

DATE: 21 November 2019

**ECONOMY & ENVIRONMENT FINANCIAL PERFORMANCE – FORECAST REVENUE AND
CAPITAL FOR 2019/20 – Period 5 – 31 August 2019**

Ward(s) All

Portfolio:

Councillor Adrian Andrew – Deputy Leader of the Council
Councillor Perry – Community, Leisure and Culture
Councillor Butler – Clean and Green

Summary of report

This report summarises the forecast revenue and capital financial position for 2019/20, based on the position to August 2019, for services within the remit of the Economy & Environment Overview and Scrutiny Committee. The following RAG reporting criteria is used for capital and revenue outturn purposes.

RED	Overspend more than 5% of net budget (£1.48m)
AMBER	Overspend more than 0.1% of net budget (£0.030m)
GREEN	PLANNED under spend (unplanned may be AMBER/RED)

The revenue position is a forecast overspend of £0.355m (**AMBER**).

The capital position is a forecast variance of £0.139m budget underspend (**GREEN**), which consists of a carry forward request of £0.142m and £0.003m outstanding 2018/19 accruals which are awaiting invoice to offset.

There are currently risks associated with this forecast and the total financial exposure to risk has been calculated as £1.555m, RAG rated as follows:

- **RED** (high) Risks - £0.474m
- **AMBER** (medium) risks - £0.974m
- **GREEN** (low) risks - £0.107m

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.

Reason for scrutiny

To inform the committee of the financial position for 2019/20 to allow the scrutiny of the financial performance of the services within the panel's remit.

Recommendations

To note that the forecast 2019/20 year end financial position for services under the remit of this committee as at Period 5 is as follows:

1. REVENUE (RAG Status – **AMBER**) **overspend of £0.355m**, net of the use of and transfer to earmarked reserves and implementation of action plans.
2. CAPITAL (RAG Status - **GREEN**) **underspend of £0.139m** which comprises of carry forward requests of £0.142m and accrual adjustments of £0.003m.

Background papers

Various financial working papers.

A handwritten signature in blue ink, appearing to be 'Simon Neilson', with a stylized, cursive script.

Simon Neilson

**Executive Director for Economy
and Environment:
13 November 2019**

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.

Council Corporate Plan Priorities:

The Directorate impacts on the priorities of: Economic Growth, People, Internal Focus, Children and Communities. Good financial management supports the council objective of having a modern resilient council that can provide value for money, efficient and effective services.

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.

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 2019/20 Period 5 (RAG Status – **AMBER**)**

1.1 The forecast revenue outturn for 2019/20 for the services under the remit of the Economy and Environment Overview and Scrutiny Committee is an overspend of **£0.355m**, net of the use of earmarked reserves. The forecast revenue outturn shown is based on actual information from the Oracle system as at the end of August 2019, and discussions with managers regarding year end forecast and achievement of approved savings.

1.2 **Table 1** below shows the forecast outturn for each service.

Table 1 – Forecast Revenue Outturn					
	Budget	Year End Forecast	Year End Variance	Net (Use) /Transfer of Reserves	Variance net of reserves
SERVICE	£m	£m	£m	£m	£m
Clean and Green Services	16.741	17.865	1.124	(1.442)	(0.318)
Economy & Environment Management	0.169	0.193	0.024	0.00	0.024
Leisure Culture & Operations	1.762	2.325	0.563	(0.135)	0.428
Planning, Engineering & Transportation	8.942	9.690	0.749	(0.428)	0.320
Programme Management	1.402	1.247	(0.155)	0.168	0.013
Regeneration & Development	0.757	2.237	1.480	(1.552)	(0.072)
Regulatory	1.797	1.925	0.128	(0.170)	(0.042)
Smarter Workplaces	0.00	0.001	0.001	0.00	0.001
TOTAL	31.570	35.484	3.914	(3.559)	0.355

1.3 The predicted outturn includes net use of reserves of **£3.559m** (where approval has been given by Cabinet for additional funds for specific services). A breakdown of reserves is detailed in **Appendix 1**.

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

- Clean & Green Services - Income received in excess of the debtor relating to the the W2R contract (£139k) and creditor accrual partly unused relating to the performance fee (£179k)
- Leisure, Culture & Operations – Overspend on salaries and income shortfall within Active Living Centres, income shortfall in Bereavement Services, district libraries saving unachieved and Local History Centre underspend.
- Planning, Engineering & Transportation – Mainly due to income shortfall in planning due to temporary government imposed changes and uncertainty due to Brexit.
- Regeneration and Development – Surplus income on shops and commercial.

