



Cabinet Meeting

25 February 2014

Report title	Capital Programme 2013/14 to 2017/18 Quarter Three Review and 2014/15 to 2018/19 Budget Strategy	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Andrew Johnson Resources	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director(s)	Simon Warren, Chief Executive Sarah Norman, Community Keith Ireland, Delivery Tim Johnson, Education and Enterprise	
Originating service	Strategic Finance	
Accountable employee(s)	Mark Taylor Tel Email	Assistant Director Finance 01902 55(6609) Mark.Taylor@wolverhampton.gov.uk
Report to be/ has been considered by	Strategic Executive Board	13 February 2014

Recommendation(s) for action or decision:

1. The Cabinet recommends that Council:
 - (i) Approve the revised medium term General Fund (excluding housing revenue account) capital programme of £315.6 million for the period 2013/14 to 2018/19 (paragraph 2.3);
 - (ii) Approve additional resources for existing schemes totalling £3.6 million (paragraph 5.5);

- (iii) Approve additional resources for new schemes totalling £5.3 million (paragraph 6.1);
- (iv) Approve the capitalisation of Redundancy costs of £1.3 million under the capitalisation direction received from the Secretary of State on 17 January 2014 (paragraph 6.5).

2. The Cabinet is recommended to:

- (i) Approve virements totalling £298,000 in respect of Wilkinson Primary School, capital maintenance scheme and the demolition of the former Bilston Leisure Centre / former day centre. (paragraph 5.4);
- (ii) Approve the 2013/14 updated schedules of works for the following schemes;
 - (a) Delivery ICTS Capital Programme (Appendix G1)
 - (b) Delivery Market Services Capital Programme (Appendix G2)
 - (c) Community Co-Location Capital Programme (Appendix G3)
 - (d) Community Review of Childrens Homes Capital Programme (Appendix G4)
 - (e) Community Urban Parks Capital Programme (Appendix G5)
 - (f) Education and Enterprise i54 Capital Programme (Appendix G6)
 - (g) Education and Enterprise Targeted Disposals Programme (Appendix G7)

Recommendations for noting:

The Cabinet is asked to note:

- (i) The medium term budget of £232.3 million for the Housing Revenue Account (HRA) as approved by Cabinet on 22 January 2014 (paragraph 9);
- (ii) The additional resources for new schemes totalling £175,000 as approved by Cabinet (Resources) Panel on 7 January 2014 (paragraph 6.2)

1. Purpose of report

- 1.1 To provide Cabinet with an update on the financial performance of existing schemes within the capital programme as at quarter three of 2013/14 and the budget strategy for 2014/15. The report covers General Fund schemes which includes private sector housing and excludes the Housing Revenue Account.
- 1.2 To recommend a revised General Fund capital programme for the period 2013/14 to 2018/19.

2. Executive summary

- 2.1 At its meeting on 18 December 2013, Council approved a revised General Fund (excluding housing) capital programme totalling £290.8 million, covering the period 2013/14 to 2017/18. Including General Fund private sector housing, the total General Fund capital programme was £310.5 million at quarter 2.
- 2.2 A profile of forecast expenditure by financial year, reflecting the changes to budget recommended in this report, is shown in table 1.

Table 1: Summary of the revised capital programme

Directorate	Forecast						Total
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19*	
	£000	£000	£000	£000	£000	£000	£000
Expenditure							
Community	7,119	7,417	268	-	-	-	14,804
Delivery	10,393	25,821	13,785	4,157	2,000	-	56,156
Education & Enterprise	117,665	73,689	18,940	10,105	4,569	-	224,968
Housing Private Sector	6,788	3,872	3,896	4,028	1,100	-	19,684
Total Programme	141,965	110,799	36,889	18,290	7,669	-	315,612
Financing							
Internal Resources	50,596	81,227	28,202	9,603	288	-	169,916
External Resources	91,369	29,572	8,687	8,687	7,381	-	145,696
Total Resources	141,965	110,799	36,889	18,290	7,669	-	315,612

*see paragraph 3.1

- 2.3 This report recommends variations to the approved programme totalling an increase of £5.1 million as set out in table 2, bringing the total revised capital programme to £315.6 million.
- 2.4 Detailed variations from approved budget are set out in Appendices A-E attached and summarised in paragraphs 4 to 6.

Table 2: Summary of recommended changes to the General Fund capital programme expenditure

	Paragraph	Appendix	£000
Current budget			310,483
Budget on completed schemes	4	-	0
Budget on existing schemes no longer required	5	B	(3,868)
Additional resources for existing schemes	5	D	3,553
New schemes	6	E	5,444
Revised budget			315,612

3. 2014/15 to 2018/19 budget strategy

3.1 Cabinet on 8 January 2014 approved the recommendation to review the capital programme to identify further savings. This review is currently underway and the outcome will be subject to a further report. As a consequence of this review no new schemes have been included in the 2018/19 financial year. Any new project proposals will be submitted to the Capital Programme Working Group to be reviewed on value for money and appropriateness based on the current financial climate. Capital expenditure has a direct impact upon the Council's revenue budgets and therefore needs to be restricted to projects essential to the Council's priorities.

4. Completed schemes

4.1 There are no completed schemes this quarter.

5. Existing schemes

5.1 Appendix A provides an update on the financial performance of existing schemes. The current forecast variance up to completion is £315,000 underspend. Actual expenditure as at quarter three of 2013/14 stands at £82.4 million, which represents 52% of the current 2013/14 approved budget.

5.2 Appendix B details an underspend forecast for existing schemes of £3.9 million, for which the budget is no longer required. £2.5 million is due to a change in delivery method of the scheme, £853,000 is a reclassification of Section 106 funds between capital and revenue, £204,000 due to reduced grant allocation and £311,000 will result in a reduced borrowing requirement.

5.4 Requests for virements between schemes are detailed in Appendix C. These represent the transfer of budget between capital projects. The total of £298,000 requires approval.

5.5 Requests for additional resources totalling £3.6 million are detailed in Appendix D. Key variations are as follows:

Schemes financed by internal resources

- (a) £1.7 million for the futureworks system implementation programme, in order to deliver one off savings against the 2013/14 General Fund revenue budget.
- (b) £500,000 for the school IT loans. This will be fully funded by the schools that utilise this loan facility.
- (c) £11,000 for the increased cost of the white diesel fuel tank at Culwell Street scheme.

