

**DATE: 22 June 2017**

**CORPORATE AND PUBLIC SERVICES FINANCIAL PERFORMANCE – PRE-AUDIT  
OUTTURN POSITION FOR 2016/17**

**Ward(s)** All

**Portfolio:**

Councillor Sean Coughlan – Leader of the Council  
Councillor Jeavons – Deputy Leader and Regeneration  
Councillor Shires – Community, Leisure and Culture  
Councillor Jones – Clean and Green  
Councillor Diane Coughlan – Social Care  
Councillor Shires – Personnel and Business Support

**Summary of report**

This report summarises the pre-audit revenue and capital financial position for 2016/17, for services within the remit of the Corporate and Public Services Overview and Scrutiny Committee.

The position is a revenue underspend against the original budget of £2.690m. Following a corporate review of the budgets £787k was reallocated to other services leaving an underspend against revised budgets of £1.902m based on a net use of reserves of £5.064m.

The position on capital is of the £78.573m budget is £11.449m has not been spent and has been requested to be carried forward there will be requested capital carry forwards totalling £11.449m.

**Reason for scrutiny**

To inform the committee of the financial position for 2016/17 to allow the scrutiny of the financial performance of the services within the panel's remit.

**Recommendations**

- 1) To note that the pre-audit 2016/17 financial position for services under the remit of this Panel is as follows:
  - a) A revenue **underspend of £1.902m**, net of the use of and transfer to earmarked reserves and implementation of action plans and prior to approval of carry forwards.
  - b) Capital **carry forward requests of £11.449m**.
- 2) To request that all scrutiny panels:
  - a) Provide feedback to Finance on the usefulness and design of the quarterly monitoring reports that the panel receive,
  - b) Provide a steer as to what type of information the panel would like to receive including the level of detail; length of the report (would a one page report giving key messages be more apt); a report to focus on areas of overspend only; a report to focus on large budget areas only,
  - c) Have a view on whether there is a preference for information in a more pictorial form such as graphically, and this feedback will then inform Finance on the development of

future reports to panels.

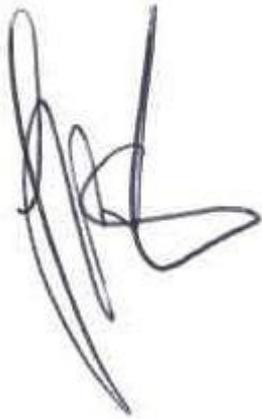
## **Background papers**

Various financial working papers

Revenue and Capital Outturn Scrutiny financial reports presented to the Committee on 8 September 2016 (3 month position), 18 October 2016 (5 month position), 3 January 2017 (7 month position).

2016/17 Budget Book on Council's internet and intranet

**Signed:**

A handwritten signature in blue ink, appearing to be 'S. Neilson', written in a cursive style.

**Executive Director for Economy  
and Environment:** Simon Neilson

**Date:** 9 June 2017

## **Resource and legal considerations**

The council is required to set a balanced budget and requires services to operate within their approved budget allocation. Any variances are required to be managed as far as is reasonably possible. The revenue and capital financial monitoring is reported quarterly to overview and scrutiny committees along with corrective action plans when variances arise. All accounting entries are undertaken in line with the required corporate and statutory accounting guidance and standards.

## **Citizen impact**

Resource allocation is aligned with service activity and is undertaken in accordance with the council's corporate plan priorities.

## **Environmental impact**

Services within the remit of this overview and scrutiny committee have a direct influence and impact on the environment.

## **Performance management**

Financial performance is considered alongside service targets. Managers are required to deliver their service targets within budget, wherever possible. Corrective action plans were put in place to mitigate overspends where possible, with any remaining variances against budget identified in the report.

## **Equality Implications**

Services consider equality issues in setting budgets and delivering services. Irrespective of budgetary pressures the council must fulfil its equal opportunities obligations.

## **Consultation**

Consultation was undertaken as part of the budget setting process and throughout the financial year on the financial position and reporting thereof.

## **Contact Officers:**

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## **1 Pre-Audit Revenue Outturn 2016/17**