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

Where overspends are predicted, managers are required to identify remedial action that can be made within the service, and to report this as part of an action plan. Work to identify mitigating actions is in progress. It is expected that the majority of this forecast overspend will be mitigated in year through efficiencies in the directorate.

- 1.5 **Appendix 3** details the risks associated with this forecast and the total financial exposure to risk has been calculated as **£1.555m**. 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.
- 1.6 Included within the approved budget for 2019/20 are £2.789m of approved savings relating to services within the remit of this committee. An update on the achievement of 2019/20 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.

Savings of £0.758m have been ragged **RED** as not being achievable, as follows:

- Leisure, Culture & Operations – District libraries review of staffing due to implementation of the open plus system - £0.108m
- Leisure, Culture & Operations – Active Living Centres additional Income - £0.123m
- Leisure Culture & Operations – Bereavement Services income - £0.070m
- Planning, Engineers & Transportation – Street Lighting invest to save due to delays mitigated by reserves - £0.450m
- Planning, Engineering & Transportation – Increase cost of parking permits by £1 a month – full year effect of 2018/19 saving - £0.006m

All **RED** savings are reflected in the reported forecast overspend. However, the Street Lighting delayed saving is offset by utilising the Street Lighting revenue reserve.

Savings of £0.427m have been ragged **AMBER** as not fully guaranteed to be achieved as follows:

- General efficiencies across directorate - £0.078m
- Leisure, Culture & Operations – Increase Crematoria fees - £0.109m
- Leisure, Culture & Operations – Active Living additional income - £0.239m

2 Capital Outturn 2019/20 Period 5 – August 2019 – (RAG Status – **GREEN)**

- 2.1 The capital position for the schemes under the remit of committee is a forecast variance of £0.139m (**GREEN**), which comprises:
- **carry forward request of £0.142m** due to reprofiling of spend on the M6 Junction 10 Highway Improvements and utilising external funding before internal funding
 - **year end accruals £0.003m** outstanding invoices from 2018/19.

Table 2 – Capital Forecast

Service and scheme	Annual Budget	Actual to Date	Year End Forecast	Variance before c/fwd	Type of variance
	£m	£m	£m	£m	
Council funded					
Clean & Green Services					
Arboretum Events Field - drainage scheme (RCCO)	0.001	0.006	0.006	0.004	Overspend to be funded from underspend on another Arboretum scheme
Broadway West Playing Fields	0.092	0.000	0.092	0.000	
Clayhanger Playing Fields	0.054	0.052	0.054	(0.000)	
Open Water	0.002	0.002	0.002	0.000	
St Peters Church - repairs to surrounding walls	0.024	0.000	0.024	0.000	
Walsall Arboretum Car Park	0.009	0.000	0.005	(0.004)	Underspend to fund the overspend on the drainage project
Walsall Arboretum Restoration Programme - illuminated park proposals	0.005	0.000	0.005	0.000	
Willenhall Memorial Park	0.006	0.001	0.006	(0.000)	
Leisure, Culture & Operations					
Headstone safety in Cemeteries (RCCO)	0.040	0.005	0.040	(0.000)	
Installation of air conditioning & refurb of public toilets	0.215	0.000	0.215	0.000	
Leisure Management System	0.000	0.000	0.000	0.000	
Library Redesign - Lichfield Street Hub	0.144	0.022	0.144	0.000	
Replacement cemeteries administration system	0.075	0.000	0.075	0.000	
Replacement Fencing at Streetly Cemetery	0.037	0.000	0.037	0.000	
Oak Park Car Park	0.285	0.200	0.285	0.000	
Open Plus in Libraries	0.272	0.000	0.272	0.000	
Single Library Management System	0.055	0.015	0.055	(0.000)	
Willenhall Lawn Cemetery Extension & land development	0.812	0.001	0.812	(0.000)	
Planning, Engineering & Transportation					
18/19 Pothole Grant	0.000	(0.002)	(0.002)	(0.002)	accruals outstanding