Schemes financed by external resources

- (d) £40,000 for the integrated transport scheme.
- (e) £70,000 for the urban parks projects.
- (f) £29,000 for the increased costs of the installation of electric vehicle charging points programme.

Schemes financed by both internal and external resources

- (g) £1.2 million for the Building Schools for the Future (BSF) Programme financed by £635,000 of external resources for increased costs relating to Westcroft and Pupil Referral Units and £600,000 of internal resources, being the council's contribution to the LEP/PFI Phase 3c scheme.

- 5.6 The additional £3.6 million will be financed through £774,000 of additional external resources, which include grant contributions and £2.8 million through internal resources, which includes prudential borrowing.

6. New schemes

- 6.1 Requests for additional resources totalling £5.4 million to finance new schemes are set out in detail in Appendix E and can be summarised as follows:

- (a) £175,000 for a loan to the temporary staffing agency
- (b) £4.0 million for the ICT future developments programme
- (c) £1.3 million for redundancy capitalisation

- 6.2 The total value of new schemes for noting is £175,000 which will be financed through internal resources. This scheme was approved by Cabinet (Resources) Panel on 7 January 2014 and the loan will be fully repaid over a 12 month period commencing 1 May 2014.

- 6.3 The value of the ICT future developments programme requiring council approval is £4.0 million which will be financed through internal resources. A provisional sum of £2.0 million has been included in the Capital Programme for 2014/15 and a further £2.0 million for 2015/16 to meet the fundamental requirement for the replacement and upgrade of the core ICT solutions. This includes;

- (a) Replacement of the time expired current mainframe system
- (b) Data warehousing which will ensure the Council has consistent data shared electronically and readily available
- (c) Development of mobile solutions which is core to the Council's transformation programme

(d) Replacement and consolidation of the existing point solutions for the management of the Council's land and property assets

- 6.4 When the individual solutions are fully designed and developed, business plans will be brought forward to Capital Programme Working Group for consideration before being reported to Councillors for approval.
- 6.5 Capitalisation of redundancy costs of £1.3 million under the capitalisation direction received from the Secretary of State on 17 January 2014. This will require council approval and will be financed through internal resources, reducing the call on general balances during 2013/14.

7. Ancillary programmes

- 7.1 Ancillary 2013/14 schedules of works are detailed in Appendix G to provide further analysis against schemes included within the overall programme as follows:

Appendix G1 - Delivery: ICTS capital programme

This includes the main programme, desktop refresh and disaster recovery schemes.

Appendix G2 - Delivery: Market Services capital programme

This includes a breakdown of the market programme.

Appendix G3 - Community: co-location capital programme

The programme was approved in the quarter two report to Cabinet (Resources) Panel on 26 November 2013.

Appendix G4 - Community: Review of Childrens Home Capital Programme

The Programme was approved in the quarter two report to Cabinet (Resources) Panel on 26 November 2013.

Appendix G5 – Community: urban parks refurbishment capital programme

This includes various parks in the main programme.

Appendix G6 – Education and Enterprise: Regeneration: i54 travel plan capital programme. This programme was approved in the quarter two report to Cabinet (Resources) Panel on 26 November 2013.

Appendix G7 – Education and Enterprise: Regeneration: targeted disposals programme. This includes a breakdown of the disposals programme.

8. Programme financing

- 8.1 The programme is financed through internal and external resources. External resource is funding secured from external organisations e.g. Central Government. Internal resources reflect expenditure that requires the use of Council resources and over which the Council therefore has absolute discretion. Capital receipts are only assumed where there is reasonable certainty that they will be received within the required timeframe. The

implications of the levels of borrowing required have been fully reflected in the revenue budget and medium term financial strategy.

8.3 Details on the financing of the revised capital programme are shown in table 3:

Table 3: Summary of recommended changes to financing of the General Fund capital programme

	2013/14 to 2018/19		
	Approved Budget £000	Recommended Budget £000	Variance £000
Expenditure	310,483	315,612	5,129
Financing			
Internal Resources			
Capital Receipts	3,285	16,969	13,684
Prudential Borrowing	160,237	151,654	(8,583)
Revenue Contributions	1,251	1,258	7
Reserves	35	35	-
Subtotal	164,808	169,916	5,108
External Resources			
Supported Borrowing	-	-	-
Grants & Contributions	145,675	145,696	21
Subtotal	145,675	145,696	21
Total	310,483	315,612	5,129

Note: the use of Revenue Contributions and Reserves will be reviewed at year end to identify whether this is the appropriate option or whether borrowing will provide the opportunity to deliver in year savings.

8.4 A forecast for capital receipts for years 2015/16 and 2016/17 has been included within the capital programme for quarter three. These receipts reduce the need for Prudential Borrowing. A summary of receipts is shown in Appendix F.

9. Housing Revenue Account capital programme

9.1 The Housing Revenue Account business plan quarter three 2013/14 detailed a budget of £232.3 million. This report was approved by Cabinet on 22 January 2014.

10. Key budget risks

10.1 Appendix H provides an analysis of the risks associated with the capital programme, along with details of the risk control measures that are in place in order to manage and mitigate these risks as far as possible. The overall risk associated with the Programme continues to be quantified as Amber.

11. Financial implications

11.1 The financial implications are discussed in the body of this report.

[SH/11022014/P]

12. Legal implications

12.1 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs.

12.2 The Local Government Act 2003 brought in the current regime for capital finance for local authorities. It reduced the level of central control over local authority borrowing and capital expenditure.

12.3 The Council is required to comply with statutory codes of practice including the Prudential Code for Capital Finance in Local Authorities and Treasury Management in the Public Services.

12.4 The legal framework therefore places a greater responsibility on Cabinet Members to ensure properly managed borrowing and capital expenditure without the need for government consent.

