

Report for: Overview & Scrutiny 28th November 2016

Title: 2016/17 Period 6/Quarter 2 (September 2016) Financial Report

Report

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Lead Officer: Anna D'Alessandro, Interim Deputy CFO

1. Describe the issue under consideration

1.1. This report sets out the 2016/17 Period 6/Quarter 2 financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

2. Cabinet Member Introduction

2.1. This report provides an update on the projected financial position of the Council for 2016/17 as at Period 6/Q2 (September 2016). It covers significant operating and capital revenue variances on a full-year basis.

2.2. Overall, at Period 6/Q2 the Council is projecting a **full-year deficit/overspend of £22m** for 2016/17. This is an **improvement of £0.8m from the Period 5 position of £22.8m reported to Cabinet in October 2016**. There are positive movements in most of the Council's budgets in recent months which is a continuing sign that the spending restrictions across the Council are having a positive impact.

2.3. Of the overspend, a significant proportion resides in the areas which continue to face increasing demand pressures: Adults (£12.5m), Children's (£5.2m) and Temporary Accommodation (£7.4m). The significant overspend in these areas is offset by releasing out under spent budgets in the Non Service Revenue budgets.

2.4. The increase in demand and therefore the cost for the Council's acute services is outstripping actions being taken to manage costs down and generate income. This is required to produce a balanced financial position at year-end and prevent any further deterioration.

2.5. Direct action is being taken to manage the financial position over the coming months. At Quarter 1 we indicated that we have put in place in-year mechanisms to manage the risks arising and these seem to be having a positive effect. We have also previously built a reserves position that will allow us to cushion the impact of these challenging financial times.

2.6. In order to manage the in-year risks, targeted action is being taken to address the overspend. This includes a number of spend reduction mechanisms which are being overseen by The Leader, myself as cabinet member for Finance, the Chief Executive and the Chief Operating Officer (COO). This is supported by our planned programmes of transformation being driven at pace.

3. Recommendations

That the Committee note:-

- 3.1. The report and the Council's 2016/17 Period 6/Q 2 financial position in respect of revenue and capital expenditure;
- 3.2. The risks and mitigating actions, including spend controls identified in this report in the context of the Council's on-going budget management responsibilities;
- 3.3. The increase in the capital budgets of £6.3m as set out in section 6.8; and
- 3.4. Virements set out in **Appendix 1**.

4. Reasons for decision

- 4.1. A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties.

5. Alternative options considered

- 5.1. This is the 2016/17 Period 6/Q2 Financial Report. As such, there are no alternative options.

6. Background information

- 6.1. This is the Financial Report to Committee for Q2 of the 2016/17 financial year covering both Revenue and Capital.

2016/2017 Period 6/Q2 - Key Messages

- 6.2. Overall, at Period 6/Q2 the Council is projecting a **full-year deficit of £22m** for 2016/17 in its revenue position, an **improvement of £0.8m from Period 5**. Although a reduction from the previous report, this presents a significant risk to the Council's financial position.
- 6.3. This £0.8m improvement is mainly within the Non-Service Revenue (NSR) due to the release of some corporate contingency to proactively manage some of the Council's emerging risks.
- 6.4. Of the overspend, £24.9m (a £0.4m reduction across Adults and Children's from Period 5), resides in demand-led areas including; Adults (£12.5m), Children's (£5.2m) and Temporary Accommodation (£7.4m). These areas represent the Council's most acute services and where demand for these services is outstripping the Council's ability to reduce spend or increase income at a pace to manage risks and deliver a balanced budget.
- 6.4. As identified at Q1 and Period 5, a number of mechanisms have been put in place to manage cost/demand-led pressures. These focus on the acceleration of transformation activities supported by a number of in year cost reduction mechanisms which included, greater momentum on restructures, active management and reduction of agency/interim staff and category spend blockages.

Table 1 below identifies the Period 6/Q2 position and variance to budget. This is supported by detailed variance analysis and mitigating actions.