Service and scheme	Annual Budget	Actual to Date	Year End Forecast	Variance before c/fwd	Type of variance
	£m	£m	£m	£m	
A454 Black Country Route carriageway surface treatment	0.450	0.000	0.450	0.000	
Community Dropped Crossings	0.020	0.000	0.020	0.000	
District Town Centre's Public Realm Improvements	2.405	0.451	2.405	0.000	
Hatherton Road Car Park	0.255	0.000	0.255	0.000	
Hatherton Road MSCP structural maintenance	0.200	0.000	0.200	0.000	
Highways maintenance	2.928	1.607	2.928	(0.000)	
Migration of Urban Traffic control analogue comm network	0.000	(0.001)	(0.001)	(0.001)	accruals outstanding
Promotion of Community Health & Safety	0.240	0.000	0.240	0.000	
Replacement of obsolete analogue weather stations	0.030	0.000	0.030	0.000	
Replacement of speed enforcement camera	0.175	0.000	0.175	0.000	
Regeneration & Development					
Challenge Block	0.882	0.022	0.882	0.000	
Darlaston SDA	0.044	0.000	0.044	0.000	
New Homes Bonus	0.204	0.083	0.204	0.000	
New Rail Stations-local contributions	1.000	0.000	1.000	0.000	
Regenerating Walsall	0.234	0.000	0.234	0.000	
Rushall Olympic Football Club	0.006	0.000	0.006	0.000	
Saddlers Shopping Centre (prudential)	0.468	0.000	0.468	0.000	
Primark & Co-op development (prudential)	0.002	0.000	0.002	0.000	
Streetly Youth Club Demolition Works	0.022	0.009	0.022	(0.000)	
Town and District Centres Public Realm	1.000	0.000	1.000	0.000	
Town Centre Masterplan	0.250	0.000	0.250	0.000	
Town Centre Strategic Acquisition	1.530	0.001	1.530	0.000	
Walsall Market	0.041	0.000	0.041	0.000	
Walsall Town Centre Public Realm Improvements	0.230	0.018	0.230	0.000	
Total Council Funded	14.744	2.493	14.742	(0.002)	

Service and scheme	Annual Budget	Actual to Date	Year End Forecast	Variance before c/fwd	Type of variance
	£m	£m	£m	£m	
Clean & Green Services					
Broadway West Playing Fields External	0.150	0.000	0.150	0.000	
Fibbersley LNR-Enovert	0.050	0.003	0.050	0.000	
Pelsall Memorial Garden	0.030	0.020	0.030	0.000	
Reeds, Wood & Water Project	0.005	0.000	0.005	0.000	
Rethinking Parks	0.119	0.000	0.119	0.000	
Walsall arboretum restoration programme (PRU)	0.074	0.040	0.074	0.000	
Waste infrastructure capital grant	0.227	0.000	0.227	0.000	
Leisure, Culture & Operations					
Oak Park-Artificial Grass Pitch - External funding	0.300	0.000	0.300	0.000	
Planning, Engineering & Transportation					
Additional Dft Road/Bridge Maintenance Allocation	0.000	(0.001)	0.000	0.000	
Additional Highway Maintenance pothole funding	0.155	0.124	0.155	(0.000)	
Capital Block DFT Fund	1.183	1.042	1.183	0.000	
Development of Highways Asset Management Plan (HAMPS)	0.010	0.000	0.010	0.000	
LTP Highway Maintenance Programme	1.943	0.000	1.943	0.000	
LTP including bridge strengthening 2010/11	0.232	0.001	0.232	(0.000)	
LTP Yorks Bridge	0.080	0.037	0.080	(0.000)	
Network Rail Scheme-Level Crossing	0.071	0.000	0.071	0.000	
Pedestrian Crossing on Northgate	0.011	0.000	0.011	0.000	
Programme Management					
Growth Deal	25.944	(4.585)	25.944	0.000	
Regeneration & Development					
M6 J10 Designated funds NMU Route	0.751	0.000	0.751	0.000	
M6 Junction 10 Highway Improvements	10.212	0.126	10.071	(0.142)	Carry forward
National Productivity Investment Fund	3.257	0.658	3.257	(0.000)	

Service and scheme	Annual Budget	Actual to Date	Year End Forecast	Variance before c/fwd	Type of variance
	£m	£m	£m	£m	
Regenerating Walsall - Private Contributions	0.009	0.000	0.009	0.000	
West Midlands Strategic Transport Plan (STP) 'Movement for Growth'	1.956	0.175	1.961	0.005	
Total Externally Funded	46.768	(2.360)	46.631	(0.137)	
Total	61.512	0.134	61.373	(0.139)	

