



Cabinet Meeting

25 February 2015

Report title	Capital Programme 2014/15 to 2018/19 quarter three review and 2015/16 to 2019/20 budget strategy	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Andrew Johnson Resources	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	Strategic Finance	
Accountable employee(s)	Mark Taylor Tel Email	Director of Finance 01902 55(6609) mark.taylor@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	10 February 2015

Recommendation(s) for action or decision:

1. The Cabinet recommends that Council:
 - a) Approves the revised medium term General Fund capital programme of £221.2 million, an increase of £1.5 million from the previously approved programme (paragraph 4.1), reflecting the latest projected expenditure for the medium term.
 - b) Approves the projected changes in expenditure for ten existing projects totalling £1.5 million (paragraph 4.5).

2. The Cabinet is recommended to:

- a) Approve a virement of £285,000 within the Education and Enterprise directorate from the Targeted Disposals programme to the Westside project (paragraph 4.6).
- b) Approve the updated schedules of works for the capital projects under the following directorates;
 - i) Community: Urban parks refurbishment, Sports Investment Strategy, Short breaks for disabled children and Co-location programme (appendix B1)
 - ii) Delivery: ICTS, Leisure centres, Disposals and Corporate Asset Management (appendices B2-B5)
 - iii) Education and Enterprise: BSF, Capital Maintenance, Universal Infant Free School Meals, Primary School Expansion programme and Targeted Disposals (appendices B6-B10)
- 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 Asset Management Programme' to reserve capital projects in order so that they may be progressed in a timely manner if priority projects are delivered under budget or do not proceed (see also paragraph 4.9).

Recommendations for noting:

The Cabinet is asked to note:

1. The expenditure position for quarter three of 2014/15 which stands at 43.0% of the approved General Fund capital budget (paragraph 3.3).
2. The revised budgets for the Primary School Expansion programme which were subject to a separate report to Cabinet (Resources) Panel on the 10 February 2015 (paragraph 4.7).

1.0 Purpose

- 2.1 To provide Cabinet with an update on the financial performance of the General Fund capital programme as at quarter three of 2014/15 and the budget strategy for 2015/16.
- 2.2 To recommend a revised General Fund capital programme for the period 2014/15 to 2019/20.

2.0 Executive Summary

- 2.1 At its meeting on 17 December 2014, Council approved a General Fund capital programme totalling £219.7 million for the period 2014/15 to 2018/19.
- 2.2 Table 1 below shows the changes proposed when comparing the approved budget with that proposed, along with the resources identified to finance the proposed change.

Table 1: Summary of the forecast budgets compared to approved

General Fund	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Budget							
Approved	122,692	57,035	29,195	8,752	2,036	-	219,710
Projected	91,621	78,032	39,093	9,305	2,036	1,100	221,187
Variance	(31,071)	20,997	9,898	553	-	1,100	1,477
Financing							
Approved							
Internal resources	80,803	47,960	17,585	3,154	936	-	150,438
External resources	41,889	9,075	11,610	5,598	1,100	-	69,272
	122,692	57,035	29,195	8,752	2,036	-	219,710
Projected							
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
Variance	(31,071)	20,997	9,898	553	-	1,100	1,477

- 2.3 This report recommends variations to the approved programme totalling an increase of £1.5 million bringing the total revised capital programme to £221.2 million.
- 2.4 The approved General Fund capital budget for 2014/15 amounts to £122.7 million. Expenditure to the end of quarter three 2014/15 totals £52.8 million. This represents 43.0% of the approved budget.
- 2.5 Information provided within this report refers to the previous council structure in place at the end of quarter three. Future reports will reflect the new current structure.

3.0 2014/15 General Fund capital programme

- 3.1 At its meeting on 17 December 2014, Council approved a 2014/15 General Fund capital programme totalling £122.7 million.
- 3.2 Table 2 provides an analysis of General Fund capital expenditure to the end of quarter three compared to the approved budget.

Table 2: Expenditure to the end of quarter three of 2014/15

Directorate	Approved budget	Expenditure to the end of quarter three	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Delivery	23,902	4,610	(19,292)	19.3%
Community	7,891	2,230	(5,661)	28.3%
Education and Enterprise	85,892	44,390	(41,502)	51.7%
Private Sector Housing	5,007	1,555	(3,452)	31.1%
Total	122,692	52,785	(69,907)	43.0%

- 3.3 General Fund expenditure to the end of quarter three stands at £52.8 million, against a budget of £122.7 million, which represents 43.0% of the approved budget for 2014/15.
- 3.4 The latest financial monitoring information indicates that capital expenditure during 2014/15 will be lower than the approved budget at £91.6 million, a reduction of £31.0 million. This reflects an increase of £132,000 in planned expenditure offset by a £31.2 million decrease in expenditure as a result of project re-profiling over subsequent years.
- 3.5 To understand the impact that this might have on the Council's capital resources it is necessary for 2014/15 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 1 and a more detailed analysis is provided in Section 4.