12.5 The main principles of the framework are prudence, sustainability and affordability.

[JH/13022014/Z]

13. Equalities implications

13.1 Under the Equality Act 2010, the Council has a statutory duty to pay due regard to the impact of how it carries out its business on different groups of people. This is designed to help the Council identify the particular needs of different groups and reduce the likelihood of discrimination; the nine equality strands covered by the legislation are;

- Age
- Disability
- Gender reassignment
- Pregnancy and Maternity
- Religion or Belief
- Race
- Sex
- Sexual Orientation
- Marriage and Civil Partnership (this strand only applies to employment and not to service delivery).

These strands include everyone.

13.2 Cabinet Members should also be aware that under the Equality Act 2010, they must have due regard to the Public Sector Equality Duty when making budget decisions. What this means in practice is that Cabinet Members must consciously think about the

three aims of the Public Sector Equality Duty as part of the decision making process, the three aims are to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity by removing or minimising disadvantages, meet differing needs and encouraging participation;
- Foster good relations between people from different groups.

13.3 Consideration of equality issues must influence the decisions reached by public bodies including:

- How they act as employers.
- How they develop, evaluate and review policy.
- How they design, deliver and evaluate services.
- How they commission and procure from others.

13.4 The Brown Principles, established as a result of a legal case concerning Post Offices closures in 2008, provide an important checklist when making decisions:

- Decision makers must be made aware of their duty to have due regard to the identified goals.
- Due regard must be fulfilled before and at the time that a particular decision is being considered, not afterwards.
- The duty must be exercised in substance, with rigour and with an open mind. It is not a question of ticking boxes.
- The duty is not delegable; it must be fulfilled by the organisation in question rather than through the use of an external body to do it to the organisation.
- The duty is a continuing one.
- It is good practice to keep an adequate record showing that it has considered the identified needs.

13.5 There is a range of individual projects delivered through the Council's capital programme that have significant impacts on specific groups and equality implications should be considered when individual capital schemes are being developed.

13.6 This requirement would also apply if there were to be any redirection of capital funding in-year so as to ensure that the impact of any changes is considered.

14. Environmental implications

14.1 A wide range of projects delivered through the capital programme have significant environmental implications and are geared to promote improvements to the physical environment.

15. Schedule of background papers

- Capital Programme 2013/14 to 2017/18 Quarter Two Review – Report to Cabinet (Resources) Panel, 26 November 2013
- Housing Revenue Account Business Plan 2013/14 (Including 2014/15 Budget Rents and Services Charges) – Report to Cabinet, 22 January 2014
- 2014 Primary School Expansion Programme – Report to Cabinet (Resources) Panel, 24 September 2013,
- Housing Revenue Account Business Plan Quarter Two 2013/2014 Budgets – Report to Cabinet (Resources) Panel, 26 November 2013.
- Creating a Council Temporary staffing Agency – Report to Cabinet (Resources) Panel 7 January 2014
- Building Schools for the Future (BSF) Financial Monitoring Update – Report to the Building Schools for the Future Advisory Group, 20 November 2013

16. Schedule of Appendices

App	Title	Page
A	Update on existing schemes	13
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D	Additional resources for existing schemes	20
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Existing Schemes

Assistant Director	Scheme		Spend to date (as	Total Budget	Forecast	Forecast Variance	
			at end of	(2013/14 -2017/18)	Expenditure		
			December 2013)				
			£000	£000	£000	£000	
DELIVERY							
Chris Huddart	Bereavement Services	Bushbury Cemetery Extension	25	15	15	-	
		Bushbury Cremator Replacement	72	62	62	-	
	Fleet Services	Vehicles (Procurement)	-	10,172	10,172	-	
		Passenger Transport relocation to Wholesale Market	8	23	23	-	
		White Diesel Fuel Tank at Culwell Street	44	32	43	11	
	Markets Services	WRM - Statutory works to upgrade electrics	4	112	255	143	
		WRM - Automatic Entrance Doors	1	-	1	1	
		WRM - Market Stall Roof Coverings	2	9	9	-	
		WRM - Refurbishment of Public Toilets	4	5	5	-	
		WRM - Market Development (Westside)	-	-	111	111	
		BRM - Air Conditioning Upgrade	6	204	193	(11)	
		BRM - Statutory works to upgrade electrics	-	339	42	(297)	
		BRM - Resurfacing works to Loading Bay	-	3	3	-	
		BRM - Statutory H & S Works	-	-	42	42	
		BRM - Market Stall Roof Coverings	11	-	11	11	
		BRM - Removal of Skylights	2	22	22	-	
		WWM - Refurbishment of Toilets	21	48	48	-	
		WWM - Structural Works	37	70	70	-	
	WWM - Resurfacing works to External Market area	26	165	165	-		
	WM - Statutory works to upgrade electrics	-	22	22	-		
	Waste & Recycling	Phase 2 of the waste & recycling service reconfiguration	-	306	-	(306)	
	Alistar Merrick	Energy Management	Installation of Photovoltaic Panels (Invest to Save)	-	1,000	1,000	-
			Installation of Biomass Boilers (Invest to Save)	129	1,500	1,500	-
Energy Efficiency Measures			67	1,233	1,233	-	
Facilities Management		Future Spaces, including Parkfields (Gross Costs after Capital Receipts)	-	20,120	20,120	-	
		Civic Centre Car Park Repairs	-	1,450	1,450	-	
Catering Services		Catering Facilities in Bert Williams Leisure Centre	5	-	1	1	
ICT Developments		General Programme					
		Security Enhancement	109	351	351	-	
		Microsoft Enterprise Agreement	252	1,254	1,254	-	
		Storage Rolling Programme of Replacement	616	756	756	-	
	Upgrades	71	1,032	1,032	-		
	Infrastructure Upgrades	235	1,398	1,398	-		
	Data Centres	1	197	197	-		
Mark Taylor	Cross Cutting Schemes	Provision for Future Programmes	-	1,981	1,981	-	
		Installation of Electrical Vehicle Charging Points	-	19	48	29	
	FutureWorks	System Implementation	-	2,700	4,360	1,660	

This report is PUBLIC
[NOT PROTECTIVELY MARKED]

