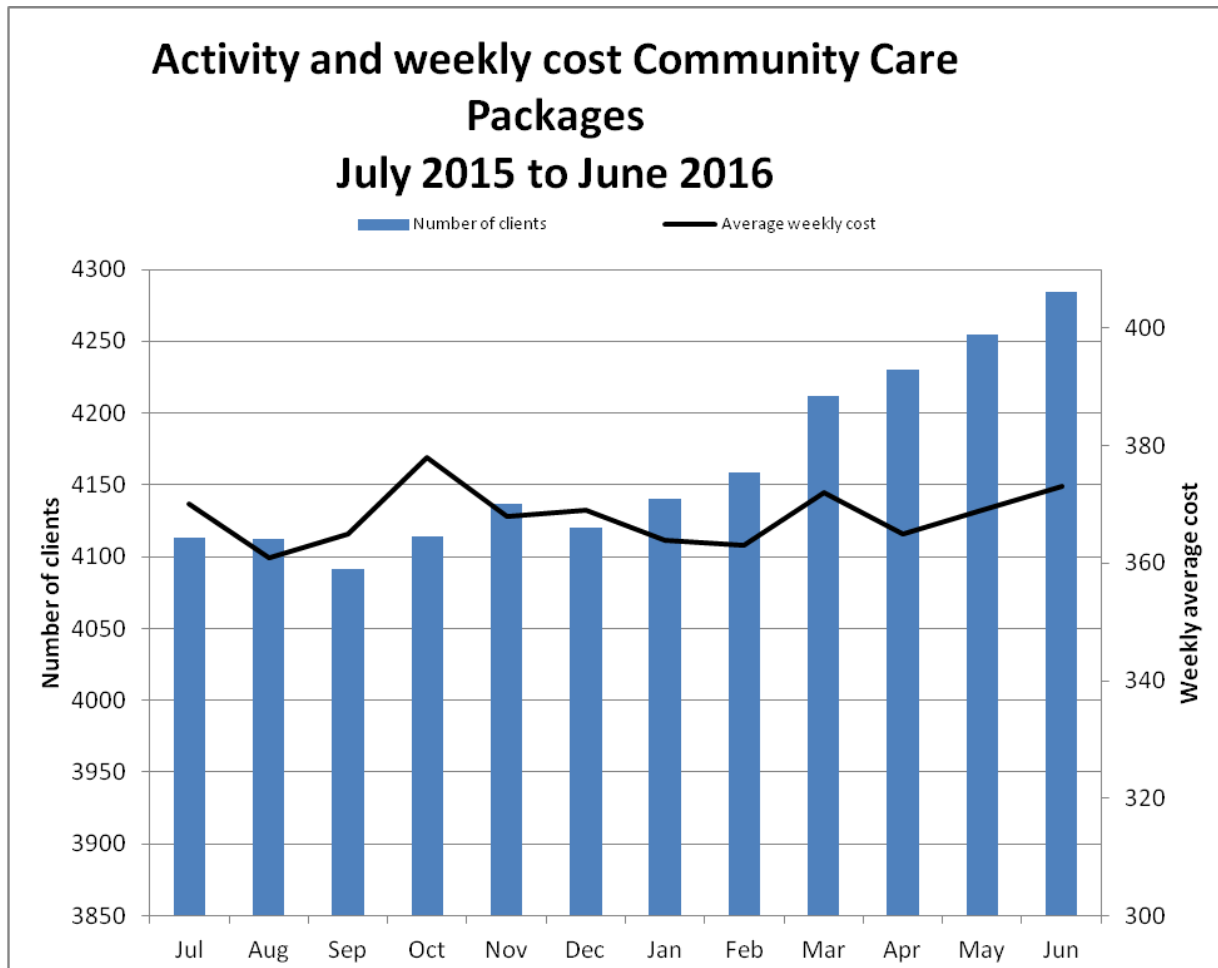
4.5.2 The charts below show the activity and average weekly costs relating to Independent sector placements in Adult Social Care for the last 12 months.

