

General Fund Revenue Budget Monitoring – Service Analysis

Service/Budget	Net Controllable Revised Budget 2020-2021 £000	Net Controllable Forecast 2020-2021 £000	Net Controllable Variance 2020-2021 Q3		Net Controllable Variance 2020-2021 Q2 £000	Reason for Variance Q3
			£000	%		
Adult Services						
Adults Assessment and Care Management	5,267	5,185	(82)	(1.56%)	(166)	
Better Care Fund	-	-	-	-	-	
Carer Support	831	829	(2)	(0.24%)	(2)	
Community Financial Support	1,548	1,483	(65)	(4.20%)	(52)	
Community Support	547	547	-	-	(2)	
Director of Adults services and Additional Monies	(6,913)	(7,071)	(158)	2.29%	(3)	Underspend relates to one-off staffing vacancies including the Director post.
Emergency Duty Team	320	323	3	0.94%	-	
Independent Living Service	1,851	1,829	(22)	(1.19%)	(73)	
Adults Safeguarding	1,238	975	(263)	(21.24%)	(230)	The underspend in Adult Safeguarding is in part due to the delay in the introduction of new Deprivation of Liberty Safeguards legislation (Liberty Protection Safeguards) which will require the forecast staffing costs to meet the new statutory duties required of the LA, when LPS comes in in 2022. One-off efficiencies related to this has been included in the 2021-2022 budget.
Learning Disabilities Care Purchasing	22,484	23,938	1,454	6.47%	1,634	An overspend is forecast due to additional demand for care packages. A project-managed programme to manage and prevent future demand in this area is being set up and will be overseen by the Transforming Adult Social Care Board.
Learning Disability Provider	5,158	5,153	(5)	(0.10%)	(230)	
Mental Health Assessment & Care Management	5,329	5,786	457	8.58%	304	An overspend is forecast due to additional demand for care packages.
Older People Care Purchasing	20,329	20,347	18	0.09%	3	Budgets have been realigned to address a reduction to in-year demand for long term residential and nursing placements due to Covid-19.
Older People Provider Services	3,533	3,447	(86)	(2.43%)	(28)	

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			£000	%		
Physical Disabilities Care Purchasing	4,784	5,038	254	5.31%	173	An overspend is forecast due to additional demand for care packages.
Quality Assurance and Policies	367	267	(100)	(27.25%)	(100)	An underspend is forecast due to one-off unfilled staffing vacancies.
Strategic Commissioning	1,532	1,520	(12)	(0.78%)	(76)	
Total Adult Services	68,205	69,596	1,391	2.04%	1,152	

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Children's Services						
Children & Young People In Care	31,324	30,193	(1,131)	(3.61%)	(1,198)	The projected forecast underspend against placement budgets has continued to improve as a result of the robust oversight and management of demand across the service. As a result, the budget growth included in the MTFs has been removed for 2021-2022 and the level of funding for 2021-2022 is forecast to be sufficient to meet any growth in demand.
Director of Children's Services	999	617	(382)	(38.24%)	(242)	The underspend is forecast as a result of one-off savings against the emotional health and wellbeing contract, which is currently being re-tendered and due to start April 2021. In addition, there are further reductions in professional and consultancy fees and supporting functions across the service. A savings target has been included for this service in 2021-2022 to reflect ongoing efficiencies.
Head of Children's Improvement	1,734	1,661	(73)	(4.21%)	31	
Headstart	-	-	-	-	-	
Regional Adoption Agency	-	-	-	-	-	
Safeguarding	737	609	(128)	(17.37%)	-	The projected underspend relates predominantly to staffing vacancies with further reductions due to lower than anticipated in year other staffing costs associated with remote working. These have been identified as in-year efficiencies. Recruitment plans are in place through a recruitment drive to fill vacant posts prior to 2021-2022.
Social Inclusion & Play Service	-	-	-	-	-	
Strategic Commissioning – Childrens	1,532	1,521	(11)	(0.72%)	(76)	