4.0 Medium term General Fund capital programme and budget strategy

- 4.1 A revised medium term capital programme, covering the period 2014/15 to 2019/20, of £221.2 million is proposed (see Table 1) with a projected increase of £1.5 million.
- 4.2 The projected increase has been analysed over existing directorates and is detailed in Table 3.

Table 3: Variance analysis of 2014/15 to 2019/20 projected budgets by Directorate

Directorate	Approved budget	Forecast budget	Variance
	2014/15 to 2018/19	2014/15 to 2019/20	over / (under)
	£000	£000	£000
Community	9,283	9,285	2
Delivery	51,342	51,342	-
Education and Enterprise	143,954	144,038	84
Private Sector Housing	15,131	16,522	1,391
Total	219,710	221,187	1,477

- 4.3 The projected increase of £1.5 million reflects additional expenditure of £377,000 not already assumed in the approved capital programme requiring Council approval, and the inclusion of projected Private Sector Housing budgets for the 2019/20 financial year of £1.1 million.
- 4.4 Cabinet on 8 January 2014 approved the recommendation to review the capital programme to identify further savings. As a consequence of this review, with the exception of Private Sector Housing, no new schemes have been included in the 2019/20 financial year. 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 considered via a capital appraisal mechanism, prior to approval being sought from Councillors, for value for money and appropriateness based on the current financial climate.
- 4.5 Table 4 provides a summary of the projected changes in expenditure for new and existing projects requiring Council approval. Specific project details in relation to these changes are provided at appendix A.

Table 4: Summary analysis of the projected change in expenditure

Directorate	Projected change in		Total increase / (decrease) in expenditure
	New projects	Existing projects	
	£000	£000	
Community	-	2	2
Delivery	-	-	-
Education & Enterprise	-	84	84
Private Sector Housing	-	1,391	1,391
Total	-	1,477	1,477

- 4.6 A virement requiring approval of £285,000 is proposed in 2015/16 within the Education and Enterprise directorate; from Targeted Disposals to the Westside project. This virement will facilitate ICT works in relation to the relocation of Urban Traffic Control (UTC).
- 4.7 Cabinet (Resources) Panel on the 10 February 2015 received a report on the 2015 Primary Expansion Programme. This identified an additional project at St Mary's RC Primary at a cost of £3.1 million and approved virements of £200,000 and £653,000 from the 2014 Primary Expansion programme, and the use of £847,000 contingency to fund the shortfall on the budget set aside for an unidentified project within the 2015 Primary Expansion Programme.
- 4.8 Ancillary schedules of works for approval are detailed in appendices B1 to B10.
- 4.9 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 Asset Management Programme' to reserve capital projects in order that they may be progressed in a timely manner if priority projects are delivered under budget or do not proceed.
- 4.10 Table 5 analyses the type of resources identified to finance the projected change in expenditure.

Table 5: Summary of financing for projected change in expenditure

Summary	Internal resources £000	External resources £000	Projected change in resources £000
New projects	-	-	-
Existing projects	(361)	1,838	1,477
Total	(361)	1,838	1,477

- 4.11 The programme is 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.
- 4.12 The implications of the levels of borrowing required have been fully reflected in the revenue budget and medium term financial strategy.
- 4.13 Details of the financing of the revised capital programme are shown in Table 6.

Table 6: Summary of recommended changes to financing of the General Fund capital programme

	2014/15 to 2019/20			
	Approved budget	Recommended budget	Variance	Resource as % of expenditure
	£000	£000	£000	
Expenditure	219,710	221,187	1,477	100.0%
Financing				
Internal resources				
Capital receipts	16,565	16,625	60	7.5%
Prudential borrowing	132,833	132,328	(505)	59.8%
Revenue contributions	1,040	1,040	-	0.5%
Subtotal	150,438	149,993	(445)	67.8%
External resources				
Grants & contributions	69,272	71,194	1,922	32.2%
Subtotal	69,272	71,194	1,922	32.2%
Total	219,710	221,187	1,477	100.0%

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

- 4.14 General Fund capital receipts totalling £16.6 million have been assumed within the capital programme for quarter three and can be seen in Table 7. These receipts reduce the need for Prudential Borrowing.

Table 7: Receipts assumed in the revised 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	7,393	2,195	5,590	782	665	-	16,625

5.0 Key budget risks

- 5.1 Appendix C 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.

6.0 Financial implications

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

[SH/11022015/Q]

7.0 Legal implications

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

7.2 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.

7.3 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.

7.4 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.

7.5 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.

[RB/19012015/D]

8.0 Corporate landlord implications

8.1 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.

9.0 Equalities implications

9.1 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.

9.2 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.

9.3 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.

9.4 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.

9.5 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.

9.6 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.

