

7 September 2017

Corporate and Public Services Financial Performance Revenue and Capital Outturn for 2017/18

Ward(s) All

Portfolios:

Councillor Sean Coughlan – Leader of the Council
Councillor Jeavons – Deputy Leader and Regeneration
Councillor Shires – Community, Leisure and Culture
Councillor Jones – Clean and Green
Councillor Diane Coughlan – Social Care
Councillor Chambers – Personnel and Business Support / Agenda for Change

Summary of report

This report summarises the forecast revenue and capital financial position for 2017/18, based on the position to June 2017, for services within the remit of the Corporate and Public Services Overview and Scrutiny Committee.

The position is a forecast revenue overspend of £561k and on capital the forecast is that £2.129m of the £66.272m budget will be underspent and requested to be carried forward.

Reason for scrutiny

To inform the committee of the forecast financial position for 2017/18 to allow the scrutiny of the financial performance of the services within the panel's remit.

Recommendation


To note that the forecast 2017/18 year end financial position for services under the remit of this committee is as follows:

1. A revenue **overspend of £561k**, net of the use of and transfer to earmarked reserves and implementation of action plans;
2. A capital **carry forward request of £2.129m**.

Background papers

Various financial working papers
Revenue and Capital Outturn 2016/17 (Pre-Audit)
Corporate Budget Plan and Treasury Management and Investment Strategy 2017/18.

Signed:

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**Executive Director for Economy
and Environment:** Simon Neilson
Date: 29 August 2017

A handwritten signature in blue ink, appearing to be 'Julie Alderson', written in a cursive style.

**Executive Director for Change
and Governance:** Julie Alderson
Date: 25 August 2017

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. Work continues to bring the outturn in line with the budget.

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 2017/18**

1.1 The forecast revenue outturn for 2017/18 for the services under the remit of the Corporate and Public Services Overview and Scrutiny Committee is an overspend of **£561k**, 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 June 2017, 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						
Service	Annual Budget	Year End Forecast	Year End Variance	Net (use of)/ transfer to Reserve	Action plan	Variance net of reserves (under)/ overspend
	£k	£k	£k	£k	£k	£k
Clean & Green Services	15,514	15,552	38	(61)	0	(23)
Communities & Partnerships	2,000	2,249	249	(309)	0	(60)
Democratic Services	1,383	1,389	6	0	0	6
Economy & Environment Management	147	166	19	0	0	19
Electoral Services	230	229	(1)	0	0	(1)
Finance	3,897	4,038	141	(131)	0	9
Housing Standards & Improvements	156	162	6	0	0	6
Human Resources	2,168	2,249	81	(55)	0	26
Information, Communication and Technologies	4,275	4,231	(44)	(139)	0	(183)
Integrated Facilities Management	4,201	4,674	473	0	(150)	323
Legal	1,443	1,425	(18)	(16)	0	(34)
Leisure, Culture & Operations	2,369	2,455	86	(73)	0	13
Money Home Job	5,293	5,992	699	(699)	0	0
Payroll & Pensions	(35)	(20)	15	(6)	0	9
Planning, Engineering & Transportation	8,460	8,083	(377)	727	0	350
Procurement	389	559	170	(170)	0	0
Programme Management	678	2,553	1,875	(1,882)	0	(7)
Regeneration & Development	383	1,399	1,016	(890)	0	126
Regulatory Services	1,385	1,397	12	(30)	0	(18)
Smarter Workplaces	241	548	307	(307)	0	0
	54,577	59,330	4,753	(4,041)	(150)	561

- 1.3 The predicted outturn includes use of reserves of **£5.303m** (where approval has been given by Cabinet for additional funds for specific services) and requests for transfer to reserves of **£1.262m**. 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;
- Communities & Partnerships - Holding vacant posts pending restructure of the community development function and addition of CCTV team which transferred from Social Care with vacant posts.
 - Information, Communication and Technologies – The under spend relating to Print and Design is a result of reduced demand meaning savings on outwork and materials budgets.
 - Integrated Facilities Management - Overspends on centralised maintenance £473k and redundant buildings £170k, offset by under spends on civic buildings £195k, centralised energy £70k and vacant posts across the service £55k
 - Planning, Engineering & Transportation – shortfall in planning income combined with demand led costs for gully cleansing.
 - Regeneration & Development – Shortfall of income across markets, landscape fees and engineers time This is offset by £59k salary and other small under spends in Planning Policy