- 1.1 The pre-audit revenue outturn for 2016/17 for the services under the remit of the panel is an underspend against the original budget of **£2.690m**, net of the use of earmarked reserves/carry forwards. Following a corporate budget review (see below for details) £0.787m of budget was reallocated to other services leaving an underspend against revised budget of £1.902m. The pre-audit revenue outturn shown is based on actual information from the Oracle system for the year ending 2016/17, but is subject to external audit which will take place during July / August 2017.
- 1.2 A robust risk assessment of the 2016/17 budget was undertaken prior to the 2016/17 budget being set in February 2016, however a series of significant and ongoing demand and cost pressures, mainly with Children's Services and Adult Social Care, arose during the financial year, which, if left unaddressed, would have depleted general reserves by year end.
- 1.3 Robust action has been taken by both services and on a corporately agreed basis to address these pressures, including:
- Service action plans to address overspending areas, where viable
  - A corporate review of all spend and introduction of a "making every penny count" exercise to review spend against corporate plan priorities and reduce this as far as possible
  - Transfer of windfall income savings to the centre.
  - Additional mitigating actions (use of alternative funding sources, reserves, windfall income, etc.)
- 1.4 The above delivered significant reductions in spend / increased income corporately.
- 1.5 After the above actions, an overspend of £2.49m was still forecast. Cabinet on 8 February 2017 and subsequently Council on 23 February 2017 approved a revision to services original budgets, along with the use of £2.49m of general reserves, to create a revised budget which was in line with the expected costs arising in services.
- 1.6 Many of these pressures could not be managed from within existing cash limits, and as such, significant investment has been planned for and included within the 2017/18 budget.
- 1.7 In respect of the budget for services within the remit of this Panel, the original cash limit was £63.117m. Budgets totalling £0.787m were removed and realigned to other services to support the corporate position, resulting in a revised cash limit of £62.330m. Action continued to be taken in 2016/7 to reduce cost, with the final outturn for service being £60.428m, an underspend variance compared to the revised cash limit of £1.903m. The main reasons for this variance are detailed below. If original budgets had been retained, then there would have been an overall underspend within these services of £2.690m.
- 1.8 **Table 1** overleaf shows the pre-audit revenue 2016/17 outturn for each service.

**Table 1 - Pre-audit Revenue Outturn 2016/17**

Service	Revised Budget	Year End Actual	Year End Variance	Net (Use) /Transfer of Reserves*	Variance net of reserves
	£000	£000	£000	£000	£000
Budget Restraints (EPC)	(787)	0	787	0	787
Clean and Green Services	22,152	22,096	(56)	(650)	(706)
Communities & Partnerships	1,640	1,724	84	(298)	(214)
Democratic Services	1,642	1,714	72	(36)	36
Economy & Environment Management	185	287	102	0	102
Electoral Services	626	611	(15)	0	(15)
Finance	1,377	1,869	492	(611)	(119)
Human Resources	582	595	13	(410)	(397)
Information, Communication and Technologies	326	149	(177)	(158)	(335)
Integrated Facilities Management	2,366	3,817	1,451	(29)	1,422
Internal Audit	(3)	-	3	(15)	(12)
Legal	45	-	(45)	0	(45)
Leisure Culture & Operations	3,147	3,147	0	(729)	(729)
Money Home Job	7,585	7,574	(11)	(1,995)	(2,006)
Planning, Engineering & Transportation	17,918	17,499	(419)	814	395
Procurement	(213)	-	213	(119)	94
Programme Management	492	1,154	662	(627)	35
Regeneration & Development	687	824	137	(178)	(41)
Regulatory	2,179	2,008	(171)	17	(154)
Smarter Workplaces	384	424	40	(40)	0
<b>TOTAL</b>	<b>62,330</b>	<b>65,492</b>	<b>3,162</b>	<b>(5,064)</b>	<b>(1,902)</b>

\*including windfall income.

- 1.9 The pre-audit revenue outturn includes a net use of reserves of **£5.064m** (where approval has been given by Cabinet for additional funds for specific services). A breakdown of reserves is detailed in **Appendix 1**.

1.10 The following provides an analysis of the primary reasons for the material variances that occurred;

- Budget Restraint – The services under the remit of this panel underspent by £2.690m of which £0.787m was moved to the corporate centre to support a review of the cash limits.
- Clean and Green – Fuel underspend due to fewer vehicles and lower fuel prices, underspend on waste and Every Penny Counts (EPC) related expenditure.
- Human Resources – Vacancies held in year which will contribute to 2017/18 savings, underspends on training due to EPC agenda and overachievement of traded income.
- Integrated Facilities Management – mainly shortfall in design fee income.
- Leisure, Culture & Operations – under spends in libraries services for staffing (vacant posts) and supplies and services (mainly the book fund). Overachievement of income in active living centres offset by overspend on premises costs (security) and staffing within active living.
- Planning, Engineering & Transportation – shortfall in planning income.
- Money Home Job – additional income from recovery of housing benefit overpayments, keeping posts vacant in advance of restructure of service and award of court costs following non payment of council tax and NNDR.

There is also £234k windfall income across several service areas - see **Appendix 1** for details.

**Appendix 2** provides a detailed breakdown by service area of reasons for variances.

1.11 Total revenue carry forwards requests of £0.445m have been requested and will be considered by Cabinet on 21 June 2017. A breakdown is provided below:

- £