10.0 Environmental implications

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

11.0 Schedule of background papers

11.1 Capital programme 2014/15 to 2018/19 quarter two review – Report to Cabinet (Resources) Panel on 9 December 2014, Council on 17 December 2014.

11.2 2015 Primary school expansion programme – Funding strategy / programme enlargement – Report to Cabinet (Resources) Panel on 10 February 2015.

12.0 Schedule of appendices

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B	Ancillary schedule of works	13 – 22
C	Key Budget Risks	23 – 25

Analysis of projected change in expenditure

Appendix A

Education & Enterprise	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Internal resources £000	External resources £000
Structural Maintenance - Carriage Way Maintenance Net increase in budget due to additional allocation of Section 31 Grant of £685,000 enabling the release of £501,000 borrowing.	Existing	8,427	8,611	184	(501)	685
Integrated Transport Changes reflect additional Section 106 contributions identified to fund the project.	Existing	6,460	6,472	12	-	12
I54 Access & Infrastructure Changes represent an additional contribution from Staffordshire County Council due to increased receipts received for land sales.	Existing	13,511	13,690	179	-	179
Targeted Disposals Programme Change reflects a contribution to the Westside project for ICT works in relation to the relocation of UTC.	Existing	1,771	1,486	(285)	(285)	-
Westside Reflecting a contribution from the Targeted Disposals programme to facilitate ICT works in relation to the relocation of UTC.	Existing	1,450	1,735	285	285	-
Bilston Urban Village Changes reflect a reduction in balances transferred from HCA to cover the remaining remediation works contracts.	Existing	4,421	4,365	(56)	-	(56)
Primary School Expansion Programme Reflect a reduction in budget held against unallocated projects within the 2014/15 programme.	Existing	30,221	29,921	(300)	(300)	-
Asbestos Removal Changes reflect an underspend within the Asbestos removal programme.	Existing	187	103	(84)	-	(84)
Building Schools for the Future Reflects a transfer to capital for advisor fees in 2014/15 and 2015/16 generating a revenue budget saving.	Existing	17,032	17,181	149	149	-
Subtotal		83,480	83,564	84	(652)	736

Analysis of projected change in expenditure

Appendix A

Community	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Financing Internal resources £000	External resources £000
Parks Refurbishment Programme Proposed usage of Section 106 contributions from the residential development of the former Rakegate Infants School site for the development of a management plan for the Rakegate Wood Project.	Existing	1,203	1,205	2	-	2
Subtotal		1,203	1,205	2	-	2
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 grant funding available for programme works in 2019/20.	Existing	10,144	11,244	1,100	-	1,100
Private Sector Renewal Changes reflect revised expenditure requirements in relation to capitalised salaries.	Existing	4,987	5,278	291	291	-
Subtotal		15,131	16,522	1,391	291	1,100
TOTAL				1,477	(361)	1,838

Community

Appendix B1

Urban Parks Refurbishment	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Main programme:							
East Park	386	-	-	-	-	-	386
Spring Road Ind Estate (Taylor Rd)	117	-	-	-	-	-	117
Greenway Playing Field (Bradley Facilities)	20	-	-	-	-	-	20
Hay Canal Basin Broad Street	181	-	-	-	-	-	181
Cricket Provision	121	-	-	-	-	-	121
Heath Town Park	117	-	-	-	-	-	117
Bowling provision	131	-	-	-	-	-	131
West Park Play	60	-	-	-	-	-	60
All Saints Park	70	-	-	-	-	-	70
Rakegate Wood Project	2	-	-	-	-	-	2
Total Urban Parks Refurbishment	1,205	-	-	-	-	-	1,205

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	1,544	273	-	-	-	-	1,817
Synthetic Pitch at Our Lady and St Chads School	987	-	-	-	-	-	987
Aldersley Synthetic Pitch	5	-	-	-	-	-	5
Payment of Grant - Bilbrook FC	200	-	-	-	-	-	200
Projects in Development	-	796	-	-	-	-	796
Total Sports Investment Strategy	2,736	1,069	-	-	-	-	3,805

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	33	-	-	-	-	-	33
Civic Centre Changing Place toilet facilities	40	-	-	-	-	-	40
Schemes to be identified	76	-	-	-	-	-	76
Total Short Breaks for Disabled Children	149	-	-	-	-	-	149

Co-location Programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Graiseley Centre	16	-	-	-	-	-	16
Warstones	15	-	-	-	-	-	15
NOM - Avenues Family Resource Centre	37	-	-	-	-	-	37
Wednesfield Area Office	12	-	-	-	-	-	12
NOM - Rainbow Centre	3	-	-	-	-	-	3
NOM - Bilston Creche	30	-	-	-	-	-	30
NOM - Windsor Childrens Centre	60	-	-	-	-	-	60
NOM - Bingley Enterprise Centre	25	-	-	-	-	-	25
NOM - Whitmore Reans Childrens Centre	33	-	-	-	-	-	33
NOM - The Dove Centre	20	-	-	-	-	-	20
NOM - The Berries	13	-	-	-	-	-	13
NOM - Childrens Village	96	-	-	-	-	-	96
NOM - Blakenhall Family Resource Centre	52	-	-	-	-	-	52
Valley Park MAST	4	-	-	-	-	-	4
Schemes to be confirmed	70	-	-	-	-	-	70
Total Co-location Programme	486	-	-	-	-	-	486