The notable price increase from March to April reflects the budgeted increases in the expected to pay rates across Residential and Nursing for 2016-17. The service are continuing to see a reduction in those clients placed in residential and nursing homes, whilst at the same time an increase in those clients

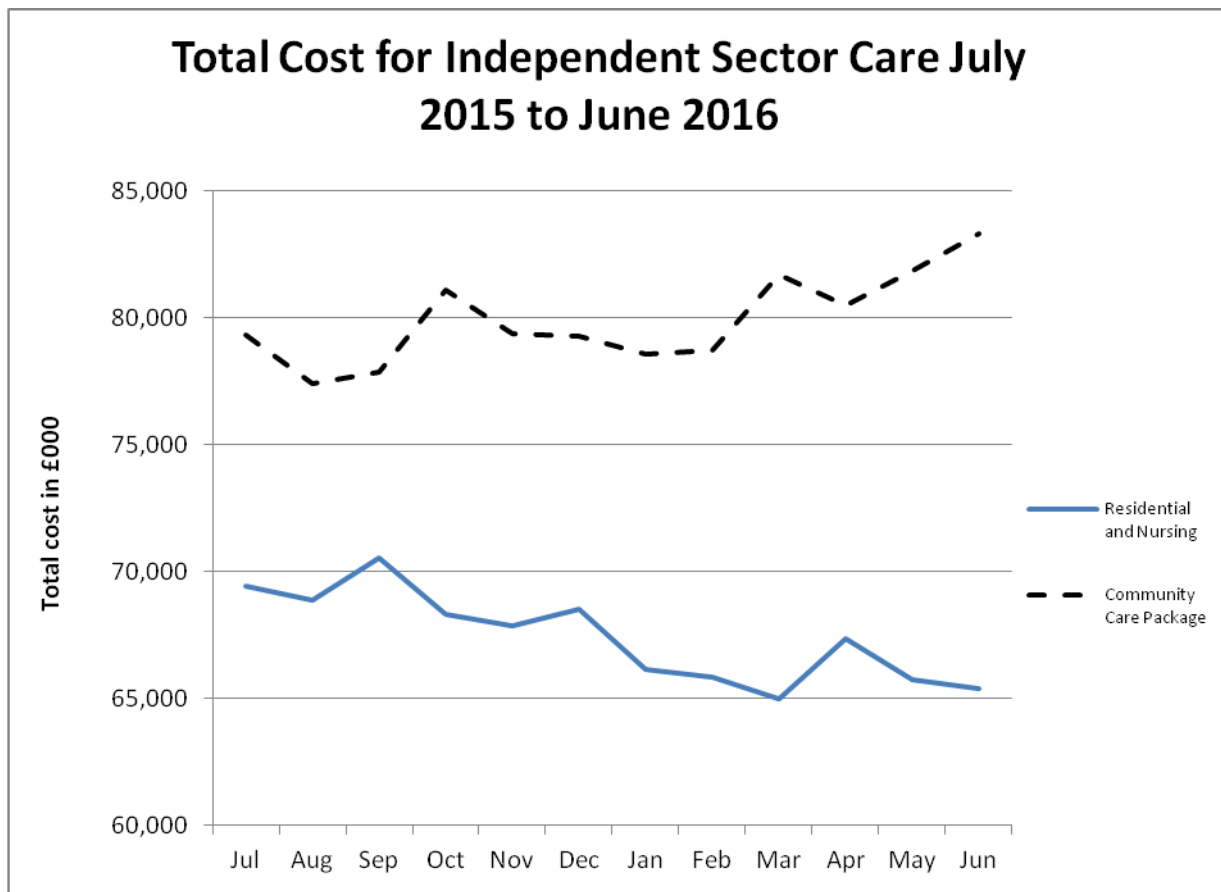


receiving care services in their own homes. This is shown by the increased activity on the Community Care packages chart.



