



Cabinet Meeting

23 June 2015

Report title	Capital budget outturn 2014/15 including quarter one capital budget monitoring 2015/16 and financial 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	Keith Ireland, Managing Director	
Originating service	Strategic Finance	
Accountable employee(s)	Mark Taylor	Director of Finance
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Report to be/has been considered by	Strategic Executive Board	9 June 2015

Recommendation(s) for action or decision:

1. The Cabinet recommends that Council:

- a) Approves the revised medium term General Fund capital programme of £270.2 million, an increase of £49.1 million from the previously approved programme (paragraphs 5.1 and 5.2), reflecting the latest projected expenditure for the medium term.
- b) Approves the revised medium term Housing Revenue Account (HRA) capital programme of £271.2 million, an increase of £6.7 million from the previously approved programme (paragraphs 5.1 and 5.2).

- c) Approves the additional resources for 8 new and thirty two existing General Fund projects totalling £49.1 million and for 10 existing HRA projects totalling £6.7 million (paragraph 5.9).
- d) Approves the details of the capital financial strategy relating to; the approval of future capital projects; the declaration of identified underspends and the use of capital receipts to reduce the Councils need to borrow to fund the approved capital programme (section 6).

2. The Cabinet is recommended to:

- a) Approve 10 General Fund virements totalling £6.1 million detailed at appendix B (paragraph 5.6).
- b) Approve the updated schedules of works for the capital projects under the following directorates (paragraph 5.7);
 - i) Corporate: ICTS and in relation to Education; Primary Expansion programme, Universal Infant Free School Meals, Building Schools for the Future (BSF) and Capital Maintenance (appendices C1 – C7).
 - ii) People: Electronic Social Care Records, Sports Investment Strategy, Short Breaks for Disabled Children and Co-location (appendix C8).
 - iii) Place: Urban Parks Refurbishment, Leisure Centres, Disposals Programme, Targeted Disposals, Markets and Corporate Asset Management (appendices C9 – C11).
- c) Delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance to approve the allocation of the provision of the 'Corporate Contingency' to individual capital projects in order that corporate priorities may be addressed in a more agile and timely manner (paragraph 5.8).

Recommendations for noting:

The Cabinet is asked to note:

1. The outturn position for 2014/15 which stands at 71.1% of the approved General Fund capital budget (paragraph 3.3).
2. The expenditure position for quarter one of 2015/16 which stands at 8.0% of the approved General Fund capital budget (paragraph 4.3).
3. The outturn position for 2014/15 which stands at 77.1% of the approved HRA capital budget (paragraph 3.7).
4. The expenditure position for quarter one of 2015/16 which stands at 18.8% of the approved HRA capital budget (paragraph 4.8).

1.0 Purpose

- 1.1 To provide Cabinet with details of the General Fund and HRA capital programmes outturn position at the end of 2014/15, and an update on their financial performance as at quarter one of 2015/16.
- 1.2 To recommend revised General Fund and HRA capital programmes for the period 2015/16 to 2019/20.

2.0 Executive summary

- 2.1 At its meeting on 4 March 2015, Council approved a General Fund capital programme totalling £221.2 million for the period 2014/15 to 2019/20.
- 2.2 The actual expenditure for 2014/15 and a profile of projected expenditure by financial year, reflecting changes to budget recommended in this report, is shown in table 1.
- 2.3 Table 1 below shows the changes proposed when compared to the approved budget, along with the resources identified to finance the proposed change.

Table 1: Summary of the General Fund projected budgets compared to approved

General Fund	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Budget							
Approved	91,621	78,032	39,093	9,305	2,036	1,100	221,187
Projected	65,143	105,261	64,465	25,466	6,947	2,967	270,249
Variance	(26,478)	27,229	25,372	16,161	4,911	1,867	49,062
Financing							
Approved							
Internal resources	50,895	66,972	27,483	3,707	936	-	149,993
External resources	40,726	11,060	11,610	5,598	1,100	1,100	71,194
	91,621	78,032	39,093	9,305	2,036	1,100	221,187
Projected							
Internal resources	29,781	61,906	32,810	7,848	1,036	56	133,437
External resources	35,362	43,355	31,655	17,618	5,911	2,911	136,812
	65,143	105,261	64,465	25,466	6,947	2,967	270,249
Variance	(26,478)	27,229	25,372	16,161	4,911	1,867	49,062

- 2.4 This report recommends variations to the approved General Fund programme totalling an increase of £49.1 million bringing the total revised capital programme to £270.2 million. This increase is financed through the use of external resources.
- 2.5 The approved General Fund capital budget for 2015/16 amounts to £78.0 million. Expenditure to the end of quarter one 2015/16 totals £6.2 million. This represents 8.0% of the approved budget.

- 2.6 At its meeting on 28 January 2015, Council approved a revised Housing Revenue Account (HRA) business plan, including the HRA capital programme totalling £264.5 million for the period 2014/15 to 2019/20.
- 2.7 The actual expenditure for 2014/15 and a profile of projected expenditure by financial year, reflecting changes to budget recommended in this report, is shown in table 2.
- 2.8 Table 2 below shows changes proposed when compared to the approved budget, along with the resources identified to finance the proposed change.

Table 2: Summary of the HRA projected budget compared to approved

Housing Revenue Account	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Budget							
Approved	73,035	62,501	29,057	30,326	34,170	35,374	264,463
Projected	56,325	68,673	42,338	33,802	35,091	34,928	271,157
Variance	(16,710)	6,172	13,281	3,476	921	(446)	6,694
Financing							
Approved							
Internal resources	31,245	41,926	7,063	9,763	5,843	13,793	109,633
External resources	41,790	20,575	21,994	20,563	28,327	21,581	154,830
	73,035	62,501	29,057	30,326	34,170	35,374	264,463
Projected							
Internal resources	13,535	48,098	20,344	13,239	13,452	13,347	122,015
External resources	42,790	20,575	21,994	20,563	21,639	21,581	149,142
	56,325	68,673	42,338	33,802	35,091	34,928	271,157
Variance	(16,710)	6,172	13,281	3,476	921	(446)	6,694

- 2.9 This report recommends variations to the approved HRA capital programme totalling an increase of £6.7 million bringing the total revised capital programme to £271.2 million.
- 2.10 The approved HRA capital budget for 2015/16 amounts to £62.5 million. Expenditure to the end of quarter one 2015/16 totals £11.8 million. This represents 18.8% of the approved budget.
- 2.11 The complete General Fund and HRA capital programmes for the period 2014/15 to 2019/20 can be viewed online on the Councils website by following the link below;

<http://www.wolverhampton.gov.uk/article/7046/Medium-Term-Capital-Programme>

3.0 2014/15 capital programme outturn

3.1 General Fund

At its meeting on 4 March 2015, Council approved a revised General Fund capital programme for the period 2014/15 to 2019/20. The General Fund capital budget for 2014/15 totalled £91.6 million.

3.2 Table 3 provides an analysis of the outturn position compared to the approved budget.

Table 3: Summary of the 2014/15 outturn position and analysis of funding

Directorate	Approved budget	Outturn 2014/15	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Corporate	29,941	23,018	(6,923)	76.9%
People	6,888	3,066	(3,822)	44.5%
Place	54,792	39,059	(15,733)	71.3%
Total expenditure	91,621	65,143	(26,478)	71.1%
Financing				
Internal resources				
Capital receipts	7,393	7,057	(336)	95.5%
Prudential borrowing	43,262	22,573	(20,689)	52.2%
Revenue contributions	240	151	(89)	62.7%
Subtotal	50,895	29,781	(21,114)	58.5%
External resources				
Grants & contributions	40,726	35,362	(5,364)	86.8%
Subtotal	40,726	35,362	(5,364)	86.8%
Total financing	91,621	65,143	(26,478)	71.1%

3.3 The General Fund outturn expenditure for 2014/15 totals £65.1 million, which represents 71.1% of the approved budget, a reduction in expenditure of £26.5 million.

3.4 The reduced expenditure is mostly due to the impact of slippage from 2014/15 into future years, offset by some acceleration and an increase in investment funded by external resources. The variations between the approved capital budget and outturn position for 2014/15 are further analysed in table 4.

