

**CORPORATE AND PUBLIC SERVICES
OVERVIEW AND SCRUTINY COMMITTEE**

**Agenda Item
No. 9**

DATE: 26 NOVEMBER 2015

**CORPORATE AND PUBLIC SERVICES FINANCIAL PERFORMANCE –
FORECAST REVENUE AND CAPITAL OUTTURN FOR 2015/16**

Ward(s) All

Portfolio:

Councillor Andrew - Economy, Infrastructure and Development
Councillor Harris - Community, Leisure and Culture
Councillor Harrison – Clean and Green
Councillor Arif - Shared Services and Procurement
Councillor Bennett - Personnel and Business Support
Councillor Bird - Leader of the Council

Summary of report

This report summarises the forecast revenue and capital financial position for 2015/16, based on the performance of the five months to August 2015, for services within the remit of the Corporate and Public Services Overview and Scrutiny Committee.

The services that fall under this scrutiny panel fall under two Directorates as part of the operational reporting lines of the Council. Whilst all services listed here fall under this scrutiny panel the accountability for the services is split between the Change and Governance Directorate and the Economy and Environment Directorate

Reason for scrutiny

To inform the committee of the forecast financial position for 2015/16 to allow the scrutiny of the financial performance of the services within the panel's remit.

Recommendation

To note that the forecast 2015/16 year end financial position for services under the remit of this Panel is as follows:

1. A revenue **underspend of £406k**, net of the use of and transfer to earmarked reserves and implementation of action plan.
2. A capital **underspend of £865k**, of which £80k will be requested to be carried forward into the next financial year with the remaining **£785k** being true under-spend.

Background papers

Various financial working papers

Revenue and Capital Outturn 2014/15 (Pre-Audit), and update for 2015/16 presented to the Committee on 10 September 2015.

2015/16 Budget Books on Council's Internet and Intranet.

Signed:



**Executive Director for Economy
and Environment:** Simon Neilson
Date: 10 November 2015



**Executive Director for Change and
Governance:** Rory Borealis
Date: 3 November 2015

Resource and legal considerations

The council is required to set a balanced budget and requires services to operate within their approved budget allocation. Any variances are required to be managed as far as is reasonably possible. The revenue and capital financial monitoring is reported quarterly to overview and scrutiny committees along with corrective action plans when variances arise. All accounting entries are undertaken in line with the required corporate and statutory accounting guidance and standards.

Citizen impact

Resource allocation is aligned with service activity and is undertaken in accordance with the council's corporate plan priorities.

Environmental impact

Services within the remit of this overview and scrutiny committee have a direct influence and impact on the environment.

Performance management

Financial performance is considered alongside service targets. Managers are required to deliver their service targets within budget, wherever possible. Corrective action plans were put in place to mitigate overspends where possible, with any remaining variances against budget identified in the report.

Equality Implications

Services consider equality issues in setting budgets and delivering services. Irrespective of budgetary pressures the council must fulfil its equal opportunities obligations.

Consultation

Consultation was undertaken as part of the budget setting process and throughout the financial year on the financial position and reporting thereof.

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1 **Forecast Revenue Outturn 2015/16**

1.1 The forecast revenue outturn for 2015/16 for the services under the remit of the Corporate and Public Services Overview and Scrutiny Committee (as at the end of August 2015) is an underspend of **£406k**, net of the use of earmarked reserves. The predicted revenue outturn shown is based on actual information from the Oracle system, and discussions with managers regarding year end forecast and achievement of approved savings.