APPENDIX A

Assistant Director	Scheme		Spend to date (as	Total Budget	Forecast	Forecast	
			at end of	(2013/14 -2017/18)	Expenditure	Variance	
			December 2013)	£000	£000	£000	£000
COMMUNITY							
John Welsby	Co-location Programme	Graiseley Centre	-	54	16	(38)	
		Warstones - Prior Year Scheme	1	-	1	1	
		Priory Green	-	-	36	36	
		Berrybrook MAST	-	35	-	(35)	
		Wednesfield Area Office	44	105	11	(94)	
		SWB Academy	2	53	11	(42)	
		Eastfield Primary IWA	-	3	-	(3)	
		Highfield / Penn Fields IWA	-	19	-	(19)	
		Kings / Tettenhall Wood IWA	-	26	-	(26)	
		Bushbury Hill Primary IWA	-	35	-	(35)	
		Oak Meadow Primary IWA	-	15	-	(15)	
		Warstones	-	-	51	51	
		Avenues Family Resource Centre	-	-	36	36	
		Middleway Green	-	-	51	51	
		Rainbow Centre	-	-	21	21	
		Bilston Creche	-	-	36	36	
		Windsor Childrens Centre	-	-	61	61	
		Bingley Enterprise Centre	-	-	21	21	
		Whitmore Reans Childrens Centre	-	-	31	31	
		The Dove Centre	-	-	26	26	
		The Berries	-	-	11	11	
		Childrens Village	-	-	26	26	
		Bradley Community Centre	-	-	21	21	
		Blakenhall Family Resource Centre	-	-	26	26	
		Schemes to be confirmed	-	251	103	(148)	
			Early Education for two year olds from lower income households	-	661	661	-
			Looked After Children	Residential Care (Integrated Placement Scheme) at Zoar Street	1	435	435
	Children In Need	Short Breaks for Disabled Children	-	149	149	-	
Tony Mko	Adult Social Care Commissioning	Residue on Capital Investment in Community Capacity	-	838	838	-	
	Independent Living Service	Works to the Neville Garratt Centre and Titan Building ILS - Titan Building Improvement	-	89	89	-	
Emma Bennett	Sport, Recreation & Leisure	Bert Williams Leisure Centre	9	60	60	-	
	Sports Investment Strategy	Barnhurst Land Pitches	627	2,553	2,553	-	
		Synthetic Pitch at Our Lady & St Chads	-	994	994	-	
		Aldersley Synthetic Pitch	199	283	283	-	
	Community Recreation	Blakenhall Centre	-	13	13	-	
		Community Hubs	700	4,049	4,049	-	
	Parks Strategy & Open Spaces	Parks Refurbishment Programme	812	2,326	2,391	65	
	Community Initiatives	Community Initiatives Contingency	-	30	30	-	
	Information Systems Management	Social Care IT Infrastructure	-	10	10	-	
		Adult Services Assessment and Billing System Replacement	46	4	4	-	
Putting People First Programme		-	71	71	-		
Cross Cutting Schemes	Electronic Social Care Records	58	568	568	-		
Viv Griffin	Children's Social Care - Commissioning	Review of Children's Homes	-	900	900	-	
	Adult's Social Care - Commissioning	Sweetman Street Redevelopment	1	-	1	1	
		Relocation of Disability Team From Pond Lane	-	50	50	-	
		Modernisation of Learning Disability Day Services	-	60	59	(1)	

Assistant Director	Scheme	Spend to date (as at end of December 2013)		Total Budget (2013/14 - 2017/18)	Forecast Expenditure	Forecast Variance
		£000	£000	£000	£000	£000
EDUCATION & ENTERPRISE						
Nick Edwards	Regulatory Services	Bowman's Harbour - Former Landfill Sites	3	639	639	-
		Site Remediation Farndale	7	5,201	5,201	-
		Contaminated Land - Weddell Wynd	-	-	-	-
		Canalside Quarter	-	1,200	1,200	-
	Planning	Chapel Ash and Darlington Street Partnership	4	70	70	-
	Physical Regeneration	Bilston Urban Village	-	5,000	2,500	(2,500)
		BUV - High Street Link	1,352	2,334	2,334	-
		Demolition of Bilston Leisure Centre/ Former Day Centre	22	-	25	25
		City Centre	-	3,150	3,150	-
		W'ton Interchange Block 10 Development	-	8,010	8,010	-
		Wolverhampton Interchange Block 11	1,244	2,560	2,560	-
		Youth Zone	195	3,300	3,300	-
		City Deal	-	1,500	1,500	-
		South Side	280	4,716	4,716	-
		Corporate Asset Management	Central Library - Electrical Systems & DDA Works	-	6	6
	Rationalisation Initiatives		10	10	10	-
	Planned Programme of Enhancements		29	1,301	1,301	-
	Minor Works Programme for Childrens' Social Care		12	408	408	-
	Minor Works Programme for Adults' Social Care		2	431	431	-
	Refurbishment of Corner House		-	36	36	-
	Statutory Compliance Measures	32	955	955	-	
	Targeted Disposals Programme		37	1,866	1,841	(25)
	Vacation & Disposal of Jennie Lee Centre		165	204	204	-
	Redevelopment of Tower & Fort Works Site		-	688	688	-
	Transportation Strategy & Development	Wolverhampton City Centre Interchange	67	2,092	2,092	-
		i54 Access and Infrastructure	5,572	20,194	20,194	-
		i54 Travel Plan	-	1,800	947	(853)
		West Midlands Urban Traffic Control	1,378	6,260	6,260	-
		West Midlands Red Routes - Package 1	-	93	93	-
		Local Sustainable Transport Fund	64	1,982	1,982	-
		Structural Maintenance	1,962	11,636	11,432	(204)
Network Development Programme	City Centre Transport & Movement Enhancements	107	4,883	4,883	-	
	Local Safety Schemes	130	1,490	1,490	-	
	Integrated Transport	2,564	7,664	7,704	40	
	Walking, Cycling, Safer Routes to Schools & Minor improvements	31	755	755	-	