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. Action plans are in place for the following service areas:

- Integrated Facilities Management (£150k): £100k review of external contract management and to secure funding for the property stock condition survey (£50k).
- 1.5 **Appendix 3** details the risks associated with this forecast and the total financial exposure to risk has been calculated as **£241k**. 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 2017/18 are £8.736m of approved savings relating to services within the remit of this committee. An update on the achievement of 2017/18 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 £60k have been identified as not being achievable, as follows:

- Retaining staff following closure of the banking hall will lead to non-delivery of £60k. An approved carry forward from 2016/17 is available to mitigate the effect of this.
- 1.7 Members were asked at the previous meeting for comments and suggestions as to the format and content of future reports. As the panel expressed satisfaction with the current layout no changes have been made.

2 **Capital Outturn 2017/18**

2.1 The forecast capital outturn for 2017/18 for the schemes under the remit of this committee (as at the end of June 2017) is capital **carry forward request of £2.129m**, mainly due to the reprofiling of spend on Smarter Workplaces and 3 Integrated Facilities Management refurbishment projects: solar PV panels, Council House rewiring and Civic Centre heating. The position is summarised on **table 2** below.

Table 2 – Capital Forecast

Service and scheme	Annual Budget	Actual to Date	Year End F'cast	Variance before carry forward
	£k	£k	£k	£k
<u>Council funded</u>				
Clean & Green Services				
Allotment and community garden strategy - Borneo Street	71	0	71	0
Broadway West Playing Fields	50	0	50	0
Fryers Road Sprinkler System	268	0	268	0
Leamore Park additional funding	6	0	6	0
Mayrise System Mobile Working	12	0	12	0
Replacement of wooden Trim Trail at King George v playing fields	1	0	1	0
St Peters Church - repairs to surrounding walls	25	0	25	0
Walsall Arboretum Car Park	9	0	9	0
Walsall Arboretum Restoration Programme - illuminated Park proposals	5	0	5	0
Walsall Green Pathways (RCCO)	0	0	0	0
Willenhall Memorial Park	19	1	19	(0)
Communities & Partnerships				
CCTV	250	0	250	0
Improving Security in Local Partnerships	4	0	4	0
Finance				
Finance Direct / Oracle	20	5	20	0
Procurement system for (HRMS) and Oracle EBS financials	719	0	719	0
Human Resources				
HR Itrent upgrades (RCCO)	39	2	39	0
Information, Communication and Technologies				
Council wide IT planned rolling replacement and upgrade	49	16	49	0
Customer facing services being accessed by citizens	53	0	53	0
Data backup system replacement	220	0	220	0
Data Centre Power Backup	310	0	310	0
Essential investment to remove cyber attack vulnerabilities	98	0	98	0
Essential maintenance data storage growth (Netapp)	78	5	78	0