1.2 **Table 1** shows the forecast outturn for each service:

Table 1 - Forecast Revenue outturn 2015/16						
Service	Annual Budget	Year End Forecast	Year End Variance	(Use of Reserves) / Transfer to Reserves	Action Plan	Variance Net of Reserves (Under)/ Overspend
	£k	£k	£k	£k	£k	£k
Clean and Green Services	17,870	17,703	(167)	(213)	0	(380)
Communications	177	151	(27)	0	0	(27)
Communities & Partnership	1,809	2,327	519	(670)	0	(151)
Democratic Services	1,744	1,687	(57)	(7)	0	(63)
Development & Delivery	420	1,115	695	(503)	(7)	185
Electoral Services	502	438	(63)	0	0	(63)
Engineering & Transportation	10,209	9,678	(532)	532	0	1
Finance	4,530	4,422	(108)	0	0	(108)
Human Resources	3,222	3,198	(24)	(28)	0	(52)
Integrated Facilities Management	3,846	4,238	391	16	0	407
Internal Audit	422	410	(12)	(33)	0	(46)
Legal	1,527	1,456	(71)	0	0	(71)
Leisure & Community Health	320	395	74	(144)	0	(70)
Libraries Heritage & Arts	5,922	5,830	(92)	(98)	0	(190)
Money Home Job	5,965	7,600	1,635	(1,023)	(100)	512
Planning & Building Control	435	482	47	(57)	0	(10)
Procurement	429	573	144	(144)	0	0

Programme Delivery	1,046	1,139	94	(136)	0	(43)
Regeneration Management	45	318	273	(273)	0	(0)
Regulatory Services	1,685	1,678	(7)	0	0	(7)
Shared Services	4,280	4,068	(212)	0	(17)	(229)
Smarter Workplaces	217	525	309	(309)	0	(0)
Strategic Regeneration	368	2,026	1,658	(1,658)	0	(0)
Walsall Adult Community College	72	(222)	(294)	294	0	(0)
	67,062	71,235	4,173	(4,455)	(124)	(406)

1.3 The predicted outturn includes use of reserves of **£5,985k** (where approval has been given by Cabinet for additional funds for specific services), requests for transfer to reserves of **£1,518k** and transfer of windfall income of **£12k**. A breakdown of reserves is detailed on **Appendix 1**.

1.4 The following provides an analysis of the primary reasons for the forecast material variances;

- Clean and Green – underspends on fuel and employee costs
- Communities and Partnerships – vacant posts
- Development and Delivery – underachievement of markets income net of shops windfall income
- Finance – holding of posts vacant in advance of 2016/17 savings proposals
- Integrated Facilities Management – shortfalls in income offset by vacant posts
- Libraries, Heritage & Art – vacant posts
- Money Home Job – due to increased demand for support
- Shared Services – efficiencies in supporting the education development centre

Appendix 2 provides a detailed breakdown by service area of reasons for variances

1.5 Where overspends are predicted, managers are required to identify remedial action that can be made within the service, and to report as part of an action plan, which is summarised below and totals **£124k**;

- £7k from vacant posts in Development and Delivery
- £100k Money Home Job – improved collection of housing benefits overpayments
- £17k from vacant posts in shared services

1.6 **Appendix 3** details the risks associated with this forecast and the total financial exposure to risk has been calculated as **£937k**. Risks are items that are uncertain at present and therefore not included in the overall forecast. If

circumstances change and any of these risks become probable, it will then form part of the overall forecast, and actions will need to be identified and implemented to offset any resulting pressure.

- 1.7 Included within the approved budget for 2015/16 are £7,820k of approved savings relating to services within the remit of this committee (details are available in the corporate budget book). An update on the achievement of 2015/16 approved savings is reported monthly to CMT as part of the corporate performance report. Any savings that are not forecast to be achieved in year are required to have alternative savings identified and are managed closely through the relevant service management teams and in liaison with the relevant portfolio holder.

2 Capital Outturn 2015/16

- 2.1 The forecast capital outturn for 2015/16 for the schemes under the remit of this panel (as at the end of August 2015) is an underspend of **£865k**, as shown in **table 2** below.