Table 4: Analysis of variations between the approved General Fund capital budget and 2014/15 outturn

	Approved budget	Actual outturn 2014/15	Variance over / (under)	Variance represented by:	
				Increase / (decrease)	Re-profiling
General Fund	91,621	65,143	(26,478)	(787)	(25,691)
Total	91,621	65,143	(26,478)	(787)	(25,691)

3.5 Housing Revenue Account

The revised HRA Business Plan including the capital programme for the period 2014/15 to 2019/20 was approved by Council on 28 January 2015. The capital budget for 2014/15 totalled £73.0 million.

3.6 An analysis of the HRA outturn position compared to the approved budget is provided in table 5.

Table 5: Summary of the HRA 2014/15 outturn position and analysis of funding

Directorate	Approved budget	Outturn 2014/15	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Housing Revenue Account	73,035	56,325	(16,710)	77.1%
Total	73,035	56,325	(16,710)	77.1%
Financing				
Internal resources				
Capital receipts	2,793	1,495	(1,298)	53.5%
Prudential borrowing	28,452	12,040	(16,412)	42.3%
Subtotal	31,245	13,535	(17,710)	43.3%
External resources				
Grants & contributions	41,790	42,790	1,000	102.4%
Subtotal	41,790	42,790	1,000	102.4%
Total	73,035	56,325	(16,710)	77.1%

- 3.7 The HRA outturn expenditure for 2014/15 totals £56.3 million, which represents 77.1% of the approved budget, a reduction in expenditure of £16.7 million.
- 3.8 The reduced expenditure is mostly due to the impact of slippage from 2014/15 into future years. The variations between the approved capital budget and outturn position for 2014/15 are further analysed in table 6.

Table 6: Analysis of variations between the approved HRA capital budget and 2014/15 outturn

	Approved budget	Actual outturn 2014/15	Variance over / (under)	Variance represented by:	
				Increase / (decrease)	Re-profiling
Housing Revenue Account	73,035	56,325	(16,710)	(686)	(16,024)
Total	73,035	56,325	(16,710)	(686)	(16,024)

- 3.9 The effects of the above have been built into the current forecast of their associated programmes as detailed in the following sections of this report.

4.0 2015/16 capital programme

4.1 General Fund

At its meeting on 4 March 2015, Council approved a 2015/16 General Fund capital programme totalling £78.0 million.

4.2 Table 7 provides an analysis of General Fund capital expenditure to the end of quarter one compared to the approved budget. It should be noted that in order to provide a timely report, this only includes expenditure up to and including the week ending 29 May 2015.

Table 7: General Fund capital expenditure to the end of quarter one of 2015/16

Directorate	Approved budget	Expenditure to the end of quarter one	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Corporate	27,598	1,725	(25,873)	6.3%
People	1,192	-	(1,192)	0.0%
Place	49,242	4,510	(44,732)	9.2%
Total	78,032	6,235	(71,797)	8.0%

4.3 General Fund expenditure to the end of quarter one stands at £6.2 million, against the approved budget of £78.0 million, which represents 8.0% of the approved budget for 2015/16.

4.4 The latest financial monitoring information indicates that General Fund capital expenditure during 2015/16 will be higher than the approved budget at £105.3 million, an increase of £27.3 million. This reflects an increase of £14.1 million in planned expenditure and £13.2 million as a result of project re-profiling.

4.5 This change is reflected in the revised medium term budgets proposed in section 5.

4.6 Housing Revenue Account

The 2015/16 HRA capital programme approved by Council at its meeting on 28 January 2015, totalled £62.5 million.

4.7 Table 8 provides an analysis of HRA capital expenditure to the end of quarter one compared to the approved budget.

Table 8: HRA capital expenditure to the end of quarter one of 2015/16

	Approved budget	Expenditure to the end of quarter one	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Housing Revenue Account	62,501	11,765	(50,736)	18.8%
Total	62,501	11,765	(50,736)	18.8%

4.8 **Total** £62.5 million, which represents 18.8% of the approved budget for 2015/16.

4.9 The latest financial monitoring information indicates that HRA capital expenditure during 2015/16 will be higher than the approved budget at £68.7 million, an increase of £6.2 million. This reflects a £5.8 million reduction in planned expenditure offset by the re-profiling of projects from 2014/15 of £12.0 million.

- 4.10 To understand the impact that the projections for both General Fund and HRA might have on the Council's capital resources it is necessary for 2015/16 requirements to be considered alongside the medium term capital programme. An analysis of the medium term projected expenditure compared to budget is provided in Table 9 and a more detailed analysis is provided in section 5.

5.0 Medium term capital programme

- 5.1 Revised medium term capital programmes, covering the period 2014/15 to 2019/20, of £270.2 million and £271.2 million, for General Fund and HRA respectively, are proposed (see table 9).
- 5.2 An increase of £49.1 million is projected for the General Fund and £6.7 million for the HRA. These increases have been analysed by directorate and are detailed in table 9.

Table 9: Variance analysis of 2014/15 to 2019/20 projected budgets

Directorate	Approved budget 2014/15 to 2019/20 £000	Forecast budget 2014/15 to 2019/20 £000	Variance over / (under) £000
Corporate	73,987	80,060	6,073
People	8,080	8,337	257
Place	139,120	181,852	42,732
Total General Fund	221,187	270,249	49,062
Housing Revenue Account	264,463	271,157	6,694
Total Housing Revenue Account	264,463	271,157	6,694

- 5.3 The projected increases of £49.1 million and £6.7 million, for General Fund and HRA respectively, reflect additional expenditure not already assumed in the approved capital programmes requiring Council approval.
- 5.4 Table 10 provides a summary of the forecast changes in expenditure for new and existing projects requiring Council approval. Specific General Fund project details in relation to these changes are provided at appendix A.
- 5.5 The changes projected in relation to the HRA capital programme are mostly due to the necessary reprioritisation of works within the 30 year business plan, such as the Roof Replacement programme, and the increase in scope of work required on the Heath Town Estate to accommodate a complete replacement of the hot water storage system and power and lighting supplies.

Table 10: Summary analysis of the forecast change in capital expenditure

Directorate	Projected change in		Total increase / (decrease) in expenditure £000
	New projects £000	Existing projects £000	
Corporate	550	5,523	6,073
People	240	17	257
Place	22,381	20,351	42,732
Total General Fund	23,171	25,891	49,062
Housing Revenue Account	-	6,694	6,694
Total Housing Revenue Account	-	6,694	6,694

- 5.6 Requests for budget virements between General Fund projects, totalling £6.1 million are detailed in appendix B.
- 5.7 Ancillary schedules of General Fund works for approval are detailed in appendices C1 to C11.
- 5.8 Approval is sought to delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance to approve the allocation of the provision of the 'Corporate Contingency' to individual capital projects in order that corporate priorities may be addressed in a more agile and timely manner.
- 5.9 Table 11 analyses the type of resources identified to finance the projected changes in expenditure for both the General Fund and HRA capital programmes.

Table 11: Summary of financing for projected change in expenditure

Summary	Internal resources	External resources	Projected change in resources
	£000	£000	£000
General Fund			
New projects	1,515	21,656	23,171
Existing projects	(18,071)	43,962	25,891
Total General Fund	(16,556)	65,618	49,062
Housing Revenue Account			
New projects	-	-	-
Existing projects	5,694	1,000	6,694
Total Housing Revenue Account	5,694	1,000	6,694

- 5.10 Both programmes are financed through internal and external resources. 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.

External resources is funding secured from external organisations e.g. central government.

- 5.11 The implications of the levels of borrowing required have been fully reflected in the revenue budget and medium term financial strategy.
- 5.12 Details of the financing of the revised capital programmes are shown in Table 12.