Service and scheme	Annual Budget	Actual to Date	Year End F'cast	Variance before carry forward
Essential microsoft upgrades & foundation for Office 365	102	0	102	0
Essential mtce service warranty extensions & eventual server replacement	75	0	75	0
Essential refurb Council's digital data storage facilities	1,224	0	1,224	0
Essential upgrade to Blackberry Server	12	0	12	0
Essential upgrade of Windows	64	0	64	0
Essential warranty extension & eventual replacement of hardware for Council's finance system	30	0	30	0
ICT essential software licence charges	9	0	9	0
ICT requirement to cater for transitioned services	2	0	2	0
Money home job core IT system (RCCO)	52	0	52	0
Payment Card Industry Data Security	6	0	6	0
Replace Open Software Local Government Online	10	0	10	0
Service Improvement Cyber Security (Virus Protection)	81	0	81	0
Service improvement single mobile device management solution (removal Blackberry technology)	76	0	76	0
Housing Standards & Improvement				
Aids and adaptations	750	(20)	750	0
Health through warmth	84	5	84	0
Integrated Facilities Management				
Asbestos Removal	114	6	114	0
Civic Centre essential maintenance	73	3	73	0
Civic Centre heating	600	0	100	(500)
Civic Centre roof ladders	35	0	35	0
Council House BMS	70	0	70	0
Council House Cellar Tanking	50	0	50	0
Council House drainage survey	50	0	50	0
Council House rewiring	1,000	0	200	(800)
Fire risk assessment	96	5	172	76
Improving the customer experience when visiting the Council House	0	(2)	0	0
Planned property maintenance	131	(5)	131	0
Replace heating & ventilation system Link Block	194	8	194	0
Safe water supplies	124	(1)	124	0
Schools Project	250	0	250	0
Solar PV panels	143	0	0	(143)
Statutory Testing	259	(3)	259	0
Leisure, Culture & Operations				
Active Living - Bloxwich (PWLb)	187	3	187	0

Service and scheme	Annual Budget	Actual to Date	Year End F'cast	Variance before carry forward
Active Living - Oak Park (PWLb)	369	7	369	0
Bentley Community Facility	10	0	10	0
Headstone safety in Cemeteries (RCCO)	40	(3)	40	0
Leisure Management System	112	(1)	112	(0)
Open Plus in Libraries	397	0	397	0
Single Library Management System	100	0	100	0
Library Redesign - Lichfield Street Hub	2,160	0	2,160	0
Planning, Engineering & Transportation				
Challenge funding (RCCO)	245	0	245	0
Community Dropped Crossings	20	0	20	0
Hatherton Road Car Park	274	0	274	0
Highways maintenance	2,971	377	2,971	0
Migration of Urban Traffic control analogue comm network	185	0	185	0
Replacement development management, building control & land charge ICT system	30	0	30	0
Replacement of obsolete traffic signal control equipment	200	0	200	0
Upper Rushall Street car park repairs	44	1	44	(0)
Walsall TCTP ring road acquisition	6	0	6	0
Programme Management				
Darlaston SDA (Prudential)	266	0	266	0
M6 Junction 10	650	0	650	0
Regeneration & Development				
Acquisition of Reservoir Place	793	0	793	0
DSDA	200	0	200	0
New Homes Bonus	256	67	256	0
Primark & Co-op development	4	0	4	0
Regenerating Walsall	234	0	234	0
Rushall Olympic Football Club	6	0	6	0
Shop maintenance	7	0	7	0
Town and District Centres Public Realm	100	0	100	0
Walsall Market	500	0	500	0
Smarter Workplaces				
ICT	307	0	0	(307)
Property (prudential)	505	0	50	(455)
Total Council Funded	19,249	476	17,120	(2,129)
<u>Externally Funded</u>				
Clean & Green Services				
Allotment Improvement Programme External	18	0	18	0
Palfrey Park	7	0	7	0
Reedswood Improvement Plan	10	0	10	0