Assistant Director	Scheme	Spend to date (as at end of December 2013)		Total Budget (2013/14 - 2017/18)	Forecast Expenditure	Forecast Variance	
				£000	£000	£000	£000
		£000	£000				
EDUCATION & ENTERPRISE							
James Mcelligott	Neighbourhood Employment & Skills		103	126	126	-	
	Capital Maintenance & Basic Need						
	Planned Maintenance		98	165	165	-	
	Asbestos Removal		37	222	222	-	
	Boiler/Pipework Replacements		672	938	938	-	
	Roof/Window/Lighting Replacements		571	636	636	-	
	Toilet Refurbishment		70	80	80	-	
	External Works		7	33	33	-	
	Ground Works		6	4	4	-	
	St Peter's / St Edmund's Access Road		-	15	15	-	
	Contingency for Emergency works across all schools		67	353	353	-	
	School Development Plans		363	755	755	-	
	Fire Prevention		52	174	174	-	
	Schools Access		45	245	145	(100)	
	Amalgamation		4	-	7	7	
	Wilkinson Primary		5,309	5,137	5,310	173	
	Unallocated		-	17,929	17,756	(173)	
	Capital Maintenance		-	517	617	100	
	Bilston CE Primary - Expansion of Primary School Places		21	1,528	1,528	-	
	Eastfield Primary - Expansion of Primary School Places		0	7	7	-	
	St Andrew's CE Primary - Expansion of Primary School Places		349	482	498	16	
	Northwood Park Primary - Expansion of Primary School Places		205	456	329	(127)	
	Dunstall Hill Primary - Expansion of Primary School Places		-	5,243	5,243	-	
	Fallings Park Primary - Expansion of Primary School Places		-	3,626	3,626	-	
	Trinity (CE) Primary - Expansion of Primary School Places		-	4,480	4,480	-	
	Capital Maintenance Grant 2013/2014 - used to finance any in year schools maintenance items		25	316	427	111	
	Schools Devolved Formula Capital		407	3,598	3,598	-	
	Building Schools for the Future						
	Sample Schemes - The Kings School		6	36	36	-	
	Sample Schemes - Highfields School		-	-	-	-	
	Sample Schemes - Penn Fields Special School		-	-	-	-	
	Phase 1 - Coppice Performing Arts School		259	272	275	3	
	Phase 1 - South Wolverhampton & Bilston Academy		337	441	441	-	
	Phase 1 - Wednesfield High School		161	202	202	-	
	Phase 2 - St Edmunds School/ Compton Park Site		4,351	2,719	3,834	1,115	
	Phase 2 - Moreton Community School		1,599	1,612	1,632	20	
	Phase 2 - Our Lady & St Chads Catholic Sports College		2,053	2,243	1,909	(334)	
	Phase 2 - Colton Hills Community School		1,988	1,985	1,985	-	
	Phase 3 - Midpoint Centre		1,909	2,062	2,587	525	
	Phase 3 - North East Academy (Pendeford)		4,274	8,723	8,870	147	
	Phase 3 - Smestow School		5,271	6,899	6,899	-	
	Phase 3 - Westcroft School and Sport College		4,330	4,301	4,950	649	
	Phase 3 - Aldersley High School		3,960	6,055	6,055	-	
	Phase 3 - Moseley Park School		3,036	6,128	6,128	-	
	Phase 3 - New Park Special School		1,052	1,052	1,052	-	
	Phase 3 - Penn Hall Special School		1,228	1,228	1,228	-	
	Phase 3 - St Peters CoE School		4,683	5,829	4,858	(971)	
	Phase 3 - Wolverhampton Girls High School		3,780	5,917	5,917	-	
	Phase 3 - Traffic Signal Scheme		-	228	228	-	
	Asbestos Remedial Works		335	1,350	1,350	-	
	Funding to be Identified for Kings/Tettenahall Wood Schools VAT		-	(1,675)	(666)	1,009	
	Council's Contribution to LEP / PFI Schemes		-	-	600	600	
	BSF ICT Infrastructure		8,053	18,855	17,327	(1,528)	

APPENDIX A

Assistant Director		Scheme		Spend to date (as at end of December 2013) £000	Total Budget (2013/14 -2017/18) £000	Forecast Expenditure £000	Forecast Variance £000
EDUCATION & ENTERPRISE							
		Primary Capital Programme	Warstones Primary School	-	-	-	-
			Oak Meadow Primary School	-	-	-	-
		Primary Capital Programme	Bushbury Hill Primary School	6	3	3	-
			Bilston CofE Primary School	11	25	25	-
		14-19 Diploma Exemplar Learning Centre		55	167	167	-
		Other Projects	School IT (LA Loans)	118	-	500	500
	Keren Jones	Partnerships	LPSA Reward Grant - Payment to Partners	28	35	35	-
			Black Country Loans	-	150	150	-
		Civic Halls & Museums	Archive Services Relocation Molineux Hotel	-	59	59	-
			Civic Hall Improvements	50	114	114	-
			Midland Box Office (Invest to Save)	75	75	75	-
			Newhampton Art Centre Improvements	-	154	154	-
HOUSING PRIVATE SECTOR							
	Nick Edwards	Disabled Facilities Grant	Disabled Facilities Grant	1,077	11,787	11,787	-
		Private Sector Assistance - Grants and Loans	Home Improvement Agency	-	62	62	-
		Small Works Assistance	Affordable Warmth	176	2,310	2,310	-
			Sanctuary Grant	2	-	10	10
			Imminent Risk - Small Works	-	45	22	(23)
			Repayable Grants	-	2,000	2,000	-
			Handyman capital costs	-	-	13	13
			To be Allocated	-	729	729	-
		Hughes Road	Boot Properties	23	28	28	-
		All Saints		146	2,723	2,723	-
Sub Total				82,387	310,483	310,168	(315)
		New schemes - Appendix E		-	-	5,444	5,444
Total				82,387	310,483	315,612	5,129

Reduction in Budget of Existing Schemes

Scheme	Budget £000	Comments
Parks Strategy & Open Spaces	(5)	St Chads Zoar Street no longer requires £5,000 of Council Resources
Waste Reconfiguration Phase 2	(306)	Council resources no longer required
Physical Regeneration	(2,500)	A reduction in budget as Homes and Community Agency will now be contracting the works directly therefore their contribution of £2.5 million is removed. The Council will make a contribution to the overall cost of the works and will also incur some costs itself which has been built into the Scheme.
i54 Travel Plan	(853)	A transfer of £853,000 of Section 106 money from Capital to Revenue.
Transportation Strategy & Development	(204)	Reduction in external resources of £204,000 – 2014/15 final allocations have now been confirmed by Department of Transport.
Total	(3,868)	