Delivery

Appendix B2

ICT capital programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Main programme:							
Future Developments	512	1,463	2,000	-	-	-	3,975
Emergency Projects	100	-	-	-	-	-	100
Security Enhancement							
Enterprise Anti Virus	18	-	-	-	-	-	18
Network Access Control	30	-	-	-	-	-	30
Network Intruder Detection	10	-	-	-	-	-	10
	58	-	-	-	-	-	58
Refresh							
Microsoft Enterprise Agreement	428	395	377	-	-	-	1,200
Storage Refresh							
Replace NEO4000 tape library	42	100	-	-	-	-	142
Upgrades							
Replace / Upgrade Firewalls	-	100	-	-	-	-	100
Email labelling for GCSx	60	-	-	-	-	-	60
Web Filtering and Email Filtering replacement / upgrade	-	153	-	-	-	-	153
SQL Upgrade	50	-	-	-	-	-	50
Qlikview	6	-	-	-	-	-	6
Enterprise SFTP Solution	-	100	-	-	-	-	100
Corporate Data Network - contract renewal	300	-	-	-	-	-	300
Website Development	30	-	-	-	-	-	30
	446	353	-	-	-	-	799
Infrastructure Upgrades							
IP Telephony	114	-	-	-	-	-	114
Windows 7 Migration	72	30	-	-	-	-	102
Replace smaller mainframe applications	152	-	-	-	-	-	152
Network Hardware Refresh	31	30	30	-	-	-	91
SSL / VPN Remote Access replacement / upgrade	30	99	-	-	-	-	129
Replace public network infrastructure	99	-	-	-	-	-	99
Expand production VM environment and production DMZ environment	32	60	30	-	-	-	122
Secondary schools network	11	-	-	-	-	-	11
DASS to SIP trunking	2	1	-	-	-	-	3
SX2000 decommissioning	2	1	-	-	-	-	3
SCCM	50	-	-	-	-	-	50
SCOM	50	-	-	-	-	-	50
Thin client solution	-	205	-	-	-	-	205
	645	426	60	-	-	-	1,131

Delivery

Appendix B3

ICT capital programme (continued)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Data Centres							
Cold aisle containment	-	20	-	-	-	-	20
Uninterruptable Power Supply (UPS)	26	-	-	-	-	-	26
Environmental monitoring	-	15	-	-	-	-	15
Additional Data Cabinets	4	13	-	-	-	-	17
Air conditioning	1	-	-	-	-	-	1
Mainframe decommission and deep clean	20	-	-	-	-	-	20
	51	48	-	-	-	-	99
Main programme total	2,282	2,785	2,437	-	-	-	7,504
Desktop Refresh	733	1,000	-	-	-	-	1,733
Disaster Recovery	87	300	300	-	-	-	687
Total ICT capital programme	3,102	4,085	2,737	-	-	-	9,924

Leisure Centre	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Bilston Leisure Centre	38	-	-	-	-	-	38
Central Baths	190	100	-	-	-	-	290
Aldersley Leisure Village	315	50	-	-	-	-	365
Bert Williams Centre	10	-	-	-	-	-	10
Leisure Centre Equipment	40	-	-	-	-	-	40
	555	150	-	-	-	-	705
Total Leisure Centre programme	593	150	-	-	-	-	743

Disposals Programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Outline Planning Consents	19	57	23	-	-	-	99
Pennfields - Demolition	165	-	-	-	-	-	165
Danesmore - Relocation of licencees	-	30	-	-	-	-	30
Wednesfield High - Demolition	-	622	-	-	-	-	622
Reprovision of playing field provision	-	827	-	-	-	-	827
Future years demolitions	-	-	360	-	-	-	360
Total Disposals Programme	184	1,536	383	-	-	-	2,103