Service and scheme	Annual Budget	Actual to Date	Year End F'cast	Variance before carry forward
Walsall arboretum restoration programme (PRU)	371	11	371	0
Waste infrastructure capital grant	227	0	227	0
Leisure, Culture & Operations				
Active Living Bloxwich (Grant)	104	0	104	0
Active Living Oak Park (Grant)	138	75	138	0
Library Redesign - Hub Grant	302	0	302	0
The New Art Gallery Walsall (Grant)	46	0	46	0
Money Home Job				
Contribution Aids and Adaptations	0	(14)	0	0
Disabled facilities grant	2,145	448	2,145	0
Off Gas Scheme	281	29	281	0
Planning, Engineering & Transportation				
Additional Highway Maintenance pothole funding	188	0	188	0
Capital Block DFT Fund	2,148	271	2,148	0
Challenge funding	1,985	0	1,985	0
Development of Highways Asset Management Plan (HAMPS)	43	0	43	0
LTP including bridge strengthening 2010/11	231	0	231	0
LTP Yorks Bridge	85	0	85	0
Mill Lane Road Safety	0	0	0	0
Network Rail Scheme-Level Crossing	30	4	30	0
Pedestrian Crossing on Northgate	11	0	11	0
Programme Management				
Darlaston SDA	188	0	188	0
Growth Deal	35,226	(9,258)	35,226	(0)
Regeneration & Development				
A461 corridor junction improvements	90	1	90	
A461 National Productivity Investment Fund (NPIF)	920	13	920	
Gigaport Partner Contribution	20	0	20	0
Goscote Open Space	582	197	582	0
M6 Junction 10 Highway Improvements	144	48	144	0
Regenerating Walsall - Private Contributions	9	0	9	0
West Midlands Strategic Transport Plan (STP) 'Movement for Growth'	1,472	72	1,472	0
Willenhall Townscape Heritage Initiative – Heritage Lottery Fund	1	0	1	
Total Externally Funded	47,023	(8,102)	47,023	(0)
	66,272	(7,626)	64,143	(2,129)

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

Appendix 1 - Analysis of 2017/18 Earmarked Reserves

Service / Reserve description	Total approved reserve £k	Forecast use of reserve £k	Transfer to reserve £k	Net use of reserve £k
Clean & Green Services				
Arboretum Drainage System (RCCO)	65	(65)	0	(65)
Consultancy work related to waste collections	50	(50)	0	(50)
IFRS - DEFRA - Stewardship funding	5	0	0	0
IFRS - Natural England	44	0	0	0
IFRS - Section 106	594	0	102	102
Unauthorised Encampments	48	(48)	0	(48)
Communities & Partnerships				
Anti social behaviour	7	0	0	0
Area Partnerships NHS projects	33	0	0	0
Area Partnerships Performance reward grant	59	0	0	0
Area Partnerships Performance reward grant Funding	114	0	0	0
Area Partnerships Ryecroft Hub	10	0	0	0
Area Partnerships Six area partnership funding	240	(180)	0	(180)
Borough Analyst CS Grant	5	0	0	0
Business Crime Initiative	2	0	0	0
CCTV	13	0	0	0
Community Safety contingency	14	0	0	0
Domestic Abuse Co-ordinator	6	0	0	0
Drug and Alcohol Service	39	(39)	0	(39)
Funding projects in Moxley	3	0	0	0
IRIS Project	22	(22)	0	(22)
Migrant Communities	3	(3)	0	(3)
No Cold Caller Initiative	12	0	0	0
Preventing violent extremism	95	(16)	0	(16)
Redundancy costs linked to savings	49	(49)	0	(49)
To Fund Area Partnerships	6	0	0	0
Voluntary sector commissioning	16	0	0	0
Working Smarter	162	0	0	0
Democratic Services				
Mayors civic awards	3	0	0	0
Economy & Environment Management				
IFRS - Transition funding	13	0	0	0
Finance				