Table 12: Summary of recommended changes to financing of the General Fund and HRA capital programmes

	2014/15 to 2019/20			
	Approved budget	Recommended budget	Variance	Resource as % of expenditure
	£000	£000	£000	
General Fund Expenditure	221,187	270,249	49,062	100.0%
Financing				
Internal resources				
Capital receipts	16,625	33,514	16,889	12.4%
Prudential borrowing	132,328	98,851	(33,477)	36.6%
Revenue contributions	1,040	1,072	32	0.4%
Subtotal	149,993	133,437	(16,556)	49.4%
External resources				
Grants & contributions	71,194	136,812	65,618	50.6%
Subtotal	71,194	136,812	65,618	50.6%
Total General Fund	221,187	270,249	49,062	100.0%
Housing Revenue Account Expenditure	264,463	271,157	6,694	100.0%
Financing				
Internal resources				
Capital receipts	8,565	7,347	(1,218)	2.7%
Prudential borrowing	101,068	114,668	13,600	42.3%
Reserves	142,648	135,960	(6,688)	50.1%
Subtotal	252,281	257,975	5,694	95.1%
External resources				
Grants & contributions	12,182	13,182	1,000	4.9%
Subtotal	12,182	13,182	1,000	4.9%
Total Housing Revenue Account	264,463	271,157	6,694	100.0%

- 5.13 Capital receipts totalling £33.5 million have been assumed within the General Fund capital programme for quarter one and can be seen in Table 13. These receipts reduce the need for Prudential Borrowing.

Table 13: Receipts assumed in the revised General Fund capital programme

	Projected						Total £000
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
	£000	£000	£000	£000	£000	£000	
General Fund capital receipts	7,057	9,735	13,792	2,109	765	56	33,514

6.0 Capital financial strategy

- 6.1 Cabinet on 8 January 2014 approved the recommendation to review the capital programme to identify further savings. 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. Any proposals to increase the level of the capital programme are initially considered via a capital appraisal mechanism, for value for money and appropriateness based on the current financial climate. Projects are then proposed to Councillors for approval.
- 6.2 To ensure that the capital programme does not adversely impact on the current revenue Medium Term Financial Strategy it is proposed that a strategic approach to future capital investment is agreed and approved by Councillors. This strategy will apply to all new capital projects that are put forward by directorates and compliance with the strategy will form part of the capital appraisal mechanism. Any deviation from the strategy must be for exceptional circumstances only and this must be clearly stated in the capital appraisal document along with a full explanation for the non-compliance.
- 6.3 Approval by Councillors is therefore being sought on the details of the strategy below.
- 6.4 Any proposed new projects must meet the following criteria except for exceptional circumstances:
- Projects must be funded by external resources
 - If internal resources are required the projects must generate significant revenue budget savings
 - Projects must clearly meet a corporate priority
- 6.5 Any identified underspends on approved projects, shall immediately be declared by project managers to Strategic Finance. The balance will be vired to a Capital Programme holding code for reallocation to other projects, upon approval of the projects by Councillors.
- 6.6 Any over achievement of capital receipts generated by the disposal of Council assets, will in the first instance, be utilised to reduce the Council's need to borrow to fund the approved capital programme.

7.0 Key budget risks

- 7.1 Appendix D provides an analysis of the risks associated with the capital programme, along with the 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.

8.0 Financial implications

- 8.1 The financial implications are discussed in the body of this report.
[SH/10062015/X]

9.0 Legal implications

- 9.1 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs.
- 9.2 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.
- 9.3 The Council is required to comply with statutory codes of practice including current Financial Procedure Rules and the Prudential Code for Capital Finance in Local Authorities and Treasury Management in Public Services.
- 9.4 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.
- 9.5 The main principles of the framework are prudence, sustainability and affordability. These statutory requirements are taken into account when making recommendations about the revised medium term General Fund capital programme.
[TS/09062015/M]

10.0 Corporate landlord implications

- 10.1 Projects funded and delivered through the Council's capital programme typically have significant impact on the Council's property portfolio. Corporate landlord implications must be considered and included in relevant documents and reports when individual capital projects and programmes are being developed.

11.0 Equalities implications

11.1 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.

11.2 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 encourage participation.
- Foster good relations between people from different groups.

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

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

11.4 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.

11.5 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.

11.6 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.

12.0 Environmental implications

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

13.0 Schedule of background papers

13.1 Capital programme 2014/15 to 2018/19 quarter three and 2015/16 to 2019/20 budget strategy – Report to Cabinet on 25 February 2015, Council on 4 March 2015.

13.2 Schools Capital Programme 2015/16 - Report to Cabinet (Resources) Panel on 14 April 2015.

13.3 Wolverhampton Interchange Progress Update and Delivery Strategy – Report to Cabinet on 11 March 2015.

13.4 Transportation Capital Programme 2015/16 and Future Years – Report to Cabinet on 11 March 2015.

13.5 Department for Communities and Local Government (Magistrates' Court) land, Darlington Street – Report to Cabinet (Resources) Panel on 14 April 2015.

14.0 Schedule of appendices

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Analysis of projected change in expenditure

Appendix A

Corporate	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Financing Internal resources £000	External resources £000
Business Improvement District Reflects additional expenditure requirements in relation to an extended loan to the Business Improvement District company to support the initial set	New	-	50	50	50	-
Corporate Contingency Reflects the addition of a corporate contingency budget in order so that we can progress priority projects in a timely manner.	New	-	500	500	500	-
Future Works Reflects the recategorisation of expenditure to capital from revenue.	Existing	1,241	1,291	50	50	-
14-19 Diploma Exemplar Learning Centre Reflects the actual outturn expenditure for this project.	Existing	7	8	1	1	-
Schools Devolved Formula capital Changes reflect confirmed grant allocation for 2015/16, reported to Cabinet (Resources) Panel on 14 April 2015 in the 'Schools Capital Programme 2015/16' report.	Existing	3,201	3,780	579	-	579
School IT (LA Loans) An additional years budget for 2018/19 is proposed for continuity of the project.	Existing	382	482	100	100	-
Building Schools for the Future Changes reflect confirmed DfE grant and a saving realised on a now resolved VAT query.	Existing	17,181	17,410	229	(119)	348
Capital Maintenance & Basic Need Changes in large reflect the availability of additional DfE grant agreed by Cabinet (Resources) Panel in the 'Schools Capital Programme 2015/16' report on 14 April 2015, reducing the need for internal resources. A contribution from Lanesfield School for capital works carried out is also reflected.	Existing	41,274	45,831	4,557	(10,808)	15,365
Universal Infant Free School Meals Reflects confirmed allocation of grant from the DfE.	Existing	588	600	12	-	12
Primary Capital Programme The reduction in budget reflects an underspend in relation to the Warstones Primary refurbishment project.	Existing	14	9	(5)	-	(5)
Subtotal		63,888	69,961	6,073	(10,226)	16,299

Analysis of projected change in expenditure

Appendix A

People	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Financing Internal resources £000	External resources £000
Welfare Assistance Reflects a transfer to capital for a grant to Credit Union to administer Welfare Assistance loans in 2014/15.	New	-	240	240	240	-
Sports Investment Strategy This reflects changes required as part of a review of budget holder responsibilities and involves the movement of bowling and cricket provisions from Parks Refurbishment Programme.	Existing	3,805	4,056	251	-	251
Capital Investment in Community Capacity Reflects a contribution to Corporate Asset Management project in relation to the relocation of ILS team.	Existing	162	17	(145)	-	(145)
ILS Improvements Reflects a contribution to Corporate Asset Management project in relation to the relocation of ILS team.	Existing	89	-	(89)	-	(89)
Subtotal		4,056	4,313	257	240	17

Place - Private Sector Housing	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Financing Internal resources £000	External resources £000
Disabled Facilities Grants Reflects revised expenditure requirements and the availability of additional grant reducing the need for internal resources.	Existing	11,244	10,387	(857)	(1,127)	270
Private Sector Renewal Changes reflect revised expenditure requirements as a result of the withdrawal of some projects.	Existing	5,278	3,300	(1,978)	(1,978)	-
Subtotal		16,522	13,687	(2,835)	(3,105)	270

Place - Non Housing	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Internal resources £000	External resources £000
Growth Hub Grants Reflects the inclusion of a new project, fully financed through the Local Growth Deal, to extend development grants to businesses.	New	-	1,556	1,556	-	1,556
Black Country Gold ERDF Project Reflects the inclusion of a new project, fully financed through the ERDF, to extend business support grants.	New	-	420	420	-	420
West Midlands Classified Renewal Project The inclusion of a new project approved by Cabinet on 11 March 2015 funded by DfT grant and match funded by council resources vired from Structural Maintenance project.	New	-	6,594	6,594	725	5,869
Managing Short Trips The inclusion of a new project approved by Cabinet on 11 March 2015, fully financed by Local Growth Fund and private developer contributions.	New	-	1,811	1,811	0	1,811
Accessing Growth Fund Reflects a new project approved by Cabinet on 11 March 2015 fully funded through the Local Growth Deal.	New	-	12,000	12,000	0	12,000

Analysis of projected change in expenditure

Appendix A

Place - Non Housing (continued)	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Internal resources £000	External resources £000
Black Country Growth Deal - Cultural Programme						
Reflects a contribution from Corporate Asset Management programme towards the Civic Halls improvement project.	Existing	10,400	10,836	436	436	-
Westside						
Reflects the approved reallocation of budget from the Reallocation of Resources for Regeneration Priorities project and a proposed virement from Markets in relation to the relocation of the indoor market.	Existing	1,735	2,824	1,089	1,089	-
City Centre						
Reflects the confirmed accounting treatment and subsequent removal of budget in relation to the repayment of RIF loan.	Existing	3,250	0	(3,250)	(3,250)	-
Bilston Urban Village						
Changes reflect additional grant funding available from the Local Growth Fund as approved by Cabinet (Resources) Panel on 3 March 2015.	Existing	4,365	7,856	3,491	-	3,491
Vacation and disposal of Jennie Lee Centre						
Reflects a proposed virement to the Reallocation of Resources for Regeneration Priorities.	Existing	20	-	(20)	(20)	-
Reallocation of Resources for Regeneration Priorities						
Net budget position reflecting in the main proposed virements from Block 10 and 11 Interchange projects and to the Westside project to meet potential acquisition costs.	Existing	1,366	3,736	2,370	2,370	-
Corporate Asset Management						
The net budget reduction is due to a contribution from the People directorate in relation to the relocation of the ILS and a contribution to the Black Country Growth Deal - Cultural Programme in relation to Civic Hall Improvements project.	Existing	2,823	2,622	(201)	(201)	-
City Centre Interchange						
Reflects the next phases of the project as set out in a report to Cabinet on 11 March 2015.	Existing	1,283	15,320	14,037	(34)	14,071
I54 Access & Infrastructure						
Changes are due to issues in settling final contract payments and to address an anticipated shortfall in the level of receipts generated in the disposal of remaining plots of land.	Existing	13,690	14,431	741	811	(70)
West Midlands Urban Traffic Control						
Reflects additional expenditure as a result of Local Authority partners requirements.	Existing	1,411	1,533	122	-	122
Structural Maintenance						
The change in external resources reflects the inclusion of in year and provisional future years grant allocations from the DfT. The reduced requirement for internal resources is due to the release of internal resources due to the significant investment in infrastructure and a virement to match fund the West Midlands Classified Renewal project.	Existing	8,759	13,491	4,732	(1,663)	6,395
Wolverhampton Interchange Block 10 & 11						
A switch in financing due to the injection of HCA grant.	Existing	-	-	-	(2,432)	2,432

Analysis of projected change in expenditure

Appendix A

Place - Non Housing (continued)	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Internal resources £000	External resources £000
City Centre Transport & Movement Enhancements						
Reflect an additional allocation of Homes and Communities Agency grant allowing a proposed transfer of budget to the Reallocation of Resources for Regeneration Priorities for the wider City Centre. Private developer contributions have also been secured for the provision of a public art installation at Lichfield Street.	Existing	1,441	924	(517)	(975)	458
Integrated Transport						
Reflects in year and provisional future years grant allocations from the Integrated Transport Authority and smaller additional private developer contributions. Additional internal resources are also proposed to facilitate new projects for; Bus Lane Enforcement; Compton Road Access; Murdoch Road Footway Improvements: for which approval is sought from this meeting.	Existing	6,472	6,937	465	45	420
Local Safety Schemes						
Reflects in year and provisional future years grant allocations from the Integrated Transport Authority and smaller additional private developer contributions.	Existing	1,150	1,490	340	(60)	400
Walking, Cycling, Safer Routes to School & Minor Highway Improvements						
Reflects in year and provisional future years grant allocations from the Integrated Transport Authority and smaller additional private developer contributions.	Existing	652	640	(12)	(182)	170
Leisure Centre Enhancement Programme						
To facilitate the reconfiguration of the meeting / bar area and the creation of a dance/spinning room at Aldersley Leisure Village.	Existing	705	855	150	150	-
Bereavement Services						
Reflects the actual outturn expenditure for this project.	Existing	-	2	2	2	-
Markets Services						
The change is due to a virement to the Westside project to meet additional relocation costs in relation to the relocation of the indoor market from Heantun House.	Existing	622	383	(239)	(239)	-
Parks Refurbishment Programme						
This reflects changes required as part of a review of budget holder responsibilities and involves the movement of bowling and cricket provisions to Sports Investment Programme.	Existing	1,205	655	(550)	(37)	(513)
Subtotal		61,349	106,916	45,567	(3,465)	49,032
TOTAL				49,062	(16,556)	65,618

Virements for approval

Appendix B

Directorate	Capital project	Virement required £000	Comments	
Corporate	Uncommitted Balance of Schools Capital Maintenance	(305)	A virement from Capital Maintenance of £291,000 in 2014/15 is proposed to accommodate the increased expenditure requirements on completion of the Wilkinson Primary project.	
Corporate	St Peter's/St Edmund's Access Road	(28)		
Corporate	External Works	(24)		
Corporate	Amalgamation(East Park)	(2)		
Corporate	Toilet Refurbishment	14		
Corporate	Development Plans	51		
Corporate	Schools Access Contribution	3		
Corporate	Wilkinson Primary	291		
People	Capital Investment in Community Capacity	(145)		Virement of Community Capacity Grant proposed to fund the relocation of the Independent Living Service Team to Racecourse Lane.
People	ILS Improvements	(89)		
Places	Corporate Asset Management	234		
Places	Urban Parks Refurbishment Programme	(251)	Virement proposed as part of a review of budget holder responsibilities and involves the movement of bowling and cricket provisions from Parks Refurbishment Programme.	
People	Sports Investment Strategy	251		
Places	Corporate Asset Management	(436)	Virement proposed for planned enhancements and statutory compliance work that will be undertaken as part of the upgrade.	
Places	Black Country Growth Deal - Cultural Programme	436		
Places	Urban Parks Refurbishment Programme	(181)	Virement proposed to reflect a reallocation of S106 contributions to the Managing Short Trips project within the Transportation programme from the Hay Canal Basin Broad Street project within the Parks refurbishment programme.	
Places	Managing Short Trips	181		
Places	Markets Services	(239)	Virement proposed to meet additional relocation costs of the indoor market from Heantun House	
Places	Westside	239		
Places	Vacation and disposal of Jennie Lee Centre	(20)	Virement is proposed to reflect an injection of HCA grant in relation to Interchange projects to offer further flexibility for wider City centre projects as part of Reallocation of Resources for Regeneration Priorities.	
Places	Wolverhampton Interchange Block 10 Development	(1,772)		
Places	Wolverhampton Interchange Block 11 Acquisition	(650)		
Places	Reallocation of Resources for Regeneration Priorities	2,442		
Places	Structural Maintenance	(388)	Virement proposed for the provision of match funding in relation to West Midlands Classified Renewal Project.	
Places	Integrated Transport	(337)		
Places	West Midlands Classified Renewal Project	725		
Places	Local Safety Schemes	(60)	Virement proposed as part of overall management of resources within Transportation capital programme.	
Places	Walking, Cycling, Safer Routes To Schools and Minor Improvements	(182)		
Places	Integrated Transport	242		
Places	City Centre Transport & Movement Enhancements	(211)	Virement proposed due to the injection of Homes and Communities Agency grant releasing resources for the wider City Centre as part of the Reallocation of Resources for Regeneration Priorities project.	
Places	Wolverhampton City Centre Interchange	197		
Places	City Centre Transport & Movement Enhancements	(764)		
Places	Reallocation of Resources for Regeneration Priorities	778		
Total		-		

Virements to note

Directorate	Capital project	Virement required £000	Comments
Corporate	Uncommitted Balance of Schools Capital Maintenance	(2,005)	Virements reported to Cabinet (Resources) Panel "Schools Capital Programme 2015/16" on 14 April 2015
Corporate	External Works	(3)	
Corporate	Planned Maintenance (electrical)	248	
Corporate	Asbestos Removal	17	
Corporate	Boiler/Pipework Replacements	700	
Corporate	Roof/Window Replacements	601	
Corporate	Contingency	252	
Corporate	Development Plans	40	
Corporate	Fire Prevention	25	
Corporate	Structural/Demolition/External Works	80	
Corporate	School's Contribution to Schools	45	
Places	Reallocation of Resources for Regeneration Priorities	(850)	
Places	Westside	850	
Total		-	

Schedule of works - Corporate

Appendix C1

ICT capital programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Main programme:							
Future Developments	-	1,733	2,000	-	-	-	3,733
Emergency Projects	-	100	-	-	-	-	100
Security Enhancement							
Enterprise Anti Virus	22	-	-	-	-	-	22
Network Access Control	-	30	-	-	-	-	30
Network Intruder Detection	-	10	-	-	-	-	10
Penetration Testing and ITHC	34	26	-	-	-	-	60
	56	66	-	-	-	-	122
Refresh							
Microsoft Enterprise Agreement	439	395	377	-	-	-	1,211
Storage Refresh							
Replace NEO4000 tape library	-	142	-	-	-	-	142
Upgrades							
Replace / Upgrade Firewalls	-	100	-	-	-	-	100
Email labelling for GCSx	42	18	-	-	-	-	60
Web Filtering and Email Filtering replacement / upgrade	27	126	-	-	-	-	153
SQL Upgrade	-	50	-	-	-	-	50
Qlikview	6	-	-	-	-	-	6
Enterprise SFTP Solution	-	100	-	-	-	-	100
Corporate Data Network - contract renewal	-	300	-	-	-	-	300
Website Development	26	4	-	-	-	-	30
Google Appliance	62	-	-	-	-	-	62
Sharepoint Development	41	-	-	-	-	-	41
Varonis DatAdvantage	50	-	-	-	-	-	50
	254	698	-	-	-	-	952
Infrastructure Upgrades							
IP Telephony	-	114	-	-	-	-	114
Windows 7 Migration	54	48	-	-	-	-	102
Replace smaller mainframe applications	72	80	-	-	-	-	152
Network Hardware Refresh	10	51	30	-	-	-	91
SSL / VPN Remote Access replacement / upgrade	-	129	-	-	-	-	129
Replace public network infrastructure	8	91	-	-	-	-	99
Expand production VM environment and production DMZ environment	-	92	30	-	-	-	122
Secondary schools network	8	3	-	-	-	-	11
DASS to SIP trunking	-	3	-	-	-	-	3
SX2000 decommissioning	-	3	-	-	-	-	3
SCCM / SCOM	80	20	-	-	-	-	100
Thin client solution	-	205	-	-	-	-	205
Office 365	14	-	-	-	-	-	14
	246	839	60	-	-	-	1,145

Schedule of works - Corporate

Appendix C2

ICT capital programme (continued)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Data Centres							
Cold aisle containment	-	20	-	-	-	-	20
Uninterruptable Power Supply (UPS)	25	1	-	-	-	-	26
Environmental monitoring	-	15	-	-	-	-	15
Additional Data Cabinets	-	17	-	-	-	-	17
Air conditioning	1	-	-	-	-	-	1
Mainframe decommission and deep clean	-	20	-	-	-	-	20
	26	73	-	-	-	-	99
Main programme total	1,021	4,046	2,437	-	-	-	7,504
Desktop Refresh	-	1,733	-	-	-	-	1,733
Disaster Recovery	-	387	300	-	-	-	687
Total ICT capital programme	1,021	6,166	2,737	-	-	-	9,924

Primary School Expansion Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Phase 1 & 2							
Bilston Primary	773	105	-	-	-	-	878
Northwood Park	7	15	-	-	-	-	22
St Andrew's CoE	24	-	-	-	-	-	24
Eastfield Primary	12	-	-	-	-	-	12
Dunstall Hill Primary	353	2,000	2,731	-	-	-	5,084
Fallings Park Primary	207	2,990	400	-	-	-	3,597
Trinity CoE Primary	393	2,633	1,400	-	-	-	4,426
	1,769	7,743	4,531	-	-	-	14,043
Phase 3							
Bilston Primary	11	828	1,201	94	-	-	2,134
Bushbury Hill	16	544	371	44	-	-	975
Eastfield Primary	13	833	154	47	-	-	1,047
Loxdale Primary	37	1,096	52	-	-	-	1,185
Manor Primary	74	1,803	1,625	162	-	-	3,664
St Martin's Primary	11	250	1,497	83	-	-	1,841
Stowlawn Primary	26	305	28	-	-	-	359
Westacre Infants	33	100	249	-	-	-	382
West Park Primary	27	658	98	-	-	-	783
St Mary's RC Primary	9	800	2,000	300	-	-	3,109
Projects to be identified	-	764	1,000	4,197	-	-	5,961
	257	7,981	8,275	4,927	-	-	21,440
Contingency	-	228	171	-	-	-	399
Total Primary School Expansion Programme	2,026	15,952	12,977	4,927	-	-	35,882

Schedule of works - Corporate

Appendix C3

Universal Infant Free School Meals Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Manor Primary School	24	-	-	-	-	-	24
Christ Church Infant School	28	-	-	-	-	-	28
Warstones Primary School	1	-	-	-	-	-	1
Bantock Primary School	55	318	-	-	-	-	373
Northwood Park Primary School	7	-	-	-	-	-	7
Stowheath Infant School	1	-	-	-	-	-	1
Elston Hall Primary School	17	-	-	-	-	-	17
Villiers Primary School	3	-	-	-	-	-	3
East Park Primary School	1	-	-	-	-	-	1
Wilkinson Primary School	1	-	-	-	-	-	1
Fallings Park Primary School	13	-	-	-	-	-	13
Springdale School	2	-	-	-	-	-	2
Woodfield Infant School	1	-	-	-	-	-	1
Wodensfield Primary School	1	-	-	-	-	-	1
Claregate Primary School	4	-	-	-	-	-	4
Woodthorne Primary School	5	-	-	-	-	-	5
Goldthorn Park Primary School	8	-	-	-	-	-	8
Westacre Infant School	5	-	-	-	-	-	5
St Andrew's CoE Primary School	2	-	-	-	-	-	2
Dunstall Hill Primary School	2	-	-	-	-	-	2
Hill Avenue Primary School	3	-	-	-	-	-	3
Rakegate Primary School	1	-	-	-	-	-	1
Lanesfield Primary School	12	-	-	-	-	-	12
Wood End Primary School	1	-	-	-	-	-	1
Grove Primary School	4	-	-	-	-	-	4
St Thomas CoE Primary School	8	-	-	-	-	-	8
Loxdale Primary School	2	-	-	-	-	-	2
Castlecroft Primary School	1	-	-	-	-	-	1
Long Knowle Primary School	3	-	-	-	-	-	3
Parkfield Primary School	1	-	-	-	-	-	1
Spring Vale Primary School	2	-	-	-	-	-	2
Holy Trinity	13	-	-	-	-	-	13
Holy Rosary	7	-	-	-	-	-	7
St Anthony's	3	-	-	-	-	-	3
St Lukes	13	-	-	-	-	-	13
Corpus Christi Catholic Primary School	27	-	-	-	-	-	27
Total Universal Infant Free School Meals programme	282	318	-	-	-	-	600

Schedule of works - Corporate

Appendix C4

BSF programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Investment in LEP	42	-	-	-	-	-	42
Sample:							
The Kings/Tettenhall Wood	-	65	-	-	-	-	65
Phase 1:							
Coppice Performing Arts	-	25	-	-	-	-	25
SWBA	245	27	-	-	-	-	272
Wednesfield High	95	14	-	-	-	-	109
	340	66	-	-	-	-	406
Phase 2:							
St Edmunds / Compton Park Site	238	95	-	-	-	-	333
Moreton Community / School	55	167	-	-	-	-	222
Our Lady & St Chad Catholic	309	35	-	-	-	-	344
Colton Hills Community Schools	119	-	-	-	-	-	119
	721	297	-	-	-	-	1,018
Phase 3:							
Midpoint Centre	406	200	-	-	-	-	606
North East Academy	2,507	25	-	-	-	-	2,532
Smestow	996	28	-	-	-	-	1,024
Westcroft	514	122	-	-	-	-	636
Aldersley	1,455	1	-	-	-	-	1,456
Moseley Park	2,500	-	-	-	-	-	2,500
New Park Special	-	1	-	-	-	-	1
St Peter CofE School	150	-	-	-	-	-	150
Wolverhampton Girls High	285	4	-	-	-	-	289
Jacobs costs	-	59	5	-	-	-	64
Deansfield Compensation	-	303	-	-	-	-	303
Heath Park Compensation	-	381	-	-	-	-	381
Highfields Compensation	-	19	-	-	-	-	19
VAT Adjustments:							
St Edmunds	17	19	-	-	-	-	36
Our Lady & St Chad Catholic	21	7	-	-	-	-	28
VAT refund from HMRC	-	(3,041)	-	-	-	-	(3,041)
	8,851	(1,872)	5	-	-	-	6,984
BSF - ICTS Infrastructure Schemes:							
Central Data Centre	366	-	-	-	-	-	366
Contractual Costs	115	-	-	-	-	-	115
Kings	33	-	-	-	-	-	33
Highfields	17	-	-	-	-	-	17
Penn Fields	50	-	-	-	-	-	50
Coppice Performing Arts	69	-	-	-	-	-	69
SWBA	1	-	-	-	-	-	1
Wednesfield High	36	-	-	-	-	-	36
Moreton Community School	10	-	-	-	-	-	10
Our Lady & St Chads	66	33	-	-	-	-	99
Colton Hills	41	-	-	-	-	-	41
North East Academy	1,183	-	-	-	-	-	1,183
Smestow	981	-	-	-	-	-	981
Westcroft	46	34	-	-	-	-	80
Moseley Park	1,001	-	-	-	-	-	1,001
St Peter's CofE School	165	75	-	-	-	-	240
Wolverhampton High School	140	-	-	-	-	-	140
Green Park	104	-	-	-	-	-	104
Alderley	955	-	-	-	-	-	955
Penn Hall Special	19	-	-	-	-	-	19
Tettenhall Wood	52	0	-	-	-	-	52
Deansfield	25	939	-	-	-	-	964
Heath Park	-	1,192	-	-	-	-	1,192
Abnormals/SLG/ELS	-	1,147	-	-	-	-	1,147
	5,475	3,420	-	-	-	-	8,895
Total BSF capital programme	15,429	1,976	5	-	-	-	17,410

Schedule of works - Corporate

Appendix C5

Capital Maintenance	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Boiler upgrades/replacement pipework/heaters:							
Castlecroft Primary - boiler replacement	67	-	-	-	-	-	67
D'Eyncourt Primary - boiler replacement	126	-	-	-	-	-	126
Elston Hall - upgrade heating pipework	(6)	-	-	-	-	-	(6)
Long Knowle Primary - boiler replacement	105	-	-	-	-	-	105
Wodenfield Primary - upgrade heating pipework	5	-	-	-	-	-	5
Springdale Infant and Junior - replacement pipework	-	212	-	-	-	-	212
Oxley Primary - replacement pipework	25	-	-	-	-	-	25
Goldthorne Park - drainage work	(2)	-	-	-	-	-	(2)
Westacre Infant - replacement pipework	133	-	-	-	-	-	133
St Thomas Church of England Primary - replacement	50	-	-	-	-	-	50
Bantock Primary - upgrade heating pipework	-	150	-	-	-	-	150
Broadmeadow Special - upgrade fan convectors	-	40	-	-	-	-	40
Castlecroft Primary - bns panel and heating pump	-	30	-	-	-	-	30
Christ Church Infants - upgrade hall heating	-	50	-	-	-	-	50
Goldthorne Park - upgrade infant boiler plant and fan	-	75	-	-	-	-	75
Graiseley Primary - upgrade boiler plant	-	75	-	-	-	-	75
Loxdale Primary - upgrade flue	-	10	-	-	-	-	10
Oxley Primary - upgrade heating pipework	-	150	-	-	-	-	150
St Stephens Primary - upgrade heating pipework	-	30	-	-	-	-	30
Stow Health - hot and cold pipework	-	70	-	-	-	-	70
Wodenfield Primary - replacement boiler plant	-	20	-	-	-	-	20
	503	912	-	-	-	-	1,415
Roof replacements and ceilings:							
Parkfield Primary	2	-	-	-	-	-	2
Eastfield Primary	5	-	-	-	-	-	5
St Thomas' CE - roof replacement	1	-	-	-	-	-	1
Claregate Primary - first floor ceilings	25	-	-	-	-	-	25
Dovecotes Primary - replacement roof covering	36	-	-	-	-	-	36
Grove Primary - replacement roof covering to hall	40	-	-	-	-	-	40
St Martin's Church of England Primary - replacement roof coverings	40	-	-	-	-	-	40
Whitgreave Infant - replacement roof covering	34	-	-	-	-	-	34
Whitgreave Junior - replacement roof covering	23	-	-	-	-	-	23
Woodthorne Primary - replacement roof covering Junior block	61	-	-	-	-	-	61
Bilston Nursery - replacement tiles to roof	-	80	-	-	-	-	80
Christ Church CE Jr - replacement roof covering	-	40	-	-	-	-	40
D'Eyncourt Primary - replacement roof covering	-	25	-	-	-	-	25
Dovecotes Primary - replacement roof covering	-	40	-	-	-	-	40
Long Knowle - replacement roof covering	-	30	-	-	-	-	30
Springvale Primary - replacement roof covering	-	15	-	-	-	-	15
St Bartholomew's CE Primary - replacement roof covering &	-	30	-	-	-	-	30
Uplands Junior - replacement roof covering	-	25	-	-	-	-	25
Whitgreave Junior - replacement roof covering	-	40	-	-	-	-	40
Woodthorne Primary - replacement roof covering	-	75	-	-	-	-	75
Projects to be identified	-	128	-	-	-	-	128
	267	528	-	-	-	-	795
Window upgrade:							
Bushbury Nursery - replacement classroom windows	24	-	-	-	-	-	24
Hill Avenue Primary - replacement classroom windows	50	-	-	-	-	-	50
Woodfield Infant - replacement classroom windows	37	-	-	-	-	-	37
Woodfield Junior - replacement classroom windows	68	-	-	-	-	-	68
Long Knowle - window upgrade	(1)	-	-	-	-	-	(1)
Broadmeadow Nursery - replacement classroom windows	-	25	-	-	-	-	25
Claregate Primary - replacement classroom windows	-	45	-	-	-	-	45
Hill Avenue Primary - replacement classroom windows	-	35	-	-	-	-	35
Merridale Primary - replacement classroom windows	-	20	-	-	-	-	20
Oxley Primary - replacement classroom windows	-	50	-	-	-	-	50
St Alban's CE Primary - replacement classroom windows	-	15	-	-	-	-	15
Woodfield Junior - replacement classroom windows	-	20	-	-	-	-	20
	178	210	-	-	-	-	388

Schedule of works - Corporate

Appendix C6

Capital Maintenance (continued)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Development Plans:							
Danesmore Park Demolition	(3)	-	-	-	-	-	(3)
Hill Avenue	(6)	-	-	-	-	-	(6)
Northwood Park	(5)	-	-	-	-	-	(5)
Loxdale Primary	(2)	-	-	-	-	-	(2)
Woodthorne Primary	36	-	-	-	-	-	36
Lanesfield Primary	191	-	-	-	-	-	191
Graiseley Primary	37	-	-	-	-	-	37
Boradmeadow Special Nursery	(1)	-	-	-	-	-	(1)
Projects to be identified	-	40	-	-	-	-	40
	247	40	-	-	-	-	287
Toilet/cloakroom upgrade:							
Elston Hall Primary - toilet refurbishment	37	31	-	-	-	-	68
Loxdale Primary - toilet refurbishment	35	-	-	-	-	-	35
Merridale Primary - cloakroom floors	18	-	-	-	-	-	18
	90	31	-	-	-	-	121
Structural/demolition/external works/security							
St Andrew's Church of England Primary - demolition of horsa building, playground replacement	29	-	-	-	-	-	29
Bantock Primary - reform playground	73	35	-	-	-	-	108
Field View Primary - provision of playground	79	-	-	-	-	-	79
Goldthorn Park Primary - replacement floor screeds	61	150	-	-	-	-	211
Lanesfield Primary - demolition of chimney	-	20	-	-	-	-	20
New Park - boundary fence	141	-	-	-	-	-	141
New Park - internal doors	74	-	-	-	-	-	74
Woden Primary - canopy	(1)	20	-	-	-	-	19
Merridale Primary - replacement timber floor	-	10	-	-	-	-	10
Oxley Primary - replacement wood block floor and DPM	-	20	-	-	-	-	20
Springvale Primary - resurfacing main entrance drive	-	25	-	-	-	-	25
Whitgreave Infant - rebuild retaining wall	-	25	-	-	-	-	25
Projects to be identified	-	39	-	-	-	-	39
	456	344	-	-	-	-	800
Contribution to New Build schemes:							
Edward the Elder Primary	-	25	-	-	-	-	25
Wood End Primary	-	25	-	-	-	-	25
New Park - design technology refurbishment	-	35	-	-	-	-	35
Springdale Infants - security gates to playground	-	10	-	-	-	-	10
	-	95	-	-	-	-	95
Asbestos removal:							
Loxdale Primary	(5)	-	-	-	-	-	(5)
Moreton School	9	-	-	-	-	-	9
Merridale Primary	-	16	-	-	-	-	16
Projects to be identified	-	100	-	-	-	-	100
	4	116	-	-	-	-	120
Rewiring and electrical upgrades (Planned Maintenance):							
Christ Church CoE Primary	(1)	-	-	-	-	-	(1)
Castlecroft Primary	16	-	-	-	-	-	16
Claregate Primary	12	-	-	-	-	-	12
Dovecotes Primary	23	-	-	-	-	-	23
Long Knowle Primary	16	-	-	-	-	-	16
Palmers Cross Primary	-	25	-	-	-	-	25
St Andrew's Church of England Primary	-	20	-	-	-	-	20
Stow Heath Primary	-	25	-	-	-	-	25
Westacre Infant	8	-	-	-	-	-	8
Woodthorne Primary	-	20	-	-	-	-	20
Castlecroft Primary - main earthing and bonding	-	10	-	-	-	-	10
D'Eyncourt Primary - main switchgear, sub-mains	-	45	-	-	-	-	45
Graiseley Primary - mains upgrade	-	25	-	-	-	-	25
Graiseley Primary - emergency lighting	-	20	-	-	-	-	20
Hill Avenue Primary - mains switchgear, sub-mains	-	18	-	-	-	-	18
Spring Vale Primary - fire alarm improvements	-	25	-	-	-	-	25
Uplands Junior - mains switchgear, fixed wiring works	-	45	-	-	-	-	45
Villiers Primary - mains and sub-mains	-	25	-	-	-	-	25
Wodensfield Primary - Juniors targeted power, lighting and emergency lights	-	35	-	-	-	-	35
	74	338	-	-	-	-	412

Schedule of works - Corporate

Appendix C7

Capital Maintenance (continued)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Access							
St Peter's Access Road	(28)	-	-	-	-	-	(28)
Loxdale Primary	3	-	-	-	-	-	3
	(25)	-	-	-	-	-	(25)
Amalgamation (East Park)	(2)	-	-	-	-	-	(2)
Fire Prevention							
Manor Primary	35	-	-	-	-	-	35
Dovecotes Primary	46	25	-	-	-	-	71
Hill Avenue	-	19	-	-	-	-	19
	81	44	-	-	-	-	125
Contingency for emergency works	9	438	-	-	-	-	447
Uncommitted Balance of Capital Maintenance (projects to be identified)	-	215	2,225	2,225	-	-	4,665
Total Capital Maintenance capital programme	1,882	3,311	2,225	2,225	-	-	9,643

Schedule of works - People

Appendix C8

Electronic Social Care IT Records	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Back Scanning Team	111	97	-	-	-	-	208
Confidential Waste	-	4	-	-	-	-	4
Retention & Destruction Module	-	7	-	-	-	-	7
Miscellaneous Expenses	-	6	-	-	-	-	6
Total Electronic Social Care IT Records	111	114	-	-	-	-	225

Sports Investment Strategy	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Barnhurst Land Pitches	616	1,202	-	-	-	-	1,818
Synthetic Pitch Our Lady & St Chads School	3	984	-	-	-	-	987
Aldersley Synthetic Pitch	1	4	-	-	-	-	5
Payment of grant to Bilbrook FC	-	200	-	-	-	-	200
Payment of grant to Bilston Town FC	-	28	-	-	-	-	28
Cricket Provision	17	104	-	-	-	-	121
Bowling provision	-	102	-	-	-	-	102
Projects in Development	-	795	-	-	-	-	795
Total Sports Investment Strategy	637	3,419	-	-	-	-	4,056

Short Breaks for Disabled Children Programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Mander Centre Changing Place toilet facilities	7	26	-	-	-	-	33
Civic Centre Changing Place toilet facilities	-	40	-	-	-	-	40
Projects to be identified	-	76	-	-	-	-	76
Total Short Breaks for Disabled Children	7	142	-	-	-	-	149

Co-location Programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
NOM - Middleway Green	-	10	-	-	-	-	10
Berrybrook	(5)	-	-	-	-	-	(5)
NOM - Graiseley Centre	5	10	-	-	-	-	15
NOM - Warstones	10	-	-	-	-	-	10
Priory Green	1	-	-	-	-	-	1
NOM - Avenues Family Resource Centre	30	-	-	-	-	-	30
Wednesfield Area Office	4	-	-	-	-	-	4
NOM - Wednesfield	2	-	-	-	-	-	2
NOM - Windsor Childrens Centre	11	61	-	-	-	-	72
NOM - Bingley Enterprise Centre	19	6	-	-	-	-	25
NOM - Whitmore Reans Childrens Centre	58	2	-	-	-	-	60
NOM - The Dove Centre	34	-	-	-	-	-	34
NOM - The Berries	-	20	-	-	-	-	20
NOM - Childrens Village	14	51	-	-	-	-	65
NOM - Blakenhall Family Resource Centre	39	-	-	-	-	-	39
Valley Park MAST	1	4	-	-	-	-	5
NOM - Bilston MAST	-	3	-	-	-	-	3
Projects to be confirmed	-	96	-	-	-	-	96
Total Co-location Programme	223	263	-	-	-	-	486

Schedule of works - Place

Appendix C9

Urban Parks Refurbishment Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Main programme:							
East Park	230	38	-	-	-	-	268
Spring Road Estate	60	57	-	-	-	-	117
Greenway Playing Fields (Bradley Facilities)	-	19	-	-	-	-	19
Hay Canal Basin Broad Street	2	-	-	-	-	-	2
Heath Town Park	9	108	-	-	-	-	117
West Park Play	-	60	-	-	-	-	60
All Saints Park	-	70	-	-	-	-	70
Rakegate Wood Project	-	2	-	-	-	-	2
Total Urban Parks Refurbishment	301	354	-	-	-	-	655
Leisure Centres	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Bilston Leisure Centre	19	19	-	-	-	-	38
Leisure Centre Enhancement Programme							
Central Baths	10	280	-	-	-	-	290
Aldersley Leisure Village	9	506	-	-	-	-	515
Bert Williams Centre	6	4	-	-	-	-	10
Leisure Centre Equipment	32	8	-	-	-	-	40
Total Leisure Centre programme	76	817	-	-	-	-	893
Disposals Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Outline Planning Consents	-	76	23	-	-	-	99
Pennfields - Demolition	-	165	-	-	-	-	165
Graiseley Caretakers House	-	100	-	-	-	-	100
Danesmore - Relocation of licences	-	30	-	-	-	-	30
Wednesfield High - Demolition	-	522	-	-	-	-	522
Reprovision of playing field	-	827	-	-	-	-	827
Future years demolitions	-	-	360	-	-	-	360
Total Disposals Programme	-	1,720	383	-	-	-	2,103
Targeted Disposals Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Prouds Lane Former Bilston Leisure Centre	11	-	-	-	-	-	11
Heath Town Baths	-	100	100	-	-	-	200
Relocation of MUGA from Fifth Avenue	(7)	50	-	-	-	-	43
Canalside Demolitions & Preparatory Works	-	-	-	200	-	-	200
Heath Town adventure play area - Japanese Knotweed	2	-	-	-	-	-	2
Projects to be identified	-	644	386	-	-	-	1,030
Total Targeted Disposals Programme	6	794	486	200	-	-	1,486
Market Services	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Wednesfield Market							
Electrical works	5	8	-	-	-	-	13
Bilston Retail Market							
Air conditioning upgrade	125	23	-	-	-	-	148
Electrical works	22	128	-	-	-	-	150
Wolverhampton Wholesale Market							
Resurfacing works	72	-	-	-	-	-	72
Total Market Services Programme	224	159	-	-	-	-	383

Schedule of works - Place

Appendix C10

Corporate Asset Management Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Planned Programme of Enhancements							
West Park Conservatory - replacement of window frames	32	-	-	-	-	-	32
Civic & Wulfrun Halls - window replacement	57	-	-	-	-	-	57
Civic & Wulfrun Halls - electrical system upgrade	2	-	-	-	-	-	2
Blakenhall Family Resource Centre - replace kitchenette	1	-	-	-	-	-	1
Grand Theatre balustrade strengthening	-	31	-	-	-	-	31
Grand Theatre - showers and dressing room cubicle	3	-	-	-	-	-	3
Wolverhampton Art Gallery - protection to main lantern light	-	52	-	-	-	-	52
Bantock House - boiler replacement	23	-	-	-	-	-	23
Fowlers Park Changing rooms - refurbishment	-	25	-	-	-	-	25
Central Baths - changing rooms refurbishment	-	60	-	-	-	-	60
Bilston Community Centre - windows replacement	-	6	-	-	-	-	6
Wolverhampton Art Gallery - improve stone sills	-	48	-	-	-	-	48
Blakenhall Community and Healthy Living Centre - air handling replacement	-	12	-	-	-	-	12
City Archives – external protective system	-	32	-	-	-	-	32
West Park Lakeside Shelter - restoration	-	32	-	-	-	-	32
Magistrates Court - external coating	-	41	-	-	-	-	41
Wolverhampton Art Gallery – Makers Dozen - resurface piazza	-	71	-	-	-	-	71
Racecourse Road - relocation of independent living service	100	170	-	-	-	-	270
Bradmore Recreation Ground building remodelling	-	30	-	-	-	-	30
Central Library - external redecoration	-	10	-	-	-	-	10
4 Lichfield Passage replace patio roof	-	40	-	-	-	-	40
Albert Road Day Centre - drainage in car park	-	12	-	-	-	-	12
	218	672	-	-	-	-	890
Statutory compliance testing							
Kingswood Centre - rewiring	(10)	-	-	-	-	-	(10)
Duke St Bungalows - access improvement	(4)	-	-	-	-	-	(4)
Long Knowle Community Centre - DDA works	(1)	-	-	-	-	-	(1)
Civic & Wulfrun Halls	5	-	-	-	-	-	5
Upper Pendeford Farm - External lighting upgrade	10	-	-	-	-	-	10
Croft Resource Centre - DDA works	(3)	-	-	-	-	-	(3)
Merry Hill House - Entry system/bedroom doors	18	-	-	-	-	-	18
Newhampton Arts Centre - electrical rewiring	(7)	-	-	-	-	-	(7)
Little Civic/Slade Rooms - new ramp installation	26	-	-	-	-	-	26
Bantock House - rewiring	3	-	-	-	-	-	3
Bilston Retail Market - rewiring	156	-	-	-	-	-	156
Windsor Avenue Changing Rooms - rewiring	10	-	-	-	-	-	10
Civic & Wulfrun Halls - door replacements	22	26	-	-	-	-	48
Lower Bradley Youth & Comm. Centre - rewiring	6	-	-	-	-	-	6
Peach Tree Adventure Playground - door	-	1	-	-	-	-	1
Graiseley Music School - rewiring	-	4	-	-	-	-	4
Finchfield Library - rewiring	-	2	-	-	-	-	2
Northwood Park Office - rewiring	-	6	-	-	-	-	6
Central Library - entrance repaving	-	5	-	-	-	-	5
Beacon Hill Cemetery - rewiring	-	1	-	-	-	-	1
Brickkiln Centre - rewiring	-	3	-	-	-	-	3
Adult Education; (Foyer Building) - rewiring	-	3	-	-	-	-	3
Danescourt Cemetery - rewiring	-	5	-	-	-	-	5
Penn Cemetery - rewiring	-	9	-	-	-	-	9
Bantock House - external improvements	-	2	-	-	-	-	2
Aldersley Leisure Village - external resurfacing	-	39	-	-	-	-	39
Bond House - rewiring	-	56	-	-	-	-	56
Alan Garner Centre - rewiring	-	1	-	-	-	-	1
Towers ; The Outdoor Education Centre - rewiring	-	5	-	-	-	-	5
Ashmore Park Youth Centre - rewiring	-	7	-	-	-	-	7
Bilston Community Centre - rewiring	-	14	-	-	-	-	14
Dunstall Community Centre - rewiring	-	10	-	-	-	-	10
Bradmore Community Centre rewiring	-	16	-	-	-	-	16
Bilston Library & Museum - car park resurfacing	-	3	-	-	-	-	3
West Midlands Pensions Fund - rewiring	-	1	-	-	-	-	1
Woden Resource Centre - entrance improvements	-	2	-	-	-	-	2
Albert Road Day Centre - rewiring	-	5	-	-	-	-	5
Bradley Lodge Resource Centre - rewiring	-	10	-	-	-	-	10
Portobello Community Centre - rewiring	-	8	-	-	-	-	8
Unit 28/29 Fordhouse Road - rewiring	-	2	-	-	-	-	2
All Saints Youth & Community Centre - rewiring	-	12	-	-	-	-	12
Wolverhampton Art Gallery - automation of doors	-	10	-	-	-	-	10
Warstones Resource Centre - rewiring	-	13	-	-	-	-	13
	231	281	-	-	-	-	512

Schedule of works - Place

Appendix C11

Corporate Asset Management Programme (continued)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Minor Works Programme for Adult's Social Care Fund							
Recovery House - bathroom improvements	(2)	-	-	-	-	-	(2)
Albert Road Day Centre - window replacement/garage	84	-	-	-	-	-	84
Bradley Day Centre - rewiring	(5)	-	-	-	-	-	(5)
Blakenhall House Resource Centre - rewiring	11	-	-	-	-	-	11
Neville Garratt Centre - fire alarm and electrical improvements	25	-	-	-	-	-	25
Woden Resource Centre - windows replacement	18	-	-	-	-	-	18
Nelson Mandela House - doors replacement	12	-	-	-	-	-	12
Merry Hill House - boiler and doors replacement	-	19	-	-	-	-	19
Duke Street Bungalows - rewiring	-	3	-	-	-	-	3
Woden Resource Centre - roof improvements	-	40	-	-	-	-	40
Merry Hill House - door improvements	-	3	-	-	-	-	3
Neville Garratt Centre - new boiler	-	15	-	-	-	-	15
Neville Garratt Centre - air conditioning upgrade	-	20	-	-	-	-	20
	143	100	-	-	-	-	243
Minor Works Programme for Children's Social Care Fund							
Beldray Building - rewiring	-	3	-	-	-	-	3
Avenues Family Centre - rewiring	-	5	-	-	-	-	5
Bingley Enterprise Centre - wall rebuild and car park resurface	100	-	-	-	-	-	100
Priory Green Offices - boiler replacements	-	105	-	-	-	-	105
Bingley Enterprise - rewiring	-	4	-	-	-	-	4
Bingley Enterprise - flooring	-	44	-	-	-	-	44
Towers Outdoor Education Centre - windows replacement	-	25	-	-	-	-	25
Barnhurst Day Centre - rewiring	-	-	-	-	-	-	-
	100	186	-	-	-	-	286
Projects to be identified			690	-	-	-	690
Total Corporate Asset Management Programme	692	1,239	690	-	-	-	2,621

Key budget risks

Appendix D

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. 	Director of 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. 	Director of 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 	Director of Finance	Monthly
4	Income and Funding	Inability to deliver disposal programme due to: affordability of corporate projects 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

Key budget risks

Appendix D

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
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. 	Director of Finance	Monthly
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. 	Director of 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. 	Director of 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. 	Director of 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. 	Director of 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

Key budget risks

Appendix D

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
12	Third Parties	Delegation of programmes to partners e.g. Wolverhampton Homes.	Ineffective budget management.	2	4	8	A	• Regular monitoring meetings and clear stipulation regarding information requirements.	Assistant Directors	Monthly
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