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

Appendix 1 - Analysis of 2019/20 Earmarked Reserves

Service / Reserve description	Total approved reserve £m	Forecast use of reserve £m	Transfer to reserve £m	Net use of reserve £m
Clean & Green Services				
18/19 unauthorised encampments - physical works	0.068	(0.068)	0.000	(0.068)
Consultancy work related to waste collections	0.033	(0.033)	0.000	(0.033)
DRM Project - overspend new contract	0.773	(0.773)	0.000	(0.773)
Extended opening hours at HWRC's	0.440	(0.440)	0.000	(0.440)
IFRS - Natural England	0.025	0.000	0.000	0.000
IFRS - Parks Improvement Funding	0.049	(0.049)	0.000	(0.049)
IFRS - Pocket Parks Mossley	0.018	0.000	0.000	0.000
IFRS - Rethinking Parks	0.019	(0.017)	0.000	(0.017)
IFRS - Section 106	0.903	(0.048)	0.000	(0.048)
IFRS - Tree replacement	0.003	0.000	0.000	0.000
Walsall Council contribution to the UNESCO officer costs	0.014	(0.014)	0.000	(0.014)
Economy & Environment Management				
IFRS - Transition funding	0.013	0.000	0.000	0.000
Leisure, Culture & Operations				0.000
Bereavement - Pension & redundancy	0.013	(0.013)	0.000	(0.013)
Building Control Fee (ring fenced)	0.113	(0.002)	0.000	(0.002)
Donations	0.009	0.000	0.002	0.002
IFRS - Artist Development	0.011	0.000	0.000	0.000
IFRS - Arts Council England - dilapidations	0.005	0.000	0.000	0.000
IFRS - Arts Council England 11/12	0.032	(0.032)	0.000	(0.032)
IFRS - Arts Council England 12/13 - Regular Grant	0.112	(0.077)	0.000	(0.077)
IFRS - Arts Council England 19/20	0.000	0.000	0.031	0.031
IFRS - Bookstart	0.001	0.000	0.000	0.000
IFRS - Environmental Levy	0.530	0.000	0.000	0.000
IFRS - Exclusive Burial Rights Levy	0.040	(0.040)	0.020	(0.020)
IFRS - HLF project - Rediscover Bloxwich	0.009	(0.009)	0.000	(0.009)
IFRS - NAG - ABC (Audience Black Country) Membership -	0.003	0.000	0.000	0.000
IFRS - NAG - Science Project	0.001	0.000	0.000	0.000
IFRS - Paul Hamlyn Foundation/Right to Read	0.004	0.000	0.000	0.000
IFRS - Walk On	0.004	0.000	0.000	0.000

Service / Reserve description	Total approved reserve £m	Forecast use of reserve £m	Transfer to reserve £m	Net use of reserve £m
IFRS - Way Forward Project	0.004	0.000	0.000	0.000
Library Service redesign	0.013	(0.013)	0.000	(0.013)
Planning, Engineering & Transportation				
Bus Lane enforcement	0.251	(0.006)	0.000	(0.006)
Commuted sum Shannon's Mill	0.030	(0.006)	0.000	(0.006)
DEFRA Air Quality Grant	0.028	0.000	0.000	0.000
Economic Growth Programme	0.037	(0.037)	0.000	(0.037)
Environment Agency Tower Bridge Grant	0.006	0.000	0.000	0.000
IFRS - DFT Bikeability grant 2013/14	0.016	0.000	0.000	0.000
IFRS - DFT Bikeability grant 2016/17	0.022	0.000	0.000	0.000
IFRS - DFT Bikeability grant 2017/18	0.025	0.000	0.000	0.000
IFRS - DFT Bikeability grant 2018/19	0.031	(0.008)	0.000	(0.008)
IFRS - DFT Road safety grant	0.009	(0.005)	0.000	(0.005)
IFRS - Driver Improvement (Dudley Council)	0.015	0.000	0.000	0.000
IFRS - HPDG - MB salary cost	0.040	0.000	0.000	0.000
IFRS – Financial appraisals	0.027	0.000	0.008	0.008
IFRS - Local Road Safety 2015/16	0.035	0.000	0.000	0.000
IFRS - Local Road Safety 2016/17	0.012	0.000	0.000	0.000
IFRS - Local Road Safety 2017/18	0.015	0.000	0.000	0.000
IFRS - Midlands Air Quality funds (Birmingham County Council) 2012/13	0.030	0.000	0.000	0.000
IFRS - Midlands Air Quality funds (Birmingham County Council) 2013/14	0.001	0.000	0.000	0.000
IFRS - Post 16 Travel 2013/14 (Children's Services)	0.022	0.000	0.000	0.000
IFRS - S106 planning	0.423	0.000	0.000	0.000
IFRS - School Strategy 2012/13 (Children's Services)	0.016	0.000	0.000	0.000
IFRS - School Strategy 2015/16 (Children's Services)	0.025	0.000	0.000	0.000
IFRS - Sustainable Drainage Grant	0.011	0.000	0.000	0.000
IFRS - Walsall PCT - Active school travel project (A stars)	0.012	(0.012)	0.000	(0.012)
Mediation Reserve - legal fees Waverley Mast	0.068	0.000	0.000	0.000
On-street parking income	0.069	(0.150)	0.000	(0.150)
Street lighting PFI	20.727	(0.462)	0.272	(0.190)