Table 1: Forecast Revenue Outturn as at Period 6/Q2 (September 2016)

Summary Budget position September 2016					
	2016/17 Revised Budget	Forecast Outturn at Period 6	Forecast Variance Period 6	Forecast Variance Period 5	Forecast Variance Movement
	£'000	£'000	£'000	£'000	£'000
Leader and Chief Executive	2,887	2,977	90	120	(30)
Deputy Chief Executive					
Adult Social Services	73,062	85,513	12,451	11,839	612
Children and Young People	47,300	52,541	5,241	5,436	(195)
Public Health, Commissioning & Other	41,099	41,419	320	(28)	348
Deputy Chief Executive Total	161,461	179,473	18,012	17,247	765
Chief Operating Officer					
Housing General Fund	14,472	21,865	7,393	7,393	0
Commercial & Operation Services	37,541	38,322	781	692	89
Other (SSC, Customer Services etc)	16,955	17,173	218	480	(262)
Chief Operating Officer Total	68,968	77,360	8,392	8,565	(173)
Regeneration, Planning & Development	8,124	7,651	(473)	(173)	(300)
Total for Service Areas	241,440	267,461	26,021	25,759	262
Non Service Revenue	14,187	9,140	(5,047)	(4,056)	(991)
Contract Procurement Savings	0	1,060	1,060	1,060	0
TOTAL	255,627	277,661	22,034	22,763	(729)

6.5 A significant challenge session has been undertaken for Q2 on significant capital programmes and a further detailed analysis of the budgets.

As a result, it is proposed to increase the overall budget for the capital programme by £6.3m for which there are sufficient funds within the overall capital strategy. This would increase the overall budget for 2016/17 to £197m from the £191m reported to Cabinet at period 5.

At Q2 there is a reported underspend of £49m against the revised budget of £197m and around £44m of this underspend relates to programme slippage.

6.6 Analysis of Revenue Variances

6.6.1 Corporate actions to mitigate financial risks

The increases in demand have been so significant that they have outstripped our ability to make comparable savings. To manage the financial position a number of spend reduction mechanisms have been introduced across the organisation;

- Increased pace on restructures
- Enforced agency and interim staff leave
- Further reduction of agency and interim staff
- Not filling vacant posts
- Blocking spend categories to prevent purchases of non business critical items
- Asst Directors signing off all purchases
- A further round of Voluntary Redundancies during October

The implementation and impact of these mechanisms are being managed through a Savings Steering Group chaired by the Leader, with the Cabinet Member for Finance, Chief Executive and Chief Operating Officer.

6.6.2 Leader and Chief Executive (£0.1m overspend)

The budget pressures identified relate to costs of the Referendum and by-elections this year.

6.6.3 Deputy Chief Executive (c£18.0m overspend)

Adults (£12.5m overspend)

Overall, the Adults Social Care budget is projecting an overspend position of £12.5m, a **worsening of £0.6m** on Period 5. The majority of this movement is explained by changes to the arrangements for Free Nursing Care (ie Health Authority contributions to Nursing Care placements). In previous months the additional income was treated as an improvement in the Adults Social Care budget position, but the consensus in London authorities is that this added benefit should be passed on to the providers.

This is an area of corporate focus and there are a number of pieces of work being delivered to help manage spend in this area notwithstanding the implementation of corporate spend reduction mechanisms. Adults is currently prioritising transformation work which will focus on reducing demand at the front door, working more effectively with Health and accelerating reviews of existing clients.

At present most of the savings measures in place, while being at a level consistent with MTFs savings targets, are being offset by continued demand, which is why the service is continuing to show such an overspend. Work is on-going to identify further areas of cost reduction. The service has engaged external support to accelerate the transformation changes and is currently identifying further areas for transformation.