Service / Reserve description	Total approved reserve £k	Forecast use of reserve £k	Transfer to reserve £k	Net use of reserve £k
Finance Direct	30	0	0	0
Interim executive director	20	(20)	0	(20)
Interim Transformation and Change Appointment	113	(113)	0	(113)
Supporting the implementation of Internal Audit contract	40	0	0	0
Housing Standards & Improvements				
Fuel Poverty Grant	13	0	0	0
Private housing & health safety	46	0	0	0
Stock condition survey	35	0	0	0
Warm Homes	51	0	0	0
Human Resources				
Adult Workforce Development Programme	37	(37)	0	(37)
Honorarium funded from Transformation	3	(3)	0	(3)
Upgrade of HR system	47	(15)	0	(15)
Information, Communication & Technologies				
Audit and inspection - ICO audit work	80	(50)	0	(50)
Funding of temporary post	39	(39)	0	(39)
Information Management Project	51	(51)	0	(51)
Integrated Facilities Management				
Legal				
Fund Purchase of Case Mgt System and Heavy Duty Copier	16	(16)	0	(16)
Leisure, Culture & Operations				
Building Control Fee (ring fenced)	98	0	83	83
Donations	8	0	0	0
IFRS - Artist Development	15	(5)	0	(5)
IFRS - Arts Council England - dilapidations	36	0	0	0
IFRS - Arts Council England 11/12	115	(49)	0	(49)
IFRS - Arts Council England 12/13 - Regular Grant	112	0	0	0
IFRS - BCTCA - Tobacco control	12	0	0	0
IFRS - Bookstart	5	0	0	0
IFRS - British Council Residency	1	(1)	0	(1)
IFRS - Doorstep Sports Club	6	0	0	0
IFRS - Environmental Levy	530	0	0	0
IFRS - Exclusive Burial Rights Levy	79	0	20	20
IFRS - HLF project - Rediscover Bloxwich	9	(9)	0	(9)
IFRS - Marketing Promotion Sport England 11/12 & 12/13	23	(23)	0	(23)
IFRS - NAG - ABC (Audience Black Country) Membership -	3	0	0	0

Service / Reserve description	Total approved reserve £k	Forecast use of reserve £k	Transfer to reserve £k	Net use of reserve £k
IFRS - NAG - Science Project	1	0	0	0
IFRS - No Cold Calling - Trading Standards	2	0	0	0
IFRS - NVQ Assessor	1	0	0	0
IFRS - Paul Hamlyn Foundation/Right to Read	4	0	0	0
IFRS - Sniffer Dog Grant	1	0	0	0
IFRS - Tobacco funding	15	0	0	0
IFRS - Walk On	8	(1)	0	(1)
IFRS - Way Forward Project	4	0	0	0
Inspired Generations (CSAF)	4	0	0	0
NAG - consultants contingency	12	(12)	0	(12)
Tate project	78	(78)	0	(78)
Money Home Job				
Benefits – claw back of subsidy income	425	0	0	0
Crisis Support Scheme	535	(535)	200	(335)
HB subsidy - carry forward of new burdens grants	248	(248)	0	(248)
Housing improvement projects	88	0	0	0
Improve/develop self help tool for welfare support	60	0	0	0
Preventing homelessness	364	(92)	0	(92)
Repossession grant	114	(24)	0	(24)
Retain social worker for exempt accommodation	60	0	0	0
Retain staff following closure of banking hall	60	0	0	0
Payroll & Pensions				
Redundancy and Pension costs linked to savings	6	(6)	0	(6)
Planning, Engineering & Transportation				
Bus Lane enforcement	144	0	0	0
Commuted sum Shannon's Mill	42	(6)	0	(6)
IFRS - DFT - Bikeability 2010	16	0	0	0
IFRS - DFT - Bikeability 2010	29	0	0	0
IFRS - DFT - Bikeability grant	8	0	0	0
IFRS - DFT - Road safety grant	39	0	0	0
IFRS - DFT Bikeability grant 2011/12	36	0	0	0
IFRS - DFT Bikeability grant 2012/13	19	0	0	0
IFRS - DFT Bikeability grant 2013/14	16	0	0	0
IFRS - DFT Bikeability grant 2014/15	38	0	0	0
IFRS - DFT Bikeability grant 2015/16	37	0	0	0
IFRS - Driver Improvement (Dudley Council)	15	0	0	0
IFRS - HPDG - MB salary cost	44	(20)	0	(20)
IFRS - Local Road Safety 2015/16	35	0	0	0
IFRS - Midlands Air Quality funds (B'ham CC)	30	0	0	0