Table 2 - Forecast Capital Outturn 2015/16					
Service	Annual Budget	Actual to Date	Year End Forecast	Variance before carry forward	Over/ (Under) spend
	£k	£k	£k	£k	£k
<u>Council funded</u>					
Clean and Green Services					
Allotment and community garden strategy	46	0	46	0	0
Allotment Improvement Programme	7	7	7	0	0
Depot relocation	0	(30)	0	0	0
Fryers Road Sprinkler System	268	0	268	0	0
George Rose Park	0	(3)	0	0	0
Illuminated Park proposals	125	117	125	0	0
Jerome K Jerome Statue	15	0	15	0	0
Leamore Park additional funding	14	0	14	0	0
Mayrise System Mobile Working	138	3	138	0	0
Walsall Green Pathways (RCCO)	27	14	27	0	0
Willenhall Memorial Park	58	4	58	0	0
Communities and Partnership					
Improving security in local neighbourhoods	4	0	4	0	0
Development & Delivery					
Black Country Business Property	2	0	2	0	0

Investment Programme (RCCO)					
Enabling works to Office development (Gigaport)	126	16	126	0	0
New Homes Bonus (RCCO)	343	33	343	0	0
Primark & Co-op development	1,005	1,005	1,005	0	0
Regenerating Walsall	190	94	190	0	0
Remediation of Lex	405	0	0	(405)	(405)
Rushall Olympic Football Club	117	0	117	0	0
Shop maintenance	17	0	17	0	0
Walsall Market	150	0	90	(60)	0
Engineering & Transportation					
Additional Highway Maintenance-council funded	100	100	100	0	0
Caldmore Road one way scheme	125	0	125	0	0
Challenge funding (RCCO)	213	0	213	0	0
Highways maintenance	1,641	800	1,641	0	0
Mill Lane Road Safety	57	0	57	0	0
Public Lighting replacement LED lighting (RCCO)	272	3	272	0	0
Replacement of traffic signal control equipment	200	1	200	0	0
Retained Housing Land	53	16	53	0	0
Traffic signals infrastructure conversion LED signal operation (RCCO)	654	106	654	0	0
Walsall TCTP ring road acquisition	7	0	7	0	0
Finance					
Finance Direct/Oracle	132	206	132	0	0
Uninsured Property Damage	6	6	6	0	0
Human Resources					
Human Resources i-trent upgrades	0	6	0	0	0
Integrated Facilities Management					
Asbestos removal	256	0	256	0	0
Civic Centre essential maintenance	566	388	566	0	0
Collingwood Centre roof	0	(2)	0	0	0
Demolition of redundant buildings	77	5	77	0	0
Fire risk assessment	114	8	114	0	0
Freer Street structural works	12	10	12	0	0
Heating & ventilation system, First Stop Shop	50	0	50	0	0
Heating & ventilation system within link block	50	0	50	0	0
Improving the customer experience when visiting the Council House	350	0	350	0	0
Planned property maintenance	160	3	160	0	0
Safe water supplies	144	21	144	0	0
Solar PV panels	423	0	223	(200)	(200)
Statutory Testing	147	12	147	0	0