Delivery

Appendix B4

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 - phase 1 window frames	110	-	-	-	-	-	110
Civic & Wulfrun Halls - phase 2 replacement windows	60	-	-	-	-	-	60
Central Baths - changing room refurbishment	60	-	-	-	-	-	60
Bilston Community Centre - replacement windows	6	-	-	-	-	-	6
Bilston Library & Museum - external coating	27	-	-	-	-	-	27
Wolverhampton Art Gallery - external coating	-	48	-	-	-	-	48
Wolverhampton Art Gallery - main lantern light	-	52	-	-	-	-	52
Bingley Enterprise Centre - room 5 flooring	-	-	-	-	-	-	-
Civic & Wulfrun Halls - external wall tiles	24	-	-	-	-	-	24
Civic & Wulfrun Halls - phase 3 window replacement	63	-	-	-	-	-	63
Grand Theatre - strengthening of Grand Circle balustrade	-	27	-	-	-	-	27
Grand Theatre - refurbishment works to cubicles and showers	6	-	-	-	-	-	6
Civic & Wulfrun Halls - phase 2 structural works	-	160	-	-	-	-	160
Wolverhampton Art Gallery - boiler replacement	45	-	-	-	-	-	45
Bantock House - boiler replacement	20	-	-	-	-	-	20
Bantock House - lift replacement	15	-	-	-	-	-	15
Blakenhall Community and Healthy Living Centre- heating works	13	-	-	-	-	-	13
Fowlers Park Changing rooms - roof and changing facilities refurb	30	-	-	-	-	-	30
City Archives – Molineux Hotel - external protective system	-	32	-	-	-	-	32
West Park Lakeside Shelter - refurbishment	-	32	-	-	-	-	32
Magistrates Court - external coating system	-	41	-	-	-	-	41
Wolverhampton Art Gallery – Makers Dozen - resurfacing works	-	71	-	-	-	-	71
	479	463	-	-	-	-	942
Statutory compliance testing							
Little Civic/Slade Rooms - ramp installation	80	-	-	-	-	-	80
Bilston Library & Museum - Paving, handrails, vision panel	7	-	-	-	-	-	7
Peach Tree Adventure Playground - door improvements	1	-	-	-	-	-	1
Graiseley Music School - electrical system re-wiring and upgrade	4	-	-	-	-	-	4
Finchfield Library - electrical system re-wiring and upgrade	2	-	-	-	-	-	2
Northwood Park Office - electrical system re-wiring and upgrade	6	-	-	-	-	-	6
Bantock House - electrical system re-wiring and upgrade	9	-	-	-	-	-	9
Central Library - main entrance slabs	5	-	-	-	-	-	5
Beacon Hill Cemetery - electrical system re-wiring and upgrade	1	-	-	-	-	-	1
Bilston Retail Market - electrical system re-wiring and upgrade	100	-	-	-	-	-	100
Brickkiln Centre - electrical system re-wiring and upgrade	3	-	-	-	-	-	3
Adult Education; (Foyer Building) - electrical system re-wiring and upgrade	3	-	-	-	-	-	3
Danescourt Cemetery - electrical system re-wiring and upgrade	5	-	-	-	-	-	5
Penn Cemetery - electrical system re-wiring and upgrade	9	-	-	-	-	-	9
Windsor Avenue Changing Rooms - electrical system re-wiring and upgrade	10	-	-	-	-	-	10
Civic & Wulfrun Halls - main entrance doors	49	-	-	-	-	-	49
Bingley Centre - electrical system re-wiring and upgrade	1	-	-	-	-	-	1
Bantock House - pavement works	2	-	-	-	-	-	2
Lower Bradley Youth & Comm. Centre - electrical system re-wiring and upgrade	5	-	-	-	-	-	5

Delivery

Appendix B5

Corporate Asset Management Programme (continued)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Aldersley Leisure Village - resurfacing works to front slabbed area	39	-	-	-	-	-	39
Bond House - electrical system re-wiring and upgrade	57	-	-	-	-	-	57
Alan Garner Centre - electrical system re-wiring and upgrade	-	1	-	-	-	-	1
Towers ; The Outdoor Education Centre - electrical system re-wiring and upgrade	-	5	-	-	-	-	5
Civic & Wulfrun Halls - electrical system re-wiring and upgrade	-	150	-	-	-	-	150
Ashmore Park Youth Centre - electrical system re-wiring and upgrade	-	7	-	-	-	-	7
Bilston Community Centre - electrical system re-wiring and upgrade	-	14	-	-	-	-	14
Dunstall Community Centre - electrical system re-wiring and upgrade	-	10	-	-	-	-	10
Bradmore Community Centre - electrical system re-wiring and upgrade	-	16	-	-	-	-	16
Bilston Library & Museum - car park resurfacing works	-	3	-	-	-	-	3
	398	206	-	-	-	-	604
Minor Works Programme for Adult's Social Care Fund							
Merry Hill House - entry com system installation	19	-	-	-	-	-	19
Nelson Mandela House - automatic doors	20	-	-	-	-	-	20
Nelson Mandela House - bathroom alterations	10	-	-	-	-	-	10
Bradley Day Centre - electrical system re-wiring and upgrade	7	-	-	-	-	-	7
Blakenhall House Resource Centre - electrical system re-wiring and upgrade	44	-	-	-	-	-	44
Duke Street Bungalows - electrical system re-wiring and upgrade	3	-	-	-	-	-	3
Neville Garratt Centre - upgrade of fire alarm and electrics	20	-	-	-	-	-	20
Woden Resource Centre - DDA works to entrance door and WC	2	-	-	-	-	-	2
Blakenhall Community Resource Centre - heating and insulation improvements	9	-	-	-	-	-	9
Woden Resource Centre - windows replacement	20	-	-	-	-	-	20
Albert Road Day Centre - drainage improvements	12	-	-	-	-	-	12
Bradley Lodge Resource Centre - electrical system re-wiring and upgrade	-	10	-	-	-	-	10
Albert Road Day Centre - electrical system re-wiring and upgrade	-	5	-	-	-	-	5
Woden Resource Centre - roof insulation and replace skylights	-	40	-	-	-	-	40
Merry Hill House - push pad door system	-	3	-	-	-	-	3
Neville Garratt Centre - boiler replacement	-	15	-	-	-	-	15
Neville Garratt Centre - air conditioning upgrade	-	20	-	-	-	-	20
	166	93	-	-	-	-	259
Minor Works Programme for Children's Social Care Fund							
Beldray Building - electrical system re-wiring and upgrade	3	-	-	-	-	-	3
Avenues Family Centre - electrical system re-wiring and upgrade	5	-	-	-	-	-	5
Bingley Enterprise Centre - structural and resurfacing works	105	-	-	-	-	-	105
Priory Green Offices - boiler replacement	90	-	-	-	-	-	90
Bingley Enterprise Priority 1 - electrical system re-wiring and upgrade	4	4	-	-	-	-	8
Bingley Enterprise Room 5 - replacement floor	44	44	-	-	-	-	88
	251	48	-	-	-	-	299
Projects to be identified	1	28	690	-	-	-	719
Total Corporate Asset Management Programme	1,295	838	690	-	-	-	2,823

Education and Enterprise

Appendix B6

BSF programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Sample:							
The Kings/Tettenhall Wood	69	-	-	-	-	-	69
Phase 1:							
Bilston Academy (Mineshaft Works)	4	-	-	-	-	-	4
Coppice Performing Arts	70	-	-	-	-	-	70
SWBA	502	-	-	-	-	-	502
Wednesfield High	126	-	-	-	-	-	126
Phase 2:							
St Edmunds / Compton Park Site	441	-	-	-	-	-	441
Moreton Community / School	102	-	-	-	-	-	102
Our Lady & St Chad Catholic	36	-	-	-	-	-	36
Colton Hills Community Schools	71	-	-	-	-	-	71
Phase 3:							
Midpoint Centre	385	-	-	-	-	-	385
North East Academy	2,470	-	-	-	-	-	2,470
Smestow	975	-	-	-	-	-	975
Westcroft	639	-	-	-	-	-	639
Aldersley	1,322	-	-	-	-	-	1,322
Moseley Park	2,461	-	-	-	-	-	2,461
New Park Special	1	-	-	-	-	-	1
St Peter Church of England School	174	-	-	-	-	-	174
Wolverhampton Girls High	275	-	-	-	-	-	275
Councils contribution to LEP/PFI Schemes	-	-	-	-	-	-	-
Jacobs costs	166	59	5	-	-	-	230
Deansfield Compensation	-	303	-	-	-	-	303
Heath Park Compensation	-	381	-	-	-	-	381
Highfields Compensation	23	-	-	-	-	-	23
VAT refund from HMRC	(3,041)	-	-	-	-	-	(3,041)
BSF - ICTS Infrastructure Schemes:							
Contractual Costs	586	-	-	-	-	-	586
Highfields	28	-	-	-	-	-	28
Penn Fields	71	-	-	-	-	-	71
Coppice Performing Arts	26	-	-	-	-	-	26
SWBA	18	-	-	-	-	-	18
Wednesfield High	99	-	-	-	-	-	99
St Edmunds / Compton Park Site	39	-	-	-	-	-	39
Moreton Community School	41	-	-	-	-	-	41
Our Lady & St Chads	195	-	-	-	-	-	195
Colton Hills	36	-	-	-	-	-	36
North East Academy	1,130	-	-	-	-	-	1,130
Smestow	1,055	-	-	-	-	-	1,055
Westcroft	26	-	-	-	-	-	26
Moseley Park	1,055	-	-	-	-	-	1,055
St Peters Church of England School	328	-	-	-	-	-	328
Wolverhampton High School	146	-	-	-	-	-	146
Green Park	169	-	-	-	-	-	169
Midpoint / Orchard Centre	10	-	-	-	-	-	10
Aldersley	992	-	-	-	-	-	992
Tettenhall Wood	95	-	-	-	-	-	95
Deansfield	313	626	-	-	-	-	939
Heath Park	406	811	-	-	-	-	1,217
Abnormals / SLG / ELS	861	-	-	-	-	-	861
Total BSF capital programme	14,996	2,180	5	-	-	-	17,181