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	£000	£000	£000	%	£000	
Specialist Support	3,799	3,694	(105)	(2.76%)	(149)	The underspend relates to one off staffing vacancies, other staff related costs and a reduction in spend on outings. These have been identified as in-year efficiencies. Recruitment plans are in place through a recruitment drive to fill vacant posts prior to 2021-2022.
Strengthening Families	10,979	9,705	(1,274)	(11.60%)	(751)	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. In addition, work has been completed to identify in year and ongoing savings particularly related to Section 17 budgets where tight management has realised a reduction in spend.
Youth Offending	1,135	1,003	(132)	(11.63%)	(81)	The underspend relates to one off staffing vacancies and post are due to be recruited to shortly.
Central Education	(1,213)	(1,213)	-	-	-	
Director of Education	82	60	(22)	(26.83%)	-	
Early Years	295	292	(3)	(1.02%)	(3)	
Inclusion Support	1,187	1,177	(10)	(0.84%)	(7)	
School Improvement	964	882	(82)	(8.51%)	(89)	
School Organisation	273	327	54	19.78%	56	
Schools	-	-	-	-	-	
Special Educational Needs	(281)	(271)	10	3.56%	-	
Children's Services and Education	53,546	50,257	(3,289)	(6.14%)	(2,509)	

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	£000	£000	£000	%	£000	
Public Health and Wellbeing						
Business Continuity & Emergency Planning	5	5	-	-	-	
Commissioning	-	-	-	-	-	
Community Safety & Community Cohesion	191	188	(3)	(1.57%)	(20)	
Covid-19 (Public Health 1)	25	25	-	-	-	
Healthier Places Service	-	-	-	-	-	
Healthy Ageing	-	-	-	-	-	
Healthy Life Expectancy	-	-	-	-	-	
Leisure Services	761	761	-	-	-	
Public Health Business Management	-	-	-	-	-	
Starting and Developing Well	-	-	-	-	-	
System Leadership	-	-	-	-	-	
Total Public Health and Wellbeing	982	979	(3)	(0.31%)	(20)	

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			£000	%		
City Environment						
Bereavement Services	(2,091)	(2,145)	(54)	2.58%	40	
Black Country Transport	32	32	-	-	-	
City Events	386	425	39	10.10%	46	
Coroners Service	223	226	3	1.35%	-	
Customer Services	1,819	1,853	34	1.87%	126	
Director of City Environment	206	163	(43)	(20.87%)	-	
Energy and Sustainability	119	77	(42)	(35.29%)	68	
Environmental Services	6,243	6,048	(195)	(3.12%)	(170)	The underspend is due to vacancies held pending a service restructure which will be implemented in 2021-2022
Fleet Services	1,855	1,588	(267)	(14.39%)	(318)	The underspend relates to savings on staffing, hire of vehicles, vehicle related costs and additional income received. This is partly offset by an overspend on professional costs.
Highways Maintenance	1,572	1,607	35	2.23%	-	
Landscaping	31	23	(8)	(25.81%)	-	
Licensing	276	276	-	-	-	
Markets	(611)	(391)	220	(36.01%)	21	The overspend is due to security costs incurred on market sites. The 2021-2022 budget includes growth in recognition of these cost pressures.
Operation & Maintenance of Existing Network	980	870	(110)	(11.22%)	(127)	The underspend is due to vacancies held pending a service restructure which will be implemented in 2021-2022.
Parking Services	(2,942)	(2,942)	-	-	-	
Public Protection	1,929	1,868	(61)	(3.15%)	(145)	
Register Office	(55)	(28)	27	(49.09%)	1	
Street Lighting	2,871	2,888	17	0.59%	227	
Transportation	5,468	5,189	(279)	(5.10%)	-	An underspend is forecast due to route efficiencies made and additional grant income received during the year.

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	£000	£000	£000	%	£000	
Waste and Recycling	5,952	6,112	160	2.69%	306	The overspend is as a result of increased costs on security, professional fees, repairs and maintenance.
Waste Commercial Services	4,576	4,890	314	6.86%	441	The forecast cost pressure is as a result of the additional costs of waste disposal contracts. This is offset by reduction in employee costs and increased trade waste rebate. Growth has been included the 2021-2022 budget to take account of this cost pressures across the waste contracts.
Total City Environment	28,839	28,629	(210)	(0.73%)	516	