Virements

Virements Requiring Approval

Directorate	Scheme	Virement Required £000	Comments
Education and Enterprise	Wilkinson Primary	173	For Proposed Demountable costs in 2013/14
	Capital Maintenance	100	Transfer to Schools Capital Maintenance Scheme
	Demolition of Bilston Leisure Centre/ Former Day Centre	25	Virement from Targeted Disposals to cover final costs of the scheme.
Sub Total		298	
Education and Enterprise	Basic Needs Grant	(173)	Transfer to Wilkinson Primary
	Schools Access Contribution	(100)	Transfer to Capital Maintenance
	Targeted Disposals	(25)	Transfer to Demolition of Bilston Leisure Centre/ Former Day Centre
Sub Total		(298)	
Total		-	

Additional Resource Requests for Existing Schemes

Financed Externally

Directorate	Scheme	Current Budget £000	Current Forecast £000	Additional Resource Required £000	Financing	Reasons for additional resource
Education & Enterprise	Building Schools for the Future	76,462	77,097	635	LEP Grant	£635,000 is the net figure of LEP funding of £900,000 and a reduction in grant of £265,000. These relate to increased costs for Westcroft and Pupil Referral Units.
	Integrated Transport	7,664	7,704	40	Grant	14/15 final allocations have now been confirmed by Department of Transport
Community	Parks Refurbishment Programme	2,326	2,396	70	Grant	Play and infrastructure improvements proposed to green space in the All Saints and Blakenhall area financed from Section 106 Contributions.
Delivery	Installation of Electric Vehicle Charging Points	19	48	29	Grant	Additional funding required
Sub Total		86,471	87,245	774		

Financed Internally

Directorate	Scheme	Current Budget £000	Current Forecast £000	Additional Resource Required £000	Financing	Reasons for additional resource
Delivery	White Diesel Fuel tank at Culwell Street	32	43	11	Borrowing	Additional funding required due to increased costs.
Delivery	Catering Facilities - Bert Williams Leisure Centre	-	1	1	Borrowing	Additional funding required due to increased costs.
Delivery	System Implementation	2,700	4,360	1,660	Borrowing	Additional resources in order to deliver one off savings against the 2013/14 General Fund revenue budget.
Education & Enterprise	Building Schools for the Future	76,462	77,062	600	Borrowing	Council's contribution of £600,000 has been included in the Building Schools for the Future Phase 3C PFI schemes. This was approved by Council on 18 September 2013 as part of the final business case for the scheme.
	School IT (LA Loans)	-	500	500	Borrowing	Loan facility offered to schools for IT equipment. The costs are fully funded by the schools that utilise this facility.
	Capital Maintenance & Basic Need - Amalgamation	-	7	7	Revenue Contributions to Capital Outlay	Funded by schools budget.
Sub Total		79,194	81,973	2,779		
Total				3,553		

New Schemes

New Schemes requiring Approval

		Forecast Expenditure		
Directorate	Scheme	£000	Financing	Additional Project details
Delivery	ICT Future Development Programme	4,000	Borrowing	To meet the fundamental requirement for the replacement and upgrade of the core ICT solutions
Delivery	Redundancy Capitalisation	1,269	Borrowing	Secretary of State Approval of Capitalisation application
Less Virements				
Sub Total		5,269		

New Schemes to Note

		Forecast Expenditure		
Directorate	Scheme	£000	Financing	Additional Project details
Delivery	Loan to the Temporary Staffing Agency	175	Borrowing	See report to Cabinet (Resources) Panel of 07.01.14. Agenda item 11 "Creating a Temporary Staffing Agency".
Less Virements				
Sub Total		175		
Total		5,444		

Summary of Receipt Assumptions

	Forecast					Total
	2013/14	2014/15	2015/16	2016/17	2017/18	
	£000	£000	£000	£000	£000	
Assumed within Capital Programme						
Non- ringfenced General Fund	3,178	1,107	2,939	50	-	7,274
Jennie Lee ringfenced	419	750	750	750	-	2,669
I54 ringfenced receipt	-	40	-	-	-	40
Primary Schools ringfenced	-	80	2,357	4,075	-	6,512
General Fund - Private Sector Housing	474	-	-	-	-	474
Total Receipts	4,071	1,977	6,046	4,875	-	16,969

2013/14 Delivery: ICTS Capital Programme

ICT Capital Programme Quarter 3 2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
Main Programme:						
Future Developments (only to be spent once full business case approved)	-	2,000	2,000	-	-	-
	-	2,000	2,000	-	-	-
<u>Security Enhancement [1001]</u>						
Enterprise Anti Virus	120	191	-	-	-	-
Network Access Control	-	30	-	-	-	-
Network Intruder Detection	-	10	-	-	-	-
	120	231	-	-	-	-
<u>Microsoft Enterprise Agreement [1002]</u>	254	1,000	-	-	-	-
	254	1,000	-	-	-	-
<u>Storage Rolling Programme of Replacement [1003]</u>						
Increase Storage Capacity	596	-	-	-	-	-
Replace NEO4000 tape library	24	136	-	-	-	-
	620	136	-	-	-	-
<u>Upgrades [1004]</u>						
Replace / Upgrade Firewalls	34	163	-	-	-	-
Email labelling for GCSx	-	60	-	-	-	-
Web Filtering and Email Filtering replacement / upgrade	62	255	-	-	-	-
SQL Upgrade	-	21	-	-	-	-
Infra Upgrade	-	1	-	-	-	-
Exchange 2010	8	-	-	-	-	-
MOSS 2010	-	-	-	-	-	-
HR OPAS Module	-	-	-	-	-	-
Qlikview	28	-	-	-	-	-
Enterprise SFTP Solution	-	100	-	-	-	-
Corporate Data Network - contract renewal	-	300	-	-	-	-
	132	900	-	-	-	-
<u>Infrastructure Upgrades [1005]</u>						
IP Telephony	4	110	-	-	-	-
Windows 7 Migration	30	70	-	-	-	-
Replace smaller mainframe applications	200	-	-	-	-	-
Core network infrastructure upgrade	110	-	-	-	-	-
Network Hardware Refresh	60	30	30	30	-	-
SSL / VPN Remote Access replacement / upgrade	-	129	-	-	-	-
Replace public network infrastructure	1	98	-	-	-	-
Expand production VM environment and production DMZ	-	62	30	30	-	-
Secondary schools network	27	26	-	-	-	-
DASS to SIP trunking	8	-	-	-	-	-
SX2000 decommissioning	3	-	-	-	-	-
SCCM	-	-	-	-	-	-
SCOM	-	-	-	-	-	-
Thin client solution	50	200	-	-	-	-
Two factor authentication replacement / upgrade	-	60	-	-	-	-
	493	785	60	60	-	-
<u>Data Centres [1006]</u>						
Cold aisle containment	-	20	-	-	-	-
Uninterruptable Power Supply (UPS) capacity upgrade	-	14	-	-	-	-
Environmental monitoring	-	15	-	-	-	-
Additional Data Cabinets	1	17	6	-	-	-
Air conditioning	-	64	-	-	-	-
Additional capacity (schools)	-	40	-	-	-	-
Mainframe decommission and deep clean	-	20	-	-	-	-
	1	190	6	-	-	-
Main Programme	1,620	3,242	66	60	-	-
Desktop Rolling Programme of Replacement	100	1,903	-	-	-	-
Disaster Recovery	58	656	-	-	-	-
Total ICTS Capital Programme	1,778	7,801	2,066	60	-	-