Education and Enterprise

Appendix B7

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:							
Edward the Elder Primary	45	-	-	-	-	-	45
St Alban's Church of England Primary - replacement heaters	30	-	-	-	-	-	30
Castlecroft Primary - boiler replacement	70	-	-	-	-	-	70
D'Eyncourt Primary - boiler replacement	150	-	-	-	-	-	150
Long Knowle Primary - boiler replacement	90	-	-	-	-	-	90
Springdale Infant and Junior - replacement pipework	100	-	-	-	-	-	100
Oxley Primary - replacement pipework	30	-	-	-	-	-	30
Westacre Infant - replacement pipework	150	-	-	-	-	-	150
St Thomas Church of England Primary - replacement pipework	50	-	-	-	-	-	50
	715	-	-	-	-	-	715
Roof replacements and ceilings:							
Parkfield Primary	3	-	-	-	-	-	3
Springdale Infant	4	-	-	-	-	-	4
Woodend Primary	75	-	-	-	-	-	75
Claregate Primary - first floor ceilings	30	-	-	-	-	-	30
Dovecotes Primary - replacement roof covering	40	-	-	-	-	-	40
Grove Primary - replacement roof covering to hall	40	-	-	-	-	-	40
St Martin's Church of England Primary - replacement roof covering to hall, classrooms	80	-	-	-	-	-	80
Whitgreave Infant - replacement roof covering	40	-	-	-	-	-	40
Whitgreave Junior - replacement roof covering	30	-	-	-	-	-	30
Woodthorne Primary - replacement roof covering Junior block	60	-	-	-	-	-	60
	402	-	-	-	-	-	402
Window upgrade:							
Bushbury Nursery - replacement classroom windows	30	-	-	-	-	-	30
Hill Avenue Primary - replacement classroom windows	50	-	-	-	-	-	50
Woodfield Infant - replacement classroom windows	50	-	-	-	-	-	50
Woodfield Junior - replacement classroom windows	50	-	-	-	-	-	50
	180	-	-	-	-	-	180
Development Plans:							
Lanesfield Primary	45	-	-	-	-	-	45
	45	-	-	-	-	-	45
Toilet/cloakroom upgrade:							
Elston Hall Primary - toilet refurbishment	50	-	-	-	-	-	50
Loxdale Primary - toilet refurbishment	50	-	-	-	-	-	50
Merridale Primary - cloakroom floors	20	-	-	-	-	-	20
	120	-	-	-	-	-	120
Structural/demolition/external works/security							
St Andrew's Church of England Primary - demolition of horsa building, playground replacement	150	-	-	-	-	-	150
Bantock Primary - reform playground	70	-	-	-	-	-	70
Field View Primary - provision of playground	80	-	-	-	-	-	80
Goldthorn Park Primary - replacement floor screeds	200	-	-	-	-	-	200
Lanesfield Primary - demolition of chimney	20	-	-	-	-	-	20
New Park School - boundary fence	150	-	-	-	-	-	150
New Park School - internal doors/access system/lift	50	-	-	-	-	-	50
	720	-	-	-	-	-	720
Contribution to New Build schemes:							
Edward the Elder Primary	25	-	-	-	-	-	25
Wood End Primary	25	-	-	-	-	-	25
	50	-	-	-	-	-	50

Education and Enterprise

Appendix B8

Capital Maintenance (continued)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Asbestos removal:							
Wodensfield Primary	5	-	-	-	-	-	5
St Martin's Church of England Primary	5	-	-	-	-	-	5
Broadmeadow Nursery	2	-	-	-	-	-	2
Ashmore Park Nursery	1	-	-	-	-	-	1
Kingston Centre	2	-	-	-	-	-	2
Midpoint Centre	2	-	-	-	-	-	2
Goldthorn Park Primary	4	-	-	-	-	-	4
St Martin's Church of England Primary	2	-	-	-	-	-	2
St Stephen's Church of England Primary	3	-	-	-	-	-	3
Woden Primary	4	-	-	-	-	-	4
Claregate Primary	3	-	-	-	-	-	3
Elston Hall Primary	5	-	-	-	-	-	5
Bantock Primary	3	-	-	-	-	-	3
Edward the Elder Primary	2	-	-	-	-	-	2
Graiseley Primary	3	-	-	-	-	-	3
The Giffard RC Primary	2	-	-	-	-	-	2
Merridale Primary	2	-	-	-	-	-	2
St Bart's CE Primary	2	-	-	-	-	-	2
St Tereas's RC Primary	2	-	-	-	-	-	2
St Thomas Church of England Primary	2	-	-	-	-	-	2
Villiers Primary	3	-	-	-	-	-	3
St Patrick's RC Primary	1	-	-	-	-	-	1
Whitgreave Junior	1	-	-	-	-	-	1
Whitgreave Infant	4	-	-	-	-	-	4
Woodthorne Primary	3	-	-	-	-	-	3
Long Knowle Primary	1	-	-	-	-	-	1
Stowheath Infant	2	-	-	-	-	-	2
St Mary's & St John's RC Primary	1	-	-	-	-	-	1
The Grove Primary	3	-	-	-	-	-	3
Projects to be identified	3	-	-	-	-	-	3
Dovecotes Primary	25	-	-	-	-	-	25
	103	-	-	-	-	-	103
Rewiring and electrical upgrades (Planned Maintenance):							
Christ Church Church of England Primary	18	-	-	-	-	-	18
Claregate Primary	12	-	-	-	-	-	12
Dovecotes Primary	24	-	-	-	-	-	24
Long Knowle Primary	20	-	-	-	-	-	20
Palmers Cross Primary	20	-	-	-	-	-	20
St Andrew's Church of England Primary	20	-	-	-	-	-	20
Stow Heath Primary	25	-	-	-	-	-	25
Westacre Infant	10	-	-	-	-	-	10
Woodthorne Primary	15	-	-	-	-	-	15
	164	-	-	-	-	-	164
External Works							
Bantock Primary	27	-	-	-	-	-	27
	27	-	-	-	-	-	27
Fire Prevention							
Projects to be identified	100	-	-	-	-	-	100
	100	-	-	-	-	-	100
Contingency for emergency works	195	-	-	-	-	-	195
Uncommitted Balance of Capital Maintenance (projects to be identified)	295	2,739	2,739	2,739	-	-	8,512
Total Capital Maintenance capital programme	3,116	2,739	2,739	2,739	-	-	11,333