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			£000	%		
City Assets and Housing						
Project and Works Team – Capital Programmes	94	101	7	7.45%	(5)	
Catering	(84)	(111)	(27)	32.14%	-	
Cleaning	1,433	1,212	(221)	(15.42%)	(382)	The projected underspend reflects additional income generated.
Corporate Asset Management	7,974	7,684	(290)	(3.64%)	(568)	The projected underspend reflects efficiencies generated from the ongoing proactive management of business rates costs, particularly those relating to disposals and eligible exemptions.
Corporate Landlord Support	164	120	(44)	(26.83%)	(40)	
Estates and Valuations	(4,182)	(4,070)	112	(2.68%)	253	The projected overspend reflects reduced income relating to ground leases and vacant commercial rental units.
Facilities Management	1,148	1,154	6	0.52%	35	Due to the impact of Covid 19 on Community Association's finances, and consistent with many Council income stream, Community Association rents and other charges have not been actively pursued this financial year. Conversations are starting to take place, however, it should be noted that some Community Associations may need additional time and support to pay what is owed.
Head of Corporate Landlord	97	4	(93)	(95.88%)	(48)	The post continues to be held vacant pending a forthcoming restructure and the projected underspend reflects this.
Project and Works Team – Maintenance Programme	1,983	1,983	-	0.00%	-	
Housing	1,094	1,605	511	46.71%	670	A forecast overspend is due to increased demand for homelessness provision generally. This is mitigated by reduced costs in Private Sector Housing due to

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						staff vacancies and additional forecast income from Licencing and Civil Penalties. Growth has been included in the 2021-2022 budget to take account of this cost pressure in temporary accommodation.
Total City Assets and Housing	9,721	9,682	(39)	(0.40%)	(85)	

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	£000	£000	£000	%	£000	
Regeneration						
Adult Education	(300)	(300)	-	-	-	
City Development	524	672	148	28.24%	-	An overspend is forecast due to costs associated with increasing development work which will support relight the city objectives.
City Planning	779	889	110	14.12%	114	An overspend is forecast as a result of planning income targets not being met.
Director Regeneration	412	412	-	-	-	
Enterprise	651	624	(27)	(4.15%)	121	
Land and Property Investment Support	-	-	-	-	-	
Local Economy	1,572	1,479	(93)	(5.92%)	(96)	
Service Director City Economy	-	-	-	-	-	
Skills	1,520	1,448	(72)	(4.74%)	92	
Visitor Economy	1,071	825	(246)	(22.97%)	(315)	The underspend reflects staffing vacancies as a result of a restructure. This will be used to contribute to one off budget efficiencies in financial year 2021-2022.
Total Regeneration	6,229	6,049	(180)	(2.89%)	(84)	

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			£000	%		
Finance						
Audit Services	1,821	1,543	(278)	(15.27%)	(285)	The underspend is forecast as a result of unfilled staff vacancies held across Audit and Insurance Teams. Two posts have been transferred over into two new apprenticeship posts, which will be recruited to shortly. One employee is currently on secondment. In the short term work has been re-assessed and re-arranged, with the focus on Covid related and high risk areas, until these posts are filled. Audit Committee has been provided with regular updates on the internal audit workplan.
Central Corporate Budgets	3,920	3,339	(581)	(14.82%)	(461)	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. The 2021-2022 budget incorporates savings to recognise these on-going efficiencies.
Commercial Services	155	141	(14)	(9.03%)	-	
Director of Finance	159	159	-	-	-	
Housing Benefit Payments & Subsidy	48	778	730	1520.83%	713	An overspend is forecast as a result of increased demand for homelessness provision. Growth has been included in the 2021-2022 budget to take account of this cost pressure.
Procurement Services	785	785	-	-	(238)	
Revenues & Benefits	2,617	2,457	(160)	(6.11%)	(49)	An underspend is forecast within Revenues and Benefits Service totalling £160,000 due to budget efficiencies across the service including a reduction in postal and printing costs.
Strategic Finance	2,748	2,748	-	-	-	
The Hub	1,648	1,446	(202)	(12.96%)	(66)	The underspend is forecast as a result of unfilled staff vacancies held across Payroll Services and Banking and Payments Team due to being

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			£000	%		
						unsuccessful in recruiting to vacancies in the last year. Recruitment to vacant positions is now being prioritised with a view to bringing the team up to capacity in the next financial year.
Total Finance	13,901	13,396	(505)	(3.63%)	(386)	

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	£000	£000	£000	%	£000	
Governance						
Director of Governance	134	139	5	3.73%	-	
Deputy Director of People and Change	60	60	-	-	-	
Governance Services	2,634	2,611	(23)	(0.87%)	(52)	
Legal Services	2,040	1,814	(226)	(11.08%)	(115)	The forecast underspend is due income being significantly more than predicted. It is proposed that these greater levels of income will be used to fund additional resource to ensure the Council delivers on the Fairness and Inclusion agenda, including additional project management on a number of matters including Rainbow Quarter.
Business Change	2,847	2,755	(92)	(3.24%)	(57)	
Health and Safety	109	32	(77)	(70.64%)	-	
Human Resources	1,720	1,720	-	-	-	
Ward Funds	200	200	-	-	-	
Total Governance	9,744	9,331	(413)	(4.24%)	(224)	