Service / Reserve description	Total approved reserve £k	Forecast use of reserve £k	Transfer to reserve £k	Net use of reserve £k
2012/13				
IFRS - Midlands Air Quality funds (B'ham CC)	3	0	0	0
2013/14				
IFRS - Post 16 Travel 2013/14 (Children's Services)	22	0	0	0
IFRS - S106 planning	319	0	0	0
IFRS - School Strategy 2012/13 (Children's Services)	16	0	0	0
IFRS - School Strategy 2015/16 (Children's Services)	25	0	0	0
IFRS - Sustainable Drainage Grant	63	0	0	0
IFRS - Walsall PCT - Active school travel project (A stars)	50	0	0	0
IFRS -Financial appraisals	25	0	0	0
Mediation Reserve - legal fees Waverley Mast	69	0	0	0
Street lighting PFI	19,623	0	820	820
Willenhall Gas Works	65	(62)	0	(62)
Procurement				
Contribution to cost of temporary staff	200	(170)	0	(170)
Programme Management				
Economic Growth Programme	2,306	(253)	0	(253)
ERDF TA Walsall contribution	31	0	31	31
ESF TA Partner 2017/18	0	0	2	2
Fund one match funding ERDF technical assistance project	30	(2)	0	(2)
IBC Partner Contributions	5	0	4	4
IFRS - City Deal - Welfare Pilot	1,420	(1,206)	0	(1,206)
IFRS - LEP-Core funding	131	(131)	0	(131)
IFRS - LEP-Hestletine funding	195	(195)	0	(195)
LGF - pipeline was BC Transport Director	29	0	0	0
LGF Interest	603	(4)	0	(4)
Walsall Works	256	(128)	0	(128)
Regeneration & Development				
Aldridge Manor	25	(25)	0	(25)
Asset Management System	44	(10)	0	(10)
Black Country core strategy	250	(125)	0	(125)
Black Country core strategy - SAD/AAP	29	0	0	0
Economic Growth Programme	76	(7)	0	(7)
Economic Growth Programme	8	(1)	0	(1)
IFRS - Contribution for participation in Pilot Scheme	9	0	0	0

Service / Reserve description	Total approved reserve £k	Forecast use of reserve £k	Transfer to reserve £k	Net use of reserve £k
IFRS - Dev & Del grant S106	64	(3)	0	(3)
LGF - released revenue	262	0	0	0
New Homes Bonus (Housing loans etc)	31	0	0	0
Old Square Development	29	0	0	0
Phoenix 10	625	(441)	0	(441)
Pleck Boxing Club	68	(19)	0	(19)
Uncapitalised expenditure	259	(259)	0	(259)
Regulatory Services				
Trading Standards - Hand held devices	43	(30)	0	(30)
Smarter Workplaces				
Smarter Workplaces	307	(307)	0	(307)
Total	33,658	(5,303)	1,262	(4,041)

Appendix 2 – Explanation of 2017/18 forecast Revenue Variations by Service

Service	Reason / explanation for variance	Variance £k
Clean & Green Services	Under spends on salaries within Operations and Fleet (£47k) achieved by holding posts open together with projected under spend (£40k) on agency in waste collection. Offset by £20k projected underachievement of income in grounds maintenance and additional service pressures.	(23)
Communities & Partnerships	Holding vacant posts pending restructure of the community development function and addition of CCTV team which transferred from Social Care with vacant posts	(60)
Democratic Services	Overspend on salaries	6
Economy & Environment Management	Non achievement of 2016/17 savings	19
Electoral Services		(1)
Finance	Increased cost of temporary posts and agency staff, cost of an external contract is less than previously forecast	9
Housing Standards & Improvements	Over spend on supplies and services	6
Human Resources	£10k e-learning licence pressure, £14k pressure for honorarium and £2k other costs	26
Information, Communication and Technologies	Under spend due to vacant posts and reduced demand for print and design	(183)
Integrated Facilities Management	Overspends on centralised maintenance £473k and redundant buildings £170k, offset by under spends on civic buildings £195k, centralised energy £70k and vacant posts across the service £55k	323
Legal	Under spend due to vacant posts £64k offset by under recovery of income £30k	(34)
Leisure, Culture & Operations	Overspends on £78k Outdoor Adventure Centre, £42k Leather Museum, Bereavement legal fees £25k offset by under spend on salaries, supplies and income from Forest Arts	13
Money Home Job	Overspend on housing benefit subsidy £200k, additional crisis support costs £83k, postage £27k, bank charges £50k, overspend on housing support £169k and other overspends £12k - total overspends of £541k. This is offset by under spend due to vacant posts and vrt (£318k), additional income from overpayment recovery	0