Service / Reserve description	Total approved reserve £m	Forecast use of reserve £m	Transfer to reserve £m	Net use of reserve £m
Willenhall Gas Works	0.000	(0.022)	0.000	(0.022)
Programme Management				
Economic Growth Programme - Programme Management	0.276	(0.320)	1.013	0.692
ERDF TA Partner contributions	0.107	0.000	0.000	0.000
ESF TA Partner contributions 2017/18	0.027	(0.021)	0.000	(0.021)
Fund one match funding ERDF technical assistance project	0.030	0.000	0.000	0.000
IBC Partner Contributions	0.024	0.000	0.000	0.000
IFRS - City Deal - Welfare Pilot	0.096	(0.041)	0.000	(0.041)
IFRS - Growth Hub	0.029	0.000	0.000	0.000
IFRS – LEP - Core funding	0.149	(0.149)	0.000	(0.149)
IFRS – LEP - Hestletine funding	0.107	(0.107)	0.000	(0.107)
LEP - Hestletine funding TA	0.006	0.000	0.000	0.000
LEP Implementation	0.183	(0.183)	0.000	(0.183)
LGF - pipeline was BC Transport Director	0.003	(0.003)	0.000	(0.003)
LGF Interest	0.681	(0.084)	0.000	(0.084)
Walsall Works	0.143	(0.075)	0.000	(0.075)
YEI overheads	0.259	0.000	0.139	0.139
Regeneration & Development				
Aldridge Manor	0.023	(0.020)	0.000	(0.020)
Asset Management System	0.024	(0.011)	0.000	(0.011)
Black Country core strategy	0.123	(0.123)	0.000	(0.123)
Economic Growth Programme – Asset Management	0.152	(0.002)	0.000	(0.002)
Town Centre Masterplan 6 months action plan	0.547	(0.547)	0.000	(0.547)
Economic Growth Programme – Development and Delivery	0.183	(0.033)	0.000	(0.033)
Economic Growth Programme – Development and Delivery (II)	0.281	(0.282)	0.000	(0.282)
Economic Growth Programme – Development and Delivery (III)	0.168	(0.040)	0.000	(0.040)
IFRS - Contribution for participation in Pilot Scheme	0.009	(0.009)	0.000	(0.009)
IFRS – Development and Delivery grant S106	0.061	0.000	0.000	0.000
LGF - released revenue	0.462	0.000	0.000	0.000

Service / Reserve description	Total approved reserve £m	Forecast use of reserve £m	Transfer to reserve £m	Net use of reserve £m
Phoenix 10	0.356	(0.193)	0.000	(0.193)
Pleck Boxing Club	0.024	(0.020)	0.000	(0.020)
Uncapitalised expenditure	0.172	(0.172)	0.000	(0.172)
Walsall Masterplan	0.101	(0.101)	0.000	(0.101)
Regulatory Services				
IFRS – BCTCA – Tobacco Control	0.012	0.000	0.000	0.000
IFRS – No Cold Calling – Trading Standards	0.002	0.000	0.000	0.000
IFRS – Tobacco funding	0.015	0.000	0.000	0.000
Trading Standards - Hand held devices	0.029	(0.002)	0.000	(0.002)
Taxi Driver Training	0.021	(0.021)	0.000	(0.021)
Unauthorised Encampment officers	0.147	(0.147)	0.000	(0.147)
Smarter Workplaces				
Smarter Workplaces	0.254	0.000	0.000	0.000
Total	30.550	(5.042)	1.483	(3.559)