2013/14 Delivery: Market Services Capital Programme

Market Services Capital Programme Qtr 3 2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
<u>Wednesfield Market</u>						
Electrical Works	10	12	-	-	-	-
	10	12	-	-	-	-
<u>Bilston Retail Market</u>						
Air Conditioning upgrade	107	86	-	-	-	-
Electrical Works	42	-	-	-	-	-
Minor Refurbishment	20	2	-	-	-	-
Statutory H&S Works	42	-	-	-	-	-
Market Stall Roof Coverings	11	-	-	-	-	-
	222	88	-	-	-	-
<u>Wolverhampton Retail Market/Heantun House</u>						
Electrical Works	105	150	-	-	-	-
Market Stall Covers	9	-	-	-	-	-
Refurbishment of Public Toilets	5	-	-	-	-	-
Market Development (Westside)	111	-	-	-	-	-
Automatic Entrance Doors	1	-	-	-	-	-
	231	150	-	-	-	-
<u>Wolverhampton Wholesale Market</u>						
Refurbish Toilet areas	48	-	-	-	-	-
Minor Refurbishment	34	-	-	-	-	-
Damaged Brickwork repairs	36	-	-	-	-	-
Tarmac/Concrete Repairs	85	80	-	-	-	-
	203	80	-	-	-	-
Total Market Services Capital Programme	666	330	-	-	-	-

APPENDIX G3

2013/14 Community:Co-Location Capital Programme

Co-Location Programme Quarter 3 2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
Main Programme:						
Middleway Green	-	51	-	-	-	-
SW Academy	11	-	-	-	-	-
Graiseley Centre	-	16	-	-	-	-
Warstones	-	51	-	-	-	-
Priory Green	36	-	-	-	-	-
Avenues Family Resource Centre	-	36	-	-	-	-
Wednesfield Area office	11	-	-	-	-	-
Rainbow Centre	-	21	-	-	-	-
Bilston Creche	36	-	-	-	-	-
Windsor Childrens Centre	-	61	-	-	-	-
Bingley Enterprise Centre	21	-	-	-	-	-
Whitmore Reans Childrens Centre	-	31	-	-	-	-
The Dove Centre	26	-	-	-	-	-
The Berries	-	11	-	-	-	-
Childrens Village	13	13	-	-	-	-
Bradley Community Centre	-	21	-	-	-	-
Blakenhall Family Resource Centre	-	26	-	-	-	-
Warstones - Prior Year Scheme	1	-	-	-	-	-
Schemes to be confirmed	-	103	-	-	-	-
Total Co-Location Capital Programme	155	441	-	-	-	-

2013/14 Community: Review of Childrens Homes Capital Programme

Review of Childrens Homes Programme Quarter 3 2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
Main Programme:						
Stowheath House	100	-	-	-	-	-
To be allocated	800	-	-	-	-	-
Total Children Homes Capital Programme	900	-	-	-	-	-

2013/14 Community: Urban Parks Capital Programme

Urban Parks Refurbishment Programme Qtr 3 2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
Main Programme:						
East Park	1,218	200	-	-	-	-
Spring Road Ind Estate (Taylor Rd)	177	-	-	-	-	-
Grapes Pool / Moseley Park	10	-	-	-	-	-
Greenway Playing Fields (Bradley Facilities)	20	-	-	-	-	-
Hay Canal Basin Broad Street	-	185	-	-	-	-
Cricket Provision (externally funded)	-	120	-	-	-	-
Heath Town Park	20	106	-	-	-	-
Bowling provision (externally funded)	-	131	-	-	-	-
Sandy Lane Open Space	-	-	-	-	-	-
West Park Play	85	-	-	-	-	-
Bushbury Baths Site	49	-	-	-	-	-
All Saints Park	-	70	-	-	-	-
Urban Parks Capital Programme	1,579	812	-	-	-	-

2013/14 Education and Enterprise: i54 Travel Plan Capital Programme

i54 Travel Plan	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
Footway and Cycleway works	115	75	-	-	-	-
Stafford Rd SCOOT sites	-	90	-	-	-	-
On-site Bus Stops and Shelters	-	66	-	-	-	-
Stafford Rd Bus Shelter upgrades	-	150	-	-	-	-
Variable Message Signs (A449)	-	40	-	-	-	-
CCTV (A449)	-	80	-	-	-	-
Puffin / Toucan Crossing Improvements (A449)	-	150	-	-	-	-
To be allocated	-	181	-	-	-	-
Total	115	832	-	-	-	-