Leisure & Community Health					
Active Living - Bloxwich (PWLb)	8,394	3,426	8,394	0	0
Active Living - Oak Park (PWLb)	9,690	3,357	9,690	0	0
Bentley Community Facility	115	52	105	(10)	0
Forest Arts Centre (renovation of sports hall)	10	7	10	0	0
Gala baths refurbishment	1,000	0	1,000	0	0
Headstone safety in Cemeteries (RCCO)	60	32	60	0	0
Libraries Universal Digital Offer	55	0	55	0	0
New Art Gallery Walsall	43	12	43	0	0
Single Library Management System	210	0	110	(100)	(100)
Willenhall EACT Changing Provision (RCCO)	75	0	75	0	0
Money Home Job					
Aids and Adaptations	1,139	82	1,139	0	0
Health through warmth	316	29	316	0	0
Rivers House	12	12	12	0	0
Planning & Building Control					
Replacement development management, building control & land charge ICT system	32	0	32	0	0
Shared Services					
Bring your own device security layers	51	0	51	0	0
Digital mono printer	5	0	5	0	0
Essential upgrade to Blackberry Server	17	0	17	0	0
Essential upgrade to Windows 2003	110	19	110	0	0
ICT essential software licence charges	9	0	9	0	0
ICT requirements to cater for blending transitioned services	232	124	232	0	0
IT planned rolling replacement and upgrade	317	35	237	(80)	(80)
Replace Wide Area Network data circuits	16	7	16	0	0
Replenish smarter workplaces capital	68	20	68	0	0
Smarter Workplaces					
Smarter Workplaces	380	3	380	0	0
Walsall Adult Community College					
Refurbishment & Upgrade of ITC	28	28	28	0	0
Total Council Funded	31,247	10,195	30,392	(855)	(785)
Externally Funded					
Clean and Green Services					
King George V playing fields S106	13	0	13	0	0
Palfrey Park	7	0	7	0	0
Reedwood Park	53	9	53	0	0
Walsall arboretum restoration programme (PRU)	527	23	527	0	0
Waste infrastructure capital grant	237	7	237	0	0
Development & Delivery					

Black Country Business Property Investment Programme	63	0	63	0	0
Black Country Enterprise Zone	54	(40)	54	0	0
Old Square - Zurich Contribution	9	9	9	0	0
Regenerating Walsall - Private Contributions	15	0	15	0	0
Willenhall Townscape Heritage Initiative	448	84	448	0	0
Engineering & Transportation					
Capital Block DFT Fund	2,104	434	2,104	0	0
Challenge funding	1,725	90	1,725	0	0
Highways Asset Management Plan	81	0	81	0	0
LTP Highway Maintenance – Bridges	2,002	19	2,002	0	0
LTP including bridge strengthening	300	8	300	0	0
Low emission strategy	1	0	1	0	0
Pedestrian Crossing on Northgate	50	27	40	(10)	0
Leisure & Community Health					
Active Living Bloxwich (Grant)	994	0	994	0	0
Active Living Oak Park (Grant)	1,163	0	1,163	0	0
Libraries Heritage & Arts					
New Art Gallery Walsall (Grant)	360	51	360	0	0
Pelsall Village Centre	129	1	129	0	0
Money Home Job					
Aids and Adaptations	1,632	759	1,632	0	0
Disabled facilities grant	50	47	50	0	0
Strategic Regeneration					
Darlaston SDA	6,523	4,051	6,523	0	0
Growth Deal	29,950	1,385	29,950	0	0
Local Transport Plan	1,599	312	1,599	0	0
Total Externally Funded	50,089	7,274	50,079	(10)	0
	81,336	17,469	80,471	(865)	(785)

- 2.2 The year-end variance not to be carried forward of **£785k** is mainly due to returned tenders / contract prices being less than the estimated budget (i.e. library management system, Solar PV panels, council wide IT planned rolling replacement and upgrade). The remediation of Wolverhampton Road ('Lex') site is now to be funded from the Local Growth Deal.

Acronyms used above are listed in **Appendix 4**.

Appendix 1 - Analysis of 2015/16 Earmarked Reserves

Service	Amount £k	Explanation
Use of reserve		
Clean and Green Services	214	Additional potential waste arising for 15-16
Clean and Green Services	66	New reserve to fund PILON for staff saving
Clean and Green Services	37	IFRS - Natural England
Clean and Green Services	6	IFRS - Forestry Commission
Clean and Green Services	1	IFRS - Transition funding
Communities & Partnership	105	Area Partnerships: Strategic Resource
Communities & Partnership	114	Area Partnerships: Performance reward grant
Communities & Partnership	271	Area Partnerships: Six area partnership funding
Communities & Partnership	38	Area Partnerships: To Fund Area Partnerships
Communities & Partnership	5	Community Safety Redundancy
Communities & Partnership	1	Contingency - CS Grant
Communities & Partnership	25	Domestic Abuse - CS Grant
Communities & Partnership	22	Community Safety Borough Analyst CS Grant
Communities & Partnership	14	Domestic Homicide Review
Communities & Partnership	19	Cross Border Injunction
Communities & Partnership	11	Anti- Social Behaviour
Communities & Partnership	1	Local Policing and Crime Board
Communities & Partnership	3	Business Crime Initiative – PCC
Communities & Partnership	41	CSE Co-ordinator
Communities & Partnership	1	Area Partnerships: Delay in becoming operational
Democratic Services	7	Redundancy costs
Development & Delivery	136	New Homes Bonus
Development & Delivery	26	LABGI - Town Centre Management

Development & Delivery	58	Uncapitalised expenditure
Development & Delivery	8	High St Innovation
Development & Delivery	5	IFRS-Town Team Partners
Development & Delivery	54	Consultant and professional fees - Enterprise Zones
Development & Delivery	158	Consultant and professional fees - Phoenix 10
Development & Delivery	5	BCBPIP Revenue
Development & Delivery	35	Black country core strategy
Development & Delivery	19	Asset Management - Pleck Boxing Club
Engineering & Transportation	6	Shannon's Mill
Engineering & Transportation	331	Bus Lane enforcement
Engineering & Transportation	24	IFRS - Sustainable Drainage Grant
Engineering & Transportation	40	IFRS - ABG - Sustainable school travel advisors
Engineering & Transportation	8	IFRS - DfT - Road safety grant
Engineering & Transportation	7	IFRS - Driver Improvement (Dudley MBC)
Engineering & Transportation	5	IFRS - Midlands Air Quality funds (B'ham CC) 2013/14
Engineering & Transportation	8	Willenhall Gas Works
Human Resources	28	Human Resources staffing
Internal audit	33	Use of temporary staff and computer audit costs
Leisure & Community Health	18	Inspired Generations
Leisure & Community Health	49	Outdoor Activity Centre Saving
Leisure & Community Health	33	IFRS - Marketing Promotion Sport England
Leisure & Community Health	15	IFRS - Doorstep Sports Club
Leisure & Community Health	13	IFRS - Walk On
Leisure & Community Health	5	IFRS - Way Forward Project
Leisure & Community Health	33	IFRS - Inspired Generations
Leisure & Community Health	3	IFRS - Walsall Playing Pitch Strategy
Leisure & Community Health	14	IFRS - Fun 4 Life
Leisure & Community Health	46	Willenhall Lawn Cemetery feasibility
Leisure & Community Health	40	IFRS - Exclusive Burial Rights Levy
Libraries Heritage & Arts	1	Contingency for catenaries (festive decorations)

Libraries Heritage & Arts	39	Festive Decorations
Libraries Heritage & Arts	4	IFRS – Bookstart
Libraries Heritage & Arts	3	IFRS - Early Years 13/14
Libraries Heritage & Arts	9	IFRS - Arts Council England 11/12
Libraries Heritage & Arts	3	IFRS - NAG - ACE - Artist Development Year 3
Libraries Heritage & Arts	18	Tate project
Libraries Heritage & Arts	26	Rates rebate
Libraries Heritage & Arts	6	Storage by Local History Centre
Libraries Heritage & Arts	1	Pension & Redundancy
Money Home Job	554	Crisis Support Scheme
Money Home Job	64	Working Smarter
Money Home Job	9	Housing improvement projects (Navassa Loan Interest)
Money Home Job	35	IFRS - FERIS grant
Money Home Job	38	Redundancy costs linked to savings
Money Home Job	27	IFRS - Repossession grant
Money Home Job	306	IFRS - Preventing homelessness
Planning & Building Control	59	IFRS - S106 planning
Procurement	144	Contract review
Programme Delivery	113	Information Management Project
Programme Delivery	24	Redundancy costs linked to savings
Regeneration Management	29	Black Country transport director
Regeneration Management	244	New Homes Bonus
Smarter Workplaces	309	Smarter workplaces
Strategic Regeneration	33	Strategic Regeneration- Seed/Gold
Strategic Regeneration	39	LABGI
Strategic Regeneration	475	Walsall Works
Strategic Regeneration	8	IFRS-LEP- Hestletine funding
Strategic Regeneration	1,103	IFRS-City Deal - Welfare Pilot
Subtotal	5,985	
Transfer to reserves		
Clean and Green Services	(101)	Provision to be utilised for dumped redundancy
Clean and Green Services	(9)	IFRS - Section 106
Engineering & Transportation	(962)	Street lighting PFI
Integrated Facilities Management	(16)	Carry Forward of overspend due to redundancy costs
Leisure & Community Health	(22)	Savings achieved early through deletion of post
Leisure & Community Health	(102)	IFRS - Environmental Levy
Money Home Job	(11)	Redundancy costs linked to savings
Planning & Building Control	(2)	IFRS-Planned partnership inspections

Walsall Adult Community College	(294)	Skills Funding Agency
Subtotal	(1,518)	
Windfall income – Libraries	(12)	Transfer of windfall income
Subtotal	(12)	
TOTAL	4,455	

Appendix 2 – Explanation of 2015/16 forecast Revenue Variations by Service

Service	Reason / explanation for variance	Variance £k
Clean and Green Services	Underspend on fuel usage and cost (£246k), with remainder being vacant posts and reduction in agency spend	(380)
Communications	Delay in recruitment to vacant posts	(27)
Communities & Partnership	Underspend due to keeping posts vacant	(151)
Democratic Services	Vacant post and underspend on supplies and services (£45k) and reduction in members costs (£18k)	(63)
Development & Delivery	Under recovery of income (£269k) and staff restructure costs (£56k) within Markets, offset by vacant posts (£46k) and shops windfall income (£94k) within Asset Management.	185
Electoral Services	Underspend in running expenses following detailed review by service manager	(63)
Engineering & Transportation	Mayrise system (£11k) and additional contractor costs (£23k) offset by vacant posts (£33k).	1
Finance	Predominantly underspends on staffing including use of temporary staff	(108)
Human Resources	Underspend due to a number of vacancies	(52)
Integrated Facilities Management	Income shortfall on building and design fees £892k, underspend on staffing costs (£381k), caretaking and cleaning over-recovery of central costs (£104k).	407
Internal Audit	Vacant post offset by use of temporary staff in year	(46)
Legal	Posts being held vacant	(71)
Leisure & Community Health	Income shortfalls (£405k) offset mainly from vacant posts	(70)
Libraries Heritage & Arts	Underspends on vacant posts	(190)
Money Home	An overspend of £1.635m is forecast due to supporting	512

Job	vulnerable clients with their accommodation and assisting clients who are in crisis. Reserves of (£1.023m) and action plan of (£100k) reduce the predicted outturn to £512k.	
Planning & Building Control	Income shortfall (£92k) offset by underspend on centralised stationery (£50k) with remainder being vacant posts.	(10)
Programme Delivery	Underspend from vacant posts offset by use of temporary staff	(43)
Regulatory Services	Part year vacant post.	(7)
Shared Services	Underspends within ICT due to efficiencies in supporting the EDC (£97k), supplies and services (£57k), and training (£12k). Surplus materials budget within Print & Design due to reduced internal demand (£52k). Underspend in Post room due to reduced spend on supplies and services (£11k).	(229)
Strategic Regeneration	Use of Economic Growth Plan to fund in year savings of £205k.	(0)
TOTAL VARIANCE		(406)

Appendix 3 - Risks

Service Area	Potential Risks	Highest Cost £k	Risk £k	Total Estimated Exposure £k
	Low Risks			
Clean and Green Services	Possible increase in insurance claims due to lower maintenance of trees	7	Low	1
Clean and Green Services	Possible loss of income (mainly trade waste)	21	Low	4
Electoral Services	Continual risk of by-election in year	23	Low	5
Legal	Risk of further agency staff in legal services. Specialist advice may have to be commissioned if such cases are brought against the Council	38	Low	8
Leisure & Community Health	Possible failure to make additional income	49	Low	10
Leisure & Community Health	Request for Council contribution to free swimming for under 16s is not agreed	85	Low	17
Money Home Job	Risk of providing support to residents as part of the council tax hardship scheme	72	Low	14
Regulatory Services	Unknown court costs arising from prosecutions	115	Low	23
Regulatory Services	Unknown court costs arising from licensing act appeals	150	Low	30
Regulatory Services	Unknown court costs arising from taxi/private hire appeals	20	Low	4
Regulatory Services	Incursion of additional unauthorised encampments	50	Low	10
Regulatory Services	Incidents of infectious disease either in animal health or human e.g. e-coli, legionnaires	75	Low	15
	Total Low Risks	705	Low	141
	Medium Risks			
Engineering & Transport	Funding to address repairs and maintenance to road traffic signs concerns resulting from budget reductions	15	Medium	6
Engineering & Transport	Reduction in usage of car parks or loss of car parks resulting in less income	50	Medium	20
Engineering & Transport	Funding to address gulley cleaning and flooding concerns resulting from budget reductions	125	Medium	50

Leisure & Community Health	Bereavement: Impact of a pandemic flu outbreak	30	Medium	12
Money Home Job	Risk of providing further support to vulnerable clients and additional unfunded administrative burden due to the introduction of Universal Credit	400	Medium	160
Planning & Building control	Lower land charges fee income due to lower demand	50	Medium	20
Regulatory Services	Increase in the cost of kennelling stray dogs.	24	Medium	10
Regulatory Services	Increase in the number of stray dogs due to economic conditions	25	Medium	10
Regulatory Services	Incursion of additional unauthorised encampments	50	Medium	20
Regulatory Services	Underachievement of pest control income due to a cold summer	15	Medium	6
Regulatory Services	Burial costs where there is no known family	20	Medium	8
	Total Medium Risks	804	Medium	322
	High Risks			
Clean and Green Services	Reduction in levels of co-mingled recyclables and/or market value resulting in reduced income	24	High	14
Clean and Green Services	Increased waste tonnage disposal.	288	High	173
Development & Delivery	Further shortfall of market income due to demand	219	High	131
Engineering & Transport	Impact of a severe winter, additional gritting required	100	High	60
Integrated Facilities Management	Potential pressures on running costs associated with UTC vacating the Sneyd building	80	High	48
Planning & Building control	Shortfall of planning application fee income due to lower demand	80	High	48
	Total High Risks	791		474
	Total	2,300		937

Appendix 4 – Acronyms

Acronym	Description
ABG	Area Based grant
ACE	Arts Council England
BCBPIP	Black Country Business Property Investment Programme
CC	County Council
CSE	Child Sexual Exploitation
CS Grant	Community Support Grant
DFT	Department for Transport
EDC	Education Development Centre
FERIS	Fraud and Error Reduction Incentive Scheme
GOLD	Growth Opportunities: Local Delivery
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standard
LABGI	Local Authority Business Growth Incentives
LED	Light Emitting Diode
LEP	Local Enterprise Partnership
LTP	Local Transport Plan
MBC	Metropolitan Borough Council
NAG	New Art Gallery
PCC	Police and Crime Commissioner
PFI	Private Finance Initiative
PILON	Payment in Lieu of Notice
PRU	Prudential
PWLB	Public Works Loan Board
PV	Photovoltaic
RCCO	Revenue Contribution to Capital Outlay
SDA	Strategic Development Area
SEED	Supporting Employment & Enterprise Development
TCTP	Town Centre Transport Planning
UTC	University Technical College