The analysis for each area is:-

- **Care Purchasing (£11.5m overspend)** – The care purchasing spend is based on actual open cases at 1st April 2016, forecast new cases during the year at 2015/16 levels of activity, less the natural rate of closed packages during 2015/16. The forecast cost of this has taken into account the expected impact of all the transformation projects in 2016/17, reflecting actual changes in activity levels as the year progresses, to produce a variance of £11.5m.
- These forecasts already factor in a fair assessment of the likely impact of savings measures, including the contribution that 100% reviews of all packages can provide.
- **Learning Disabilities (£1.5m overspend)** - There has been slippage in delivering savings in the reconfiguration of Day Opportunities for Learning Disabilities clients. These have been complex projects involving closures of establishments, redesign of remaining services and case-by-case consideration of how the needs of clients will be met within the new service. The new arrangements are now planned to be in place by the final quarter of 2016/17.
- **Osbourne Grove (£0.4m overspend)** - There is slippage of £0.2m from 2016/17 to 2017/18, in addition to budget pressures of £0.2m on this service, which is on a worsening trajectory.

- **Other Direct Provision (-£0.4m underspend)** – This includes an underspend where costs for rent payments on a day centre over some years will not now be required.
- **Other Adults Social Care (-£0.5m underspend)** – This includes some staffing underspends in assessment and social work teams.

Children and Young People (£5.2m overspend)

Overall, the Children's Services budget is projecting an overspend of £5.2m at Period 6, an **improvement of £0.2m**. This area continues to implement its programme of transformation and is engaging in the Council's spend reduction mechanisms which is being overseen by the Priority Board and the Budget Sub Group. This £5.2m overspend is accounted for as follows:

- **Social Care Placements (£1.8m overspend)**. Savings targets set for this budget have not been met. The social care placements model has reflected an improvement of -£0.2m in the forecast position, taking account of the changing circumstances of existing cases (notably 5 step-down cases contributing an improvement of £50k+ each), plus the expected cost and number of new ones. The placements model has been adjusted to reflect an average of 18 new LAC per month (rather than 13.5 previously) as this is more in line with current rates of new cases. Overall numbers of LAC have risen from their low of 406 on 1st April 2016 to 426 on 1st September 2016.
- **Social Care Workforce (£1.7m overspend)**. Savings of £2.1m have been allocated so far, with a further £1.5m savings to be allocated in 2017/18. Plans for workforce restructuring have slipped from 2015/16 and they are £0.3m behind schedule, with a new structure expected to be in place by Autumn 2016. A new structure is now out to consultation with staff. Efforts are being channelled currently into managing the immediate workforce restructuring, and consideration is being given to reducing case numbers and delivering further savings in this area.
- **Social Care - Other non-staffing (£0.2m overspend)**. For No Recourse to Public Funding (NRPF), numbers of families being supported have recently reached 50. Work continues with the dedicated Home Office support worker to review cases and progress to a conclusion in order to manage this number down.
- **SEND (£0.6m overspend)**. The Special Educational Needs (SEN) transport budget is showing an overspend of £0.2m and respite services for disabled children are predicted to overspend by £0.1m. Management action is being developed to address both of these issues. There is an acknowledgement, reflected in Month 6, that £0.3m of income for trading SEN support services with schools is not achievable as the related expenditure is within the DSG.
- **Other Children and Young People Service (£0.9m overspend)**. There is a technical overspend on the DSG budget as it is held in SAP which has been an issue for a number of years and has remained unresolved as the impact is a hit on the General Fund of £0.9m.

Other Deputy Chief Executive's Services (£0.3m overspend)

- **Commissioning (£0.1m overspend)** As Children's Centres has transferred to Children's Services their underspend has transferred too.
- **Schools and Learning (£0.2m overspend)** The delays in closing the Professional Development Centre and difficulties in meeting traded income targets with schools have been acknowledged this month.

Further Action – Adults & Children's

Both Adults and Children's have a number of demand management and spend reduction activities in place to manage the deficit position. Many involve a focus on quick wins which can be delivered in 2016/17 with greater benefits in 2017/18.

6.6.4 Chief Operating Officer (c£8.4m overspend) Housing General Fund (£7.4m overspend)

The Housing General Fund budget forecast remains the same as at Period 5 at £7.4m. This is the result of pressures on the Temporary Accommodation (TA) budget and the supply of suitable and affordable accommodation with an increased reliance on emergency accommodation although demand has also increased. Both demand for TA and the cost of provision are expected to continue rise in 2016/17.

The housing market conditions in London make mitigating actions particularly difficult however a number of mitigating actions have been identified and are being implemented through the delivery of a recovery action plan from Homes for Haringey which is being monitored by the Priority 5 Board. Some of these initiatives have front-loaded costs which mean that the benefits of their implementation will not materialise until 2017/18.

Commercial and Operations (£0.8m overspend)

The Commercial and Operations budget is forecasting £0.8m overspend, largely due to the non-achievement of planned savings relating to the disposal of corporate property. There are savings of £0.6m in Traffic Management relating to new ways of delivering Parking Enforcement, and £0.4m associated with reduced energy costs due to a borough wide LED street lighting roll out, which will also not be achieved. These factors are offset by additional income of £0.7m, in relation to new CCTV traffic enforcement cameras and CPZ implementation, with those projects being implemented at the latter part of the financial year, and associated income profiled from November onwards. The position has worsened slightly since Period 5, by £0.1m. This is due to recent analysis that suggests compliance with moving traffic contraventions and therefore income generated lower than forecasted.

Other (Total c£0.2m overspend)

Customer Services is projecting a £0.3m overspend to year-end due to slippages in the restructure from an estimated start date of April 2016 to November 2016. There are options to mitigate this overspend being considered by the COO which are largely around the proactive management of agency staff. **Transformation and Resources** is forecasting a small overspend of £0.1m

which are largely related to agency spend to support transformation activity. In the **Shared Service Centre** staffing spend is contributing £1.0m of budget pressures. Work is being undertaken to do some detailed analysis on all staffing (including agency). The HR overspend of £0.6m has reduced slightly since period 5 and is mainly made up of a £0.35m forecast trading loss on Schools Traded Services.

6.6.5 Director of Regeneration and Planning (£0.5m underspend)

This service is currently forecasting an underspend of £0.5m which is an improvement of £0.3m on the £0.2m reported at Period 5. In addition, to an increase in planning income the service has also taken steps to not commit expenditure where one-off savings can be made.

6.6.6 Contract Procurement Savings (£1.1m under-achievement)

Within the Medium-Term Financial Strategy there is an expected c£1.9m savings in contract costs over 2015/16 and 2016/17. Projections at Period 6 show savings of £0.84m being achieved and therefore a forecast position at year-end of £1.1m. However, it is expected that the savings will ramp up in 2017/18 as the benefits of the implementation of the Dynamic Purchasing System (DPS) are felt. There is also an opportunity to trade the DPS tool/service to other boroughs, which have not yet been costed or forecast, but we are currently speaking to other authorities to gain interest.

The main contributing factors to the achievement of the £0.84m are: good progress towards the implementation of the DPS for Adults Social Care and TA of £0.6m; and the implementation of the new operating model for temporary and permanent recruitment, £0.2m.

6.6.7 Housing Revenue Account (HRA)

At present the HRA is forecast to breakeven at Period 6/Q2 although there is a pressure arising in the managed budgets in respect of garage income and in the Home for Haringey management fee. Homes for Haringey are currently working on a management actions to mitigate the pressure on the management fee.

6.6.8 Dedicated Schools Grant (DSG)

Table 2 below, sets out the overview of the net expenditure and DSG plans and forecasts for 2016/17, as at Period 6. There is a variance of £0.9m arising from overspends in the budget. Beyond that, the DSG budgets for Children and Young People with Additional Needs is showing a projected overspend of £0.5m in the areas related to children with high needs. Much of the action necessary to identify compensating under-spends is being pursued through a sub-group of the Schools Forum. In the medium to long term alternative provision will be developed which will result in a phased transition to cheaper, better, and more local provision. In Schools and Learning, the variance of -£0.1m is attributable to the Tuition Centre and Early Years.

Table 2: Statement of DSG Income and Expenditure Period 6, 2016/17

Service	Budget			Forecast			Variance		
	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools and Learning	152,840	-152,840	0	152,716	-152,716	0	-125	125	0
Children Services	26,372	-27,250	-878	26,934	-26,934	0	562	316	878
Commissioning	10,266	-10,266	0	10,261	-10,261	0	-5	5	0
Total	189,478	-190,356	-878	189,910	-189,910	0	432	446	878

6.7 Virements

At Period 6/Q2 the virements position is as shown in Appendix 1.

6.8 Capital Expenditure Position

As previously reported to Cabinet, a significant challenge exercise was undertaken for Quarter 2 to ensure that business cases and delivery programmes for each scheme are robust, and that future year expenditure profiles accurately reflect expected progress in each case.

This exercise has also identified a number of budget adjustments that are required in addition to any business as usual.

The capital programme budget reported to Cabinet for Period 5 was £191.5m recognising a deferral of expenditure (£7.3m) from the opening £198.8m position. This included inadvertently the deferral of two corporate schemes (£4.2m) but did not include the omission of a HRA scheme (£2.1m) approved by Cabinet in February 2016.

Since Quarter 1, the Cabinet has approved an increase in the Hornsey Town Hall (£580k) and the Social Supermarket (£85k) budgets. There are sufficient funds in the current capital programme to meet these additional costs. As a result of the adjustments, the revised total capital programme budget is £198m. This is reflected in Table 3 below.

Table 3: Capital Expenditure Projection Period 6/Q2

Priority	Revised Budget £'000	Forecast as at Q2 £'000	Projected Variance £'000
Priority 1 - Childrens	15,132	11,909	-3,223
Priority 2 - Adults	2,584	2,584	
Priority 3 - Safe & Sustainable Places	15,879	12,779	-3,100
Priority 4 - Growth & Employment	60,464	36,923	-23,541
Priority 5 - Homes & Communities	5,875	5,875	
Priority 6 - Enabling	14,672	8,160	-6,512
Total General Fund	114,606	78,230	-36,376
HRA	83,775	67,723	-16,052
Total Capital Programme	198,381	145,953	-52,428

7. Five-Year MTF5 and Budget Setting Process

Work is continuing on developing the five year MTF5 which will be presented to Cabinet in December and then followed by consultation prior to being presented for final approval to Full Council in February 2017.

The impact of demand and growth pressures are being incorporated into the MTF5 assumptions, together with any other 2016/17 pressures which are ongoing – such as existing savings which have not been delivered as well as the effect of mitigating actions outlined in this report. The estimated impact of both government reform and local Council Tax/Business Rate collection have been modelled and will continue to be updated as information is made available, and will form part of the December report. It is anticipated that the overall funding for services will reduce substantially and it is therefore vital that the underlying level of spend is addressed in order to provide a sound medium-term base for the Council.

8. Contribution to strategic outcomes

Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

9. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance

9.1 The whole report concerns the Council's financial position.

There is a significant risk of overspend that has been identified in this report and the COO, as part of the Leadership Team, has implemented a number of processes to reduce the organisational expenditure. The cost reduction measures will be monitored to ensure that they are reducing expenditure. It is important also to ensure that the impact of the cost reductions on service delivery are minimised which is also being monitored through the Priority Boards.

Legal

9.2 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

9.3 The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the over spend.

Equalities

9.4 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

9.5 This report provides an update on the current position in relation to planned MTFS savings and mitigating actions to address current overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 23rd February 2015.

9.6 Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process will be subject to new equalities impact assessment.

10 Use of Appendices

Appendix 1 – Virements

11 Local Government (Access to Information) Act 1985

The following background papers were used in the preparation of this report:

- Periods 1-5 Monthly Financial Reports

For access to the background papers or any further information please contact Anna D'Alessandro – Lead Finance Officer.

Table 3: Virements

Virements for Noting						
<i>Virements</i>						
Period	Service/A D Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
6	IT	Revenue	4,333	4,333	Budget Realignment	IT Staffing Budget Realignment
6	IT	Revenue	137	137	Budget Realignment	IT Supplier Budget Realignment
6	Comm	Revenue	909		Park Lane Children's Centre - Relinking	Movement of Children Centre from Commissioning to Children's Service
6	Comm	Revenue	1,242		Triangle Children's Centre - Relinking	Movement of Children Centre from Commissioning to Children's Service
6	Comm	Revenue	1,073		Woodside Children's Centre - Relinking	Movement of Children Centre from Commissioning to Children's Service
6	Comm	Revenue	771		Stonecroft Children's Centre - Relinking	Movement of Children Centre from Commissioning to Schools & Learning
7	RPD	Revenue	15		Monument Way Path & Toilet	Monument Way Path - TFL funded budget
7	RPD	Revenue	87		Period 6 V38013 NHB Funded	Programme Manager costs funded from NHB grant, Remainder of grant funding for project delivery
7	RPD	Capital	(332)		Wood Green Regen Capital Budgets Tidy up	Wood Green Regen Capital Correction to budgets following a review of projected spend
7	RPD	Revenue	101		Wood Green Regen Revenue Budgets Tidy up	Wood Green Regen Revenue Correction to budgets following a review of projected spend
7	RPD	Capital	213		District Energy Network Projects	Setting up budgets for new District Energy Network projects 2016/17
6	RPD	Capital	1,100		Amend the financial profile of the East Wing Restoration Project	Amend the financial profile of the East Wing Restoration Project - Amend initial virement, amount posted in error
7	COO/OPS	Capital	48		Reflect approved current TfL budget allocation onto SAP	TfL new allocation - Enabling Works- Bus route 318 and W4
7	COO/OPS	Revenue	20		Reflect approved current TfL budget allocation onto SAP	TfL new allocation - Schools Programme
7	Adults	Revenue	63		Staff Position Realignment	Salary realignment of Budget for staff moving to to other cost centres within Adults service
7	Adults	Revenue	35		Staff Position Realignment	Salary realignment of Budget for staff moving to to other cost centres within Adults service
7	Adults	Revenue	680	680	Care Act Funding 2016/17 Allocation	Care Act Funding 2016/17 Allocation from holding code to safeguarding service
Transfers from Reserves						
<i>Reserves</i>						
Period	Service/A D Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
7	OPS	Revenue	5		One-off funding for more than parks project 2016/17	One-off funding for more than parks project 2016/17
7	SSC	Revenue	71		One-off funding for back dated pay award from Single Status Review	One-off funding for back dated pay award from Single Status Review, for service assistants, Across Revs and Benefits Service
7	SSC	Revenue	234		One-off funding for no-GLA element of staffing costs for Data Cleanse Project in 2016/17	One-off funding for no-GLA element of staffing costs for Data Cleanse Project in 2016/17
7	RPD	Revenue	474		Transformation Challenge Award Drawdown from Reserve	Transformation Challenge Award Drawdown from Reserve
7	RPD	Revenue	422		Wood Green Investment Framework - Drawdown from Urban Renewal reserve	Wood Green Investment Framework - Drawdown from Urban Renewal reserve
7	RPD	Revenue	697		Development Vehicle - Drawdown from Urban Renewal reserve	Development Vehicle - Drawdown from Urban Renewal reserve
7	RPD	Revenue	898		Labour Market Growth and Resilience Reserve	Labour Market Growth and Resilience Reserve
7	RPD	Capital	(600)		Reverse out GLA funded budgets	Reverse out GLA funded budgets
7	HR	Revenue	85		Coaching for Corporate Leadership Group Members	One to one support for Individual leaders in Corporate Leadership Group

7	HR	Revenue	23		Review of Schools HR Service	Amend OBC for Schools HR Service into research and report phase
7	PH	Revenue	235		Public Health Activity. Well London, Anchor Project	Public Health Activity. Well London, Anchor Project
7	SSC	Revenue	153		Debt Management Improvement Project	Debt Management Improvement Project. Combine elements of revenue enforcement and corporate debt
7	DCE	Revenue	1,050	1,050	Public Health Grant	Original budget did not include the transfer of £1.050m in the Public Health Grant for Health Visiting.