2013/14 Education and Enterprise: Targeted Disposals Programme

Targeted Disposals Programme	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
Design and survey work for demolition of former Wednesfield High School	23	30	-	-	-	-
Dismantling and relocation of MUGA from Fifth Avenue development site	60	20	-	-	-	-
To be allocated	-	1,230	250	228	-	-
Total	83	1,280	250	228	-	-

Risk Number	Category	Risk- cause/event	Impact of Risk	Probability of Risk (P) Score 1-5	Impact of Risk (I) Score 1-5	Score (PxI)	Red (R) Amber (A) Green (G)	Risk Control Measures	Owner	Review Period
1	Financial and Budget Management	Ineffective budget management.	Overspend against budget requiring either savings on other projects or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	<ul style="list-style-type: none"> • Monthly monitoring at Service Level and to capital programme working group. • Quarterly monitoring to Cabinet Members. • Capital Programme report. 	Assistant Director Finance	Quarterly
2	Financial and Budget Management	Loss of ICT facilities e.g. due to failure of systems, loss of key personnel and/or disaster recovery arrangements.	Lack of robust financial information on which to set and monitor budgets, leading to increased projected expenditure requiring other project savings to be identified or the need for additional prudential borrowing having an adverse impact on the Revenue Budget.	3	4	12	A	<ul style="list-style-type: none"> • ICT disaster recovery project and arrangements. • Independent project management systems hold information in some instances. 	Assistant Director Finance	Quarterly
3	Financial and Budget Management	Inability to recover all VAT associated with capital expenditure.	Overspend against budget requiring either savings on other projects or additional prudential borrowing having an adverse impact on the Revenue Budget.	4	3	12	A	<ul style="list-style-type: none"> • Close scrutiny of new capital schemes to establish potential VAT implications in order that they can be effectively managed 	Assistant Director Finance	Monthly
4	Income and Funding	Inability to deliver disposal programme due to: affordability of Corporate Schemes preventing release of sites; local community and member opposition to site disposals.	<p>Loss of funding requiring projects to be delayed / stopped, or additional prudential borrowing having an adverse impact on the Revenue Budget.</p> <p>Unable to meet financial commitments e.g. repayment of Regional Infrastructure Funding requiring additional prudential borrowing having an adverse impact on the Revenue Budget.</p>	3	4	12	A	<ul style="list-style-type: none"> • Robust Project Management Systems. • Members Property Group • Reporting to Capital Programme Working Group. 	Assistant Directors	Monthly
5	Income and Funding	Decline in market for land and property resulting in failure to dispose of land or reduced level of receipt.	Reduced level of receipts requiring either a reduction in other areas of the Capital Programme or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	3	6	A	<ul style="list-style-type: none"> • Pro-active management of disposals to maximise receipts, which could include conscious decision to defer sales etc. 	Assistant Director Regeneration	Monthly
6	Income and Funding	Reduction in level of Government funding after announcements made and programme committed.	Legal / political commitment to projects requiring either a reduction in other areas of the Capital Programme or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	<ul style="list-style-type: none"> • Close monitoring of central government policy decisions. • Building in contingency plans within the capital programme. 	Assistant Director Finance	Monthly

Risk Number	Category	Risk- cause/event	Impact of Risk	Probability of Risk (P) Score 1-5	Impact of Risk (I) Score 1-5	Score (Pxl)	Red (R) / Amber (A) Green (G)	Risk Control Measures	Owner	Review Period
7	Income and Funding	Inability to deliver outcomes / outputs in accordance with grant / S106 conditions.	Clawback of grant by funding organisations requiring either other project savings or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	<ul style="list-style-type: none"> • Robust project management to monitor outputs / outcomes. • Reality check of business cases to support bids. 	Assistant Director Finance	Monthly
8	Income and Funding	Grant drawn down against ineligible project expenditure.	Clawback of grant by funding organisations requiring either other project savings or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	<ul style="list-style-type: none"> • Careful, detailed monitoring of project expenditure to ensure robust grant claims. 	Assistant Director Finance	Monthly
9	Income and Funding	Availability of borrowing e.g. Central Government capping.	Lack of funding requiring projects to be delayed or stopped.	5	4	20	R	<ul style="list-style-type: none"> • Close monitoring of central government policy decisions. • Building in contingency plans within the Capital Programme. 	Assistant Director Finance	Monthly
10	Income and Funding	Affordability of borrowing.	Lack of funding requiring projects to be delayed or stopped.	3	4	12	A	<ul style="list-style-type: none"> • Building in contingency plans within the Capital Programme. 	Assistant Director Finance	Monthly
11	Third Parties	Contractors ceasing to trade.	Incomplete projects with a need to re-tender for another contractor leading to additional costs requiring either other project savings or additional prudential borrowing having an adverse impact on Revenue Budget.	2	4	8	G	<ul style="list-style-type: none"> • Departments using external service suppliers work closely with them and are kept abreast of their service and business situation. At worst this gives the council notice of emerging problems • Due diligence. 	Assistant Directors	Monthly
12	Third Parties	Delegation of programmes to partners e.g. Wolverhampton Homes.	Ineffective budget management.	2	4	8	A	<ul style="list-style-type: none"> • Regular monitoring meetings and clear stipulation regarding information requirements. 	Assistant Directors	Monthly

Risk Number	Category	Risk- cause/event	Impact of Risk	Probability of Risk (P) Score 1-5	Impact of Risk (I) Score 1-5	Score (PxI)	Red (R) Amber (A) Green (G)	Risk Control Measures	Owner	Review Period
13	Third Parties	Contract delays.	Increased project costs requiring other project savings or additional prudential borrowing having an adverse effect on the Revenue Budget.	4	3	12	A	• Robust project management.	Assistant Directors	Monthly
14	Third Parties	Lack of contractors bidding for work.	Lack of competition, resulting in increased project costs and reduced VFM.	2	2	4	G	• Departments using external service suppliers work closely with them and are kept abreast of their service and business situation. This gives the City Council notice of emerging problems.	Assistant Directors	Monthly
15	Government Policy	Change in government policy requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	• Close monitoring of central government policy decisions. • Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly
16	Service Demands	Change in configuration of services requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	• Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly
17	Service Demands	Demand for service increases due to demographic changes requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	• Close monitoring of service demands to enable the forecasting of pressures. • Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly