

General Fund Revenue Budget Monitoring – Service Analysis

| Service | Net Controllable Revised Budget 2020-2021 | Net Controllable Forecast 2020-2021 | Net Controllable Variance 2020-2021 Q2 | | Net Controllable Variance 2020-2021 Q1 | Reason for Variance Q2 |
|---|---|-------------------------------------|--|---------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Adult Services | | | | | | |
| Adults Assessment and Care Management | 5,266 | 5,100 | (166) | (3.15%) | (201) | An underspend is forecast due to unfilled staffing vacancies. |
| Better Care Fund | - | - | - | - | - | |
| Carer Support | 831 | 829 | (2) | (0.24%) | 4 | |
| Community Financial Support | 1,550 | 1,498 | (52) | (3.35%) | (35) | |
| Community Support | 547 | 545 | (2) | (0.37%) | - | |
| Director of Adults services and Additional Monies | (6,692) | (6,695) | (3) | 0.04% | - | |
| Emergency Duty Team | 320 | 320 | - | - | - | |
| Independent Living Service | 1,851 | 1,778 | (73) | (3.94%) | (50) | |
| Learning Disabilities Care Purchasing | 21,984 | 23,618 | 1,634 | 7.43% | 477 | An overspend is forecast due to additional demand for care packages. A task and finish group has been set up to analyse the increase in demand and agree steps to manage and mitigate costs going forward. |

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| | £000 | £000 | £000 | % | £000 | |
| Learning Disability Provider | 4,658 | 4,428 | (230) | (4.94%) | (134) | An underspend is forecast as result of unfilled staff vacancies. Work is ongoing to identify any potential future savings. |
| Mental Health Assessment & Care Management | 5,329 | 5,633 | 304 | 5.70% | 416 | An overspend is forecast due to additional demand for care packages |
| Older People Care Purchasing | 21,829 | 21,832 | 3 | 0.01% | (29) | |
| Older People Provider Services | 3,533 | 3,505 | (28) | (0.79%) | (75) | |
| Physical Disabilities Care Purchasing | 4,784 | 4,957 | 173 | 3.62% | 405 | Whilst an overspend continues to be forecast due to additional demand for care packages, forecast demand has reduced from levels assumed at quarter one. |
| Quality Assurance and Policies | 367 | 267 | (100) | (27.25%) | (103) | An underspend is forecast due to unfilled staffing vacancies. Work is ongoing to identify any potential future savings. |

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|-----------------------------|---|-------------------------------------|--|--------------|--|------------------------|
| | £000 | £000 | £000 | % | £000 | |
| Strategic Commissioning | 1,532 | 1,456 | (76) | (4.96%) | (98) | |
| Total Adult Services | 67,689 | 69,071 | 1,382 | 2.04% | 577 | |

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|---------------------------------|---|-------------------------------------|--|----------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Children's Services | | | | | | |
| Children & Young People In Care | 31,324 | 30,126 | (1,198) | (3.82%) | (414) | There is a forecast underspend against placements budgets. This continues to be a result of the robust oversight and management of demand across the social care system. Work is ongoing to identify potential permanent budget reduction opportunities. |
| Director of Children's Services | 1,149 | 907 | (242) | (21.06%) | (245) | The underspend is due to a one-off saving against the emotional health and wellbeing contract, which is currently being re-tendered and due to start April 2021. |
| Head of Children's Improvement | 2,144 | 2,175 | 31 | 1.45% | - | |

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|-------------------------------------|---|-------------------------------------|--|---------|--|---|
| | £000 | £000 | £000 | % | £000 | |
| Headstart | - | - | - | - | - | |
| Inclusion Support | 1,187 | 1,180 | (7) | (0.59%) | (4) | |
| Regional Adoption Agency Consortium | - | - | - | - | - | |
| Safeguarding | 2,878 | 2,648 | (230) | (7.99%) | (2) | The projected underspend is due to a reduction in costs associated with DoLS. New legislation has been pushed back to April 2022. It is expected this will increase demand. |
| Social Inclusion & Play Service | - | - | - | - | - | |
| Strategic Commissioning - Childrens | 1,532 | 1,456 | (76) | (4.96%) | (96) | |
| Specialist Support | 2,896 | 2,747 | (149) | (5.15%) | - | The majority of the underspend relates to one off staffing vacancies these have |

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|------------------------|---|-------------------------------------|--|---------|--|---|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | |
| | | | | | | been identified as in-year efficiencies and ongoing savings are being explored. |
| Strengthening Families | 10,264 | 9,513 | (751) | (7.32%) | (243) | Projected underspend due to one-off staffing vacancies, partially offset by agency costs. A review of the support offer from Strengthening Family Hubs has been undertaken and as a result vacancies are currently being filled. Work is ongoing to identify in year efficiencies and ongoing savings particularly related to Section 17. |
| Youth Offending | 1,135 | 1,054 | (81) | (7.14%) | - | |
| Central Education | (1,213) | (1,213) | - | - | - | |
| Director of Education | 82 | 82 | - | - | - | |
| Early Years | 295 | 292 | (3) | (1.02%) | - | |
| School Improvement | 964 | 875 | (89) | (9.23%) | - | |

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|--|---|-------------------------------------|--|----------------|--|------------------------|
| | £000 | £000 | £000 | % | £000 | |
| School Organisation | 273 | 329 | 56 | 20.51% | 170 | |
| Schools | - | - | - | - | - | |
| Special Educational Needs | (281) | (281) | - | - | - | |
| Children's Services and Education | 54,629 | 51,890 | (2,739) | (5.01%) | (834) | |

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|--|---|-------------------------------------|--|----------|--|------------------------|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | - | |
| Public Health and Wellbeing | | | | | | |
| Business Continuity & Emergency Planning | 5 | 5 | - | - | - | |
| Commissioning | - | - | - | - | - | |
| Community Safety & Community Cohesion | 33 | 13 | (20) | (61.82%) | (5) | |
| Healthier Places Service | - | - | - | - | - | |
| Healthy Ageing | - | - | - | - | - | |
| Healthy Life Expectancy | - | - | - | - | 29 | |
| Leisure Services | 761 | 761 | - | - | - | |
| Public Health Business Management | - | - | - | - | (29) | |

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|--|---|-------------------------------------|--|----------------|--|------------------------|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | |
| Starting and Developing Well | - | - | - | - | - | |
| System Leadership | - | - | - | - | - | |
| Total Public Health and Wellbeing | 799 | 779 | (20) | (2.55%) | (5) | |

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|---------------------------|---|-------------------------------------|--|---------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| City Environment | | | | | | |
| Bereavement Services | (2,091) | (2,051) | 40 | 1.91% | 1 | |
| Black Country Transport | 32 | 32 | - | - | - | |
| City Events | 386 | 432 | 46 | 11.92% | - | |
| Coroners Service | 223 | 223 | - | - | - | |
| Customer Services | 1,819 | 1,945 | 126 | 6.93% | 7 | An overspend is forecast due to loss of income, taking on additional workloads and a delay in the delivery of a budget reduction target. |
| Director City Environment | 206 | 206 | - | - | - | |
| Energy and Sustainability | 119 | 187 | 68 | 57.14% | 7 | |
| Environmental Services | 6,243 | 6,073 | (170) | (2.72%) | - | An underspend is as a result of unfilled staff vacancies. |

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|---|---|-------------------------------------|--|----------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Fleet Services | 1,855 | 1,537 | (318) | (17.14%) | - | An underspend is forecast as a result of underspends and efficiencies on staffing, tyres and parts and increased income. |
| Highways Maintenance | 1,572 | 1,572 | - | - | - | |
| Landscaping | 31 | 31 | - | - | - | |
| Licensing | 294 | 294 | - | - | - | This position assumes that the forecast overspend of £462,000 is met from the Licencing Reserve. |
| Markets | (611) | (590) | 21 | 3.44% | 270 | |
| Operation & Maintenance of Existing Network | 980 | 853 | (127) | (12.96%) | (231) | An underspend is forecast as a result of vacancies held pending a restructure. |
| Parking Services | (2,942) | (2,942) | - | - | - | |

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|---------------------------|---|-------------------------------------|--|---------|--|---|
| | £000 | £000 | £000 | % | £000 | |
| Public Protection | 1,929 | 1,784 | (145) | (7.52%) | 36 | An underspend is forecast due to unfilled staff vacancies. |
| Register Office | (55) | (54) | 1 | 1.82% | - | |
| Street Lighting | 2,871 | 3,098 | 227 | 7.91% | 128 | An overspend is forecast as a result of the delayed efficiencies from the implementation of LED's. |
| Transportation | 5,468 | 5,468 | - | - | 84 | |
| Waste and Recycling | 5,952 | 6,258 | 306 | 5.14% | - | An overspend is forecast as a result of operational costs and associated costs of extending the opening hours of household waste recycling centres from 5 to 7 days a week. |
| Waste Commercial Services | 4,576 | 5,017 | 441 | 9.64% | 922 | An overspend is forecast primarily as a result of additional disposal costs due |

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|-------------------------------|---|-------------------------------------|--|--------------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | |
| | | | | | | to price increases on these contracts. |
| Total City Environment | 28,857 | 29,373 | 516 | 1.79% | 1,224 | |

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|---|---|-------------------------------------|--|----------|--|---|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | |
| City Assets and Housing | | | | | | |
| Project and Works Team – Capital Programmes | 94 | 89 | (5) | (5.32%) | 45 | |
| Catering | (84) | (84) | - | - | - | |
| Cleaning | 1,433 | 1,051 | (382) | (26.66%) | (58) | The forecast underspend reflects posts currently held vacant and the efficient use of staffing resources as a result of buildings remaining closed. |
| Corporate Asset Management | 7,974 | 7,406 | (568) | (7.12%) | (182) | The forecast underspend reflects the decrease in utilities expenditure as a result of the reduced use of operational buildings. |
| Corporate Landlord Support | 164 | 124 | (40) | (24.39%) | - | |

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| | £000 | £000 | £000 | % | £000 | |
| Estates and Valuations | (4,182) | (3,929) | 253 | (6.05%) | 193 | An overspend is forecast as a result of reduced income recovery relating to ground leases and vacant commercial rental units. |
| Facilities Management | 1,148 | 1,183 | 35 | 3.05% | 245 | |
| Head of Corporate Landlord | 97 | 49 | (48) | (49.48%) | (48) | |

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|--|---|-------------------------------------|--|---|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Project and Works Team – Maintenance Programme | 1,983 | 1,983 | - | - | - | In the 2020-2021 Final Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 report to Cabinet on 19 February 2020, there was an approved £3 million budget built into the Corporate Contingency for potential growth relating to the Maintenance Programme. Due to the pandemic it has not been possible to undertake all the scheduled works, and some works have been deferred. Work is currently ongoing to forecast the cost of the level of works that will be completed in 2020-2021 and updates will be provided in a future report to Councillors. |

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|--------------------------------------|---|-------------------------------------|--|----------------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Housing | 931 | 1,601 | 670 | 71.97% | 135 | A forecast overspend is due to increased demand for homelessness provision generally. This is mitigated by reduced costs in Private Sector Housing due to staff vacancies and additional forecast income from Licencing and Civil Penalties. |
| Total City Assets and Housing | 9,558 | 9,473 | (85) | (0.89%) | 330 | |

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|--------------------------------------|---|-------------------------------------|--|----------------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Regeneration | | | | | | |
| Adult Education | (300) | (300) | - | - | - | |
| City Development | 524 | 524 | - | - | - | |
| City Planning | 779 | 893 | 114 | 14.63% | - | An overspend is forecast as a result of income targets not being met. |
| Director Regeneration | 412 | 412 | - | - | - | |
| Enterprise | 651 | 772 | 121 | 18.59% | - | An overspend is forecast as a result of a Wolves at Work funding pressure. |
| Land and Property Investment Support | - | - | - | - | - | |
| Local Economy | 1,572 | 1,476 | (96) | (6.11%) | 4 | |
| Service Director City Economy | - | - | - | - | - | |
| Skills | 1,576 | 1,668 | 92 | 5.84% | (22) | |
| Visitor Economy | 1,071 | 756 | (315) | (29.41%) | (201) | The underspend reflects one-off staff vacancies, held pending a restructure. |
| Total Regeneration | 6,285 | 6,201 | (84) | (1.34%) | (219) | |

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|------------------------------------|---|-------------------------------------|--|----------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Finance | | | | | | |
| Audit Services | 1,930 | 1,645 | (285) | (14.77%) | - | The underspend is forecast due to unfilled staff vacancies held across the service. |
| Central Corporate Budgets | 3,950 | 3,489 | (461) | (11.67%) | (331) | An underspend is forecast due to significant reductions in enhanced pension costs and bank charges, combined with other lesser underspends against a range of corporate budgets. |
| Commercial Services | 155 | 155 | - | - | - | |
| Finance Director | 159 | 159 | - | - | - | |
| Housing Benefit Payments & Subsidy | 48 | 761 | 713 | 1485.42% | - | An overspend is forecast as a result of increased demand for homelessness provision. |
| Procurement Services | 785 | 547 | (238) | (30.32%) | 50 | An underspend is forecast for Procurement Services totalling £238,000. As part of |

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|----------------------|---|-------------------------------------|--|----------------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | the 2020-2021 budget setting process, emerging pressures within Procurement Services were flagged and a budget was earmarked in the Corporate Contingency for Budget Growth. Taking the budget allocation into account, it is forecast that the service will not fully utilise this budget in 2020-2021 due to resource reallocation during the Covid-19 pandemic. |
| Revenues & Benefits | 2,617 | 2,568 | (49) | (1.87%) | (56) | |
| Strategic Finance | 2,748 | 2,748 | - | 0.00% | - | |
| The Hub | 1,648 | 1,582 | (66) | (4.00%) | (17) | |
| Total Finance | 14,040 | 13,654 | (386) | (2.75%) | (354) | |

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|-------------------------|---|-------------------------------------|--|----------------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Governance | | | | | | |
| Director of Governance | 134 | 134 | - | - | - | |
| Governance Services | 2,634 | 2,582 | (52) | (1.97%) | (69) | |
| Legal Services | 2,040 | 1,925 | (115) | (5.64%) | (122) | The forecast underspend is due to anticipated additional external income generation. |
| Human Resources | 1,720 | 1,720 | - | - | - | |
| Business Change | 2,954 | 2,897 | (57) | (1.93%) | (5) | |
| Ward Funds | 200 | 200 | - | - | - | |
| Total Governance | 9,682 | 9,458 | (224) | (2.31%) | (196) | |

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|------------------------------|---|-------------------------------------|--|----------|--|------------------------|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | |
| Chief Executive | | | | | | |
| Chief Executive | 184 | 184 | - | - | - | |
| Total Chief Executive | 184 | 184 | - | - | - | |

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|-----------------------------|---|-------------------------------------|--|----------------|--|------------------------|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | |
| Communications | | | | | | |
| Communications | 961 | 908 | (53) | (5.52%) | (34) | |
| Total Communications | 961 | 908 | (53) | (5.52%) | (34) | |

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|----------------------------|---|-------------------------------------|--|----------------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| Strategy | | | | | | |
| ICTS | 6,190 | 5,952 | (238) | (3.84%) | (225) | An underspend is projected as a result of unfilled staff vacancies in year and continuing works to identify and deliver efficiencies in advance of the targets reflected in the approved Medium Term Financial Strategy for ICT. |
| Insight and Performance | 760 | 772 | 12 | 1.58% | | |
| Policy and Strategy | 150 | 71 | (79) | (52.67%) | | |
| Service Development | 222 | 214 | (8) | (3.60%) | | |
| Organisational Development | 1,167 | 1,147 | (20) | (1.71%) | (36) | |
| Strategy | 140 | 140 | - | - | - | |
| Total Strategy | 8,629 | 8,296 | (333) | (3.86%) | (261) | |

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|-------------------------------------|---|-------------------------------------|--|----------------|--|------------------------|
| | £000 | £000 | £000 | % | £000 | |
| Deputy Chief Executive | | | | | | |
| Deputy Chief Executive | 197 | 197 | - | - | - | |
| Digital Transformation Programme | 88 | 88 | - | - | - | |
| Service Improvement | 165 | 163 | (2) | (1.21%) | - | |
| Total Deputy Chief Executive | 450 | 448 | (2) | (0.44%) | - | |

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|--|---|-------------------------------------|--|---------|--|---|
| | £000 | £000 | £000 | % | £000 | |
| Corporate Budgets | | | | | | |
| Corporate Budgets | (5,514) | (3,872) | 1,642 | 29.78% | 1,261 | An underspend is forecast against Corporate Budgets as a result of anticipated budget efficiencies. |
| Treasury Management | 36,835 | 35,050 | (1,785) | (4.85%) | (1,486) | An underspend in the region of £1.8 million is forecast against the Treasury Management budget due to a reduced borrowing need in year arising as result of re-phasing of the capital programme and lower interest rates forecast on borrowing due to the impact on the economy of Covid-19. This is offset by a reduction in treasury income receivable. |
| Corporate Adjustments | 3,192 | 3,338 | 146 | 4.57% | - | |
| Underspend transferred to Reserve to support the 2021-2022 Budget Strategy | - | 3,164 | 3,164 | - | - | As a result of the forecast corporate budget efficiencies and one-off forecast |

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|--|---|-------------------------------------|--|--------------|--|--|
| | £000 | £000 | £000 | % | £000 | |
| | | | | | | underspends across other Directorates, it is proposed based on current forecasts that £3.2 million be transferred into a specific reserve to support the 2021-2022 budget strategy |
| Apprenticeship Levy | 495 | 495 | - | - | - | |
| West Midlands Transport Levy | 10,309 | 10,306 | (3) | (0.03%) | (3) | |
| Environment Agency Levy | 76 | 76 | - | - | - | |
| Birmingham Airport - Rent | (69) | (69) | - | - | - | |
| Central Provision for Auto-enrolment and Pay Award Costs | 1,136 | - | (1,136) | (100.00%) | - | It is anticipated that there will be an underspend against the Central Provision for Auto-enrolment and Pay Award costs totalling £1.1 million in 2020-2021. |
| Total Corporate Budgets | 46,460 | 48,488 | 2,028 | 4.37% | (228) | |