Appendix 2 – Explanation of 2019/20 Revenue Variances by Service

Service	Explanation for variances	£m
Clean and Green Services	Income received in excess of the debtor relating to the W2R contract (£139k) and creditor accrual relating to the performance fee (£179k)	(0.317)
E & E Management	Overspend on staff costs.	0.024
Leisure Culture & Operations	£0.230m relates to Active Living due to shortfall in income and additional salary costs above budget; Bereavement Services £0.129m mainly due to income shortfall and coroners costs; Sports Development £0.057m of which £0.067m is due to Outdoor Pursuits. Non-achievement of 2019/20 saving relating to the District libraries review of staffing £0.108m partly offset by vacant posts within other areas of the library and local history centre service to give an overspend of £0.051m.	0.428
Planning, Engineering & Transportation	Income shortfall in planning of £0.381m, due to the temporary government imposed change to planning that allowed certain development without associated fee being made permanent from 25 May 2019 and the uncertainty around Brexit continuing to impact on major development applications.	0.320
Programme Management	Overspend on staff costs	0.013
Regeneration & Development	Asset Management shops and commercial income surplus	(0.071)
Regulatory Services	Underspend in Environment Health salaries, underspend in kennelling costs and surplus pest control income	(0.042)
TOTAL VARIANCE		(0.355)

Appendix 3 – Risks

Service Area	Potential Risks	Highest Cost £m	Total Estimated Exposure £m
	Low Risks (RAG Rating – GREEN)		
Clean and Green Services	HWRC Performance fee	0.250	0.050
Planning, Engineering & Transportation	Planning - Shortfall of land charges income	0.085	0.017
Planning, Engineering & Transportation	Planning - Shortfall of planning applications income	0.200	0.040
	Total Low Risks (RAG Rating – GREEN)	0.535	0.107
	Medium Risks (RAG Rating – AMBER)		
Clean and Green Services	Retained housing land - maintenance and repair costs for which there is no budget	0.100	0.040
Clean and Green Services	Increase in waste arising or non diversion of waste	0.100	0.040
Clean and Green Services	Non achievement of the vacancy management target	0.150	0.060
Clean and Green Services	Contaminated allotment land	2.000	0.800
Clean and Green Services	implications of the procurement of a corporate security contract.	0.010	0.004
Clean and Green Services	Increase in tree inspections and maintenance	0.025	0.010
Planning, Engineering & Transportation	Winter Maintenance costs	0.050	0.020
	Total Medium Risks (RAG Rating – AMBER)	2.435	0.974
	High Risks (RAG Rating – RED)		
Clean and Green Services	Clinic Waste Contract price and usage increase	0.020	0.012
Clean and Green Services	Increase fuel costs resulting in a budget pressure in year	0.090	0.054
Clean and Green Services	Increase contaminations of co-mingles waste and fluctuating gate fees	0.100	0.060
Clean and Green Services	Increase in costs of agency staff with no corresponding uplift in budget	0.042	0.025
Leisure, Culture and Operations	Active living income due to savings pressure	0.362	0.217
Planning, Engineering & Transportation	Highways Maintenance - Safety fencing	0.045	0.027
Planning, Engineering & Transportation	Highways Maintenance - Gully Cleansing	0.035	0.021

Service Area	Potential Risks	Highest Cost £m	Total Estimated Exposure £m
Planning, Engineering & Transportation	Ceasing of Emergency Planning Shared Service arrangement	0.030	0.018
Programme Management	Disability blue badge	0.025	0.015
Various	General efficiencies across the Directorate	0.041	0.025
	Total High Risks (RAG Rating – RED)	0.790	0.474
	Total	3.760	1.555

Appendix 4 – Acronyms and Abbreviations

Acronym	Description
BC	Black Country
BCTCA	Black Country Tobacco Control Alliance
CMT	Corporate Management Team
DEFRA	Department for Environment Food & Rural Affairs
DFT	Department for Transport
EAT	Engineers Assistants Time
ERDF	European Regional Development Fund
ESF	European Social Fund
HAMPS	Highways Asset Management Plan
HLF	Heritage Lottery Fund
HPDG	Housing Planning Delivery Grant
HWRC	Household Waste Recycling Centre
IBC	Innovation Black Country
IFRS	International Financial Reporting Standard
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LNR	Local Nature Reserve
LTP	Local Transport Plan
MSCP	Multi-storey Car Park
NAG	New Art Gallery
NMU	Non-motorised Users
PCT	Primary Care Trust
PFI	Private Finance Initiative
PRU	Prudential
RCCO	Revenue Contribution to Capital Outlay
S106	Section 106
SDA	Strategic Development Area
STP	Strategic Transport Plan
TA	Technical Assistance
UNESCO	United Nations Educational, Scientific and Cultural Organisation
W2R	Waste to Recycling
YEI	Youth Employment Initiative