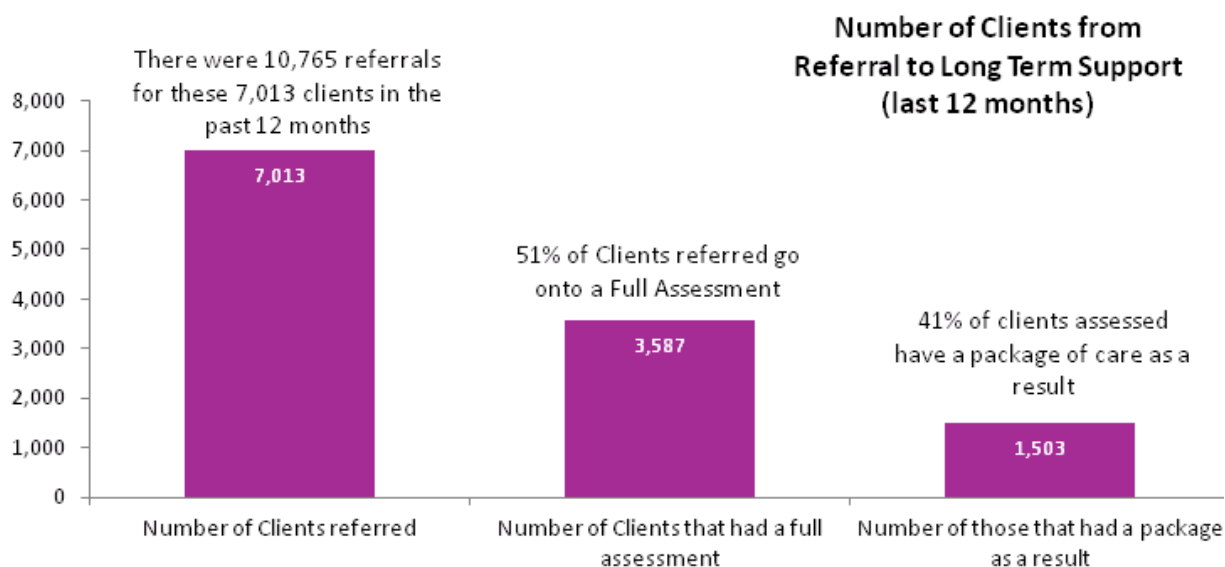


4.5.3 The chart below shows the total annual cost of Community Care packages increasing at the same time as residential packages decreasing over the last 12 months. This is a result of customers remaining in their own home for longer before entering into residential or nursing homes. This is where the cost pressure is coming as those who after being triage through the front door, and offered reablement are often those with the most complex needs hence the reflection in price.



4.5.4 The number of referrals that has been received into Adult Social Care through the Customer Service Centre, Locality and Hospital teams over the past 12 months is showing an increasing trend. However, the impact on the budget position comes from the number of clients who go onto receive a package of care from the council. Recent trends suggests this is resulting in more complex packages of care.

The chart below shows the conversion rate of those referrals received how many of those referrals go onto have a full assessment undertaken and also how many of those go onto receive some form of care from the council.





4.6 Mitigating Actions Planned

- 4.6.1 The weekly tracking of the financial benefits is part of the Service's robust controls. The weekly meetings include the Adult Social Care portfolio holder, who is involved in the challenge process. This will ensure any slippage is identified at an early stage and plans for mitigations and alternative proposals can be put in place.
- 4.6.2 The additional budget recovery actions identified this month will now be tracked with the existing budget savings plans so that all inter-dependencies and risks are managed effectively.
- 4.6.3 There are number of management actions that have been identified and agreed this month. Please see section 4.4

4.7 Future Risk Areas

- 4.7.1 At a workshop with Health colleagues we have highlighted the list of recovery actions under consideration by the service. The following risks and impacts have been highlighted should those actions be fully implemented
- There will be further delays in the ability to discharge patients from hospital creating delayed transfer of care. This will result in the need for additional beds in the system and the release of the BCF risk share money to the Acute Providers
 - There is a risk to patient safety and quality of service if patients remain in hospital where there is a higher risk of infections and mortality
 - There will be a backlog of patients requiring community support and home care who cannot be discharged until a care package is in place
 - A potential increase in stranded patients awaiting assessment
 - A Major incident process will need to be triggered to respond to the reduction of social care support for the discharge processes and the added emerging pressure of winter demand.
- 4.7.2 The sustainable Transformation Plan will not be deliverable and could lead to reputational risk for all partners and a funding shortfall if sustainability funding is not released due to the system performance.
- 4.7.3 Recovery plans relating to the stand down of services and staff will take 6 to 18 months to recover if they need to be reinstated once the balanced budget is achieved.
- 4.7.4 Service have experienced provider/market failure, this is contributing to the care cost increase.
- 4.7.5 Merging of two organisations, OCS and Adults Social Care, which will impact on resources and the delivery of Service.



Children's Services

5. MTFP Budget Summary

5.1 The budget planning process for 2016-17 incorporated business plans setting out how the available resources would be used to achieve the Council's outcomes. The table below provides details of the base budget brought forward from 2015-16 and any adjustments to growth and savings to provide the allocated net budget for the Directorate for 2016-17 to 2019-20.

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total
Prior Yr Base Budget b/fwd	118,414	122,925	116,507	118,162	
Inflation	1,931	1,360	1,429	1,516	6,236
Service Pressure	22,824	746	2,500	2,500	28,570
Total	24,755	2,106	3,929	4,016	34,806
Efficiencies	(10,170)	(4,000)	0	0	(14,170)
Income Generation	(24)	(24)	(24)	(24)	(96)
Service Transformation	(9,250)	(2,000)	0	0	(11,250)
Service Cuts	(800)	(2,500)	(2,250)	(2,000)	(7,550)
Total	(20,244)	(8,524)	(2,274)	(2,024)	(33,066)
Approved Base Budget	122,925	116,507	118,162	120,154	

Base Budget as approved by Full Council in February 2016

5.2 Children's Services 2016-17 Budget Summary and Pressures.

5.3 Current Pressures

Services	Gross Annual Budget £k	Income Annual Budget £k	Net Budget £k	Current Pressure £k	Previously Reported £k	Movement £k
Children, Families and Education	265	0	265	0	0	0
Quality & Performance	50,973	(2,324)	48,649	3,650	4,750	(1,100)
Early Help & Prevention	14,208	(8,553)	5,655	(1,000)	0	(1,000)
Learning, Skills & Education	36,479	(13,393)	23,086	(2,646)	200	(2,846)
Safeguarding & Children's Services	51,611	(5,805)	45,806	7,076	11,050	(3,974)
Grand Total	153,536	(30,075)	123,461	7,080	16,000	(8,920)



5.3.1 Children’s Services has identified a pressure of £10.5m as a result of anticipating to only partially deliver its 2016-17 savings requirement, and in addition to this has also identified demand led in-year budget pressures of £7.2m. This is a total £17.8m forecast pressure at this stage in the year. However mitigations of £10.7m have been identified which reduces the overall reported pressure to £7.08c m

5.4 Movement Summary

	Current Pressure £m
Position Reported at last Cabinet (+ = overspend)	16.000
Non Delivery of Savings	
<ul style="list-style-type: none"> Revised estimate of progress on the Directorate wide redesign of service provision in preparation for the move to a Children's Trust, as a result of the difficulty in recruiting permanent social workers, whose statutory work therefore needs to be undertaken by more expensive agency workers. 	0.545
New Pressures	
<ul style="list-style-type: none"> Increasing costs within the Fostering Service relating to Residence and Special Guardianship Orders. 	1.240
Mitigating Actions	
<ul style="list-style-type: none"> Within the Learning, Skills and Education Service, support and training for Early Years has been reduced and other under spends have been identified. 	(0.446)
<ul style="list-style-type: none"> Review the Early Help Service. 	(1.000)
<ul style="list-style-type: none"> Ensuring the education element of residential places are funded from appropriate funding sources. 	(0.250)
<ul style="list-style-type: none"> Review the most efficient way to fund individual schools capital costs. 	(2.000)
<ul style="list-style-type: none"> Root and branch review of all Children’s Services expenditure which is not staffing or social care placements 	(2.000)
<ul style="list-style-type: none"> Staffing reductions across the whole of Children’s Services as a result of service remodelling, over and above of the staff changes required to deliver the current year’s Budget requirement. 	(3.509)
<ul style="list-style-type: none"> Further integration of The Council’s Children Centres and Public Health provision. 	(0.500)
<ul style="list-style-type: none"> A review and refocus of Children’s Services Mental Health provision. 	(0.600)



- Remodelling of Youth Offending Service to deliver efficiencies. (0.125)
- Ensure a more focused and joined up Children's Disability Service. (0.125)
- Review of the application of the Council's School Transport Policy to target resources for those in most need, with appropriate consultation as and when required. (0.150)

Reported position this month

7.080

5.4.1 The increased pressures being reported this month totals £1.8m, of this figure £1.2m relates to an increase in the number of Special Guardianship Orders made throughout the county (and the country) which has increased significantly over the first three months of the financial year and this level is unlikely to reduce throughout the year. The remaining £0.6m pressure is as a result of the difficulty in recruiting permanent social workers whose statutory work therefore needs to be undertaken by more expensive agency workers.

5.5 Mitigating Actions Planned

5.5.1 Senior managers within Children's Services are continuing to work through a departmental wide programme to assess opportunities to reduce costs in the short and medium-term. The programme includes, reviewing staffing structures, service transformation, general efficiencies and maximising income. This work has resulted in a number of potential mitigations totalling £10.7m which has been reported this month.

5.6 Future Risk Areas

5.6.1 There is a risk attached to the delivery of the budget mitigations identified this month, whereby a number of proposals may need a full and comprehensive consultation process and a further review to ensure there are no unintended consequences. The savings attached to the review of the most efficient way to fund individual schools capital costs will only be able to be realised if Schools Forum approves this approach at their next meeting in October 2016.

5.6.2 Some of the previously reported demand led pressures that Children's Services are experiencing are at risk of increasing further. The increase in looked after children and in particular complex cases (high cost packages of care), is an area of significant concern. The increase in looked after children is not being addressed nationally with respect to costs, despite the continued number of high profile cases that amongst other things are driving awareness and reporting nationally.

5.6.3 Some of the savings requirements for the year remain at risk particularly the project to reduce the amount of agency staff and replace them with permanent members of staff.

5.6.4 Lastly, the new Government scheme to transfer new Unaccompanied Asylum Seeking Children (UASC) from other local authorities with a lower ratio of UASC children, does not seem to be functioning as originally planned so far, which means that the County faces a significant risk on part funding new UASC arrivals throughout the remainder of the year, until this issue is resolved. UASC



costs NCC approximately £2m more than we are funded for by central Government and that is the direct costs only.

Wellbeing and Prevention Services

6. MTFP Budget Summary

6.1 The budget planning process for 2016-17 incorporated business plans setting out how the available resources would be used to achieve the Council's outcomes. The table below provides details of the base budget brought forward from 2015-16 and any adjustments to growth and savings to provide the allocated net budget for the Directorate for 2016-17 to 2019-20.

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total
Prior Yr Base Budget b/fwd	8,826	7,734	6,050	5,043	
Inflation	272	232	323	445	1,272
Service Pressure	0	0	0	0	0
Total	272	232	323	445	1,272
Efficiencies	(971)	(1,086)	0	0	(2,057)
Income Generation	(393)	(330)	(330)	(320)	(1,373)
Service Transformation	0	(500)	(1,000)	(1,000)	(2,500)
Service Cuts	0	0	0	0	0
Total	(1,364)	(1,916)	(1,330)	(1,320)	(5,930)
Approved Base Budget	7,734	6,050	5,043	4,168	

Base Budget as approved by Full Council in February 2016



6.2 Wellbeing and Prevention Services 2016-17 Budget Summary and Pressure.

6.3 Current Pressure

Services	Gross Annual Budget £k	Income Annual Budget £k	Net Budget £k	Current Pressure £k	Previously Reported £k	Movement £k
Public Health and Wellbeing	22,437	(36,804)	(14,367)	0	0	0
Customers, Culture & Place	10,081	(16,558)	(6,477)	488	420	68
First for Wellbeing	28,434	0	28,434	0	0	0
Integrated Wellbeing Commissioning	281	0	281	0	0	0
Grand Total	61,233	(53,362)	7,871	488	420	68

6.3.1 The decision to close Nourish service at the end of the current academic year was taken after the budget was set. This, together with schools leaving the service before the summer term has led to a shortfall in the anticipated income. The closure project is closely monitoring the financial implications to minimise the risk.

6.4 Movement Summary

	Current Pressure £m
Position Reported at last Cabinet (+ = overspend)	0.420
New Pressures	
<ul style="list-style-type: none"> Pressure due to reduction in forecast income for Nourish as schools leave the service prior to closure in July. 	0.068
Reported position this month	0.488

6.5 Mitigating Actions Planned

6.5.1 None reported at this stage

6.6 Future Risk Areas

6.6.1 None reported at this stage