Education and Enterprise

Appendix B9

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	27	-	-	-	-	-	27
Warstones Primary School	1	-	-	-	-	-	1
Bantock Primary School	27	368	-	-	-	-	395
Northwood Park Primary School	3	-	-	-	-	-	3
Stowheath Infant School	1	-	-	-	-	-	1
Elston Hall Primary School	10	-	-	-	-	-	10
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	7	-	-	-	-	-	7
Wodensfield Primary School	1	-	-	-	-	-	1
Claregate Primary School	5	-	-	-	-	-	5
St Bartholomews Church of England Primary School	10	-	-	-	-	-	10
Woodthorne Primary School	5	-	-	-	-	-	5
Goldthorn Park Primary School	8	-	-	-	-	-	8
Westacre Infant School	4	-	-	-	-	-	4
Trinity Church of England Primary School	1	-	-	-	-	-	1
Oak Meadow Primary School	1	-	-	-	-	-	1
St Andrew's Church of England 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 Church of England Primary School	9	-	-	-	-	-	9
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
Corpus Christi Catholic Primary School	22	-	-	-	-	-	22
Total Universal Infant Free School Meals programme	220	368	-	-	-	-	588

Education and Enterprise

Appendix B10

Expansion of Primary School Places	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Phase 1 & 2							
Bilston Primary	966	-	-	-	-	-	966
Northwood Park	54	-	-	-	-	-	54
St Andrew's CofE	19	-	-	-	-	-	19
Eastfield Primary	7	-	-	-	-	-	7
Dunstall Hill Primary	601	4,000	600	-	-	-	5,201
Fallings Park Primary	397	2,797	400	-	-	-	3,594
Trinity (CE) Primary	700	3,326	400	-	-	-	4,426
Phase 3							
Bilston Primary	124	715	1,201	94	-	-	2,134
Bushbury Hill	39	521	371	44	-	-	975
Eastfield Primary	80	766	154	47	-	-	1,047
Loxdale Primary	223	940	52	-	-	-	1,215
Manor Primary	227	1,650	1,625	162	-	-	3,664
St Martin's Primary	164	992	602	83	-	-	1,841
Stowlawn Primary	31	300	28	-	-	-	359
Westacre Infants	48	303	31	-	-	-	382
West Park Primary	69	616	98	-	-	-	783
St Mary's RC Primary	-	1,100	2,000	-	-	-	3,100
Contingency	-	100	54	-	-	-	154
Total Expansion of Primary School Places	3,749	18,126	7,616	430	-	-	29,921

Targeted Disposals Programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Bilston Urban Village	50	-	-	-	-	-	50
Bilston Leisure Centre Prouds Lane	25	-	-	-	-	-	25
Heath Town Baths	100	-	-	-	-	-	100
Relocation of MUGA from Fifth Avenue	50	-	-	-	-	-	50
Duke of York Public House Site	25	-	-	-	-	-	25
To be allocated	-	550	100	586	-	-	1,236
Total Targeted Disposals Programme	250	550	100	586	-	-	1,486

Key budget risks

Appendix C

Risk number	Category	Risk - cause/event	Impact of risk	Probability of risk (P) Score 1-5	Impact of risk (I) Score 1-5	Score (Pxl)	Red (R) Amber (A) Green (G)	Risk control measures	Owner	Review period
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 C

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 C

Risk number	Category	Risk - cause/event	Impact of risk	Probability of risk (P) Score 1-5	Impact of risk (I) Score 1-5	Score (Pxl)	Red (R)/Amber (A) Green (G)	Risk control measures	Owner	Review period
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