	(£190k), reduced spend in young person's homelessness (£133k), additional court cost income (£50k) and reduced spend on computer expenditure (£50k) - total under spends of (£741k). £200k will be transferred to reserves to extend the crisis support scheme which leaves a nil variance.	
Payroll & Pensions	£6k overspend due to unachieved vacancy management, £3k agency costs and £1k non pay overspend	9
Planning, Engineering & Transportation	Underachievement of Planning Fees Income (£100k) due to insufficient major applications being received, combined with £250k overspend on gully cleansing - the current budget not being sufficient to maintain the borough's gullies.	350
Procurement	Temporary staff costs offset by earmarked reserve	0
Programme Management	Under spend on central stationery budget	(7)
Regeneration & Development	Shortfall of £60k landscape fees income, EAT recoverable income £40k and markets income (net of small under spends) £60k. This is offset by salary and other small under spends in planning Policy - (£59k) and a potential refund of building rental income already paid £25k	126
Regulatory Services	Unauthorised Encampments bailiff costs £12k offset by under spends on vacant posts and general expenditure	(18)
		561

Appendix 3 - Risks

Service Area	Potential Risks	Highest Cost	Total Estimated Exposure
		£k	£k
	Low Risks		
Clean and Green Services	Damage to waste to resource plant	840	168
Clean and Green Services	Increase in waste arisen, or non diversion of waste	100	20
Integrated Facilities Management	Energy costs could increase due to a particularly hot summer (Cooling) or an unusually harsh winter (heating) due to the poor condition of our buildings	50	10
Integrated Facilities Management	Reduced income from catering	50	10
	Total Low Risks	1,040	208
	Medium Risks		
Clean and Green Services	Increased contamination of co mingled waste and fluctuating gate fees from new recycling disposal contract	100	40
Clean and Green Services	Shortfall in Fleet income relating to taxi testing	40	16
Integrated Facilities Management	Energy costs could increase due to ongoing dispute with British Gas regarding historic debt	40	16
Leisure, Culture & Operations	Active Living -Shortfall of income	400	160
Money Home Job	Further increase in overpayment recovery	(200)	(80)
Money Home Job	Additional income for court cost recovery	(283)	(113)
Money Home Job	improvement in housing benefit subsidy forecast	(200)	(80)
	Total Medium Risks	(103)	(41)
	High Risks		
Clean and Green Services	Non achievement of vacancy management	100	60
Clean and Green Services	Additional overtime costs - linked to waste collection service	15	9
Money Home Job	Additional income arising from an increase in overpayment debtor	(178)	(107)
Planning, Engineering & Transportation	Shortfall of planning application fee income	167	100
Regulatory Services	Incursion of additional unauthorised encampments	20	12
	Total High Risks	124	74
	Total	1,061	241

Appendix 4 – Acronyms and Abbreviations

Acronym	Description
BC	Black Country
BCTCA	Black Country Tobacco Control Alliance
BMS	Building Management System
CSAF	Community Sport Activation Fund
CS	Community Support
DEFRA	Department for Environment Food & Rural Affairs
DFT	Department for Transport
EAT	Engineers Assistants Time
EBS	E-Business Suite
ERDF	European Regional Development Fund
HR	Human Resources
HRMS	Human Resource Management System
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standard
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LTP	Local Transport Plan
NAG	New Art Gallery
NPIF	National Productivity Investment Fund
PCT	Primary Care Trust
PFI	Private Finance Initiative
PRU	Prudential
PWLB	Public Works Loan Board
PV	Photovoltaic
RCCO	Revenue Contribution to Capital Outlay
TA	Technical Assistance
TCTP	Town Centre Transport Planning