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Strategy						
ICTS	6,190	5,417	(773)	(12.49%)	(238)	An underspend is projected as a result of unfilled staff vacancies in year pending totalling £520,000 a restructure and the alignment of licencing contract costs to the year in which they relate.
Insight and Performance	760	768	8	(1.05%)	12	
Policy and Strategy	215	79	(136)	(63.26%)	(79)	An underspend is projected that reflects one-off efficiencies due to unfilled vacancies which are currently being recruited to.
Service Development	80	93	13	16.25%	(8)	
Organisational Development	1,167	1,117	(50)	(4.28%)	(20)	
Strategy	140	140	-	-	-	
Total Strategy	8,552	7,614	(938)	(10.97%)	(333)	

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Chief Executive						
Chief Executive	184	184	-	-	-	
Total Chief Executive	184	184	-	-	-	

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	£000	£000	£000	%	£000	
Communications and External Relations						
Communications	966	859	(107)	(11.08%)	(53)	The projected underspend is mainly as a result of unfilled vacancies and reduced campaign spend due to the primary focus of the team on Covid-19 related emergency response communications.
Total Communications and External Relations	966	859	(107)	(11.08%)	(53)	

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	£000	£000	£000	%	£000	
Deputy Chief Executive						
Deputy Chief Executive	197	194	(3)	(1.52%)	-	
Digital Transformation Programme	88	51	(37)	(42.05%)	-	
Service Improvement	165	143	(22)	(13.33%)	(2)	
Total Deputy Chief Executive	450	388	(62)	(13.78%)	(2)	

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Corporate Budgets						
Corporate Budgets	(5,570)	(2,287)	3,283	(58.94%)	1,642	It is currently projected that there will be an underspend against Corporate Budgets and Adjustments (As per Corporate Adjustments line below) totalling £4.2 million as a result of anticipated budget efficiencies against corporate contingencies, which also includes the provision for business rates expenditure increases for Council buildings.
Corporate Adjustments	3,692	1,179	(2,513)	(68.07%)	146	The Budget Report approved by Full Council on 4 March 2020, stated that any efficiencies identified against budgets held in the Corporate Contingency for Budget Growth, if not required, would be used to reduce the level of capital receipts flexibility utilised in 2020-2021. Therefore, the underspends identified will mitigate the need to use the capital receipt flexibility used for revenue transformational activity in 2020-2021 by £5.0 million.
Treasury Management	36,835	34,463	(2,372)	(6.44%)	(1,785)	An underspend is forecast against the Treasury Management budget due to a reduced borrowing need in-year arising as a result of rephasing 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.
Underspend transferred to Reserve	-	5,114	5,114	-	3,164	In accordance with the 2021-2022 budget strategy approved by Full Council on 3 March 2021, as a result of the forecast corporate budget efficiencies, reduction in the use of corporate contingencies and one-off forecast underspends across other Directorates, it is proposed that £5.1 million be

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			£000	%		
						transferred into a specific reserve to support the 2021-2022 budget strategy.
Redundancies	-	1,472	1,472	-	-	It is anticipated that corporately held redundancy costs during 2020-2021 could be in the region of £1.5 million. It is anticipated that the projected budget efficiencies identified will enable the Council to meet this cost without calling on reserves.
Apprenticeship Levy	495	511	16	3.23%	-	
West Midlands Transport Levy	10,309	10,306	(3)	(0.03%)	(3)	
Environment Agency Levy	76	76	-	-	-	
Birmingham Airport – Rent	(69)	(82)	(13)	18.84%	-	
Central Provision for Auto-enrolment and Pay Award Costs	1,136	-	(1,136)	(100.00%)	(1,136)	It is anticipated that there will be an underspend against the Central Provision for Auto-enrolment and Pay Award costs in 2020-2021. This corporate budget efficiency was identified in the 2021-2022 Budget and MTFS 2021-2022 to 2023-2024 report which was presented to Cabinet on 17 February 2021. In that report it was proposed that the net underspend in 2020-2021 be transferred into a specific reserve to support the 2021-2022 budget strategy, whilst the ongoing efficiency be removed from the from the 2021-2022 budget.
Total Corporate Budgets	46,904	50,752	3,848	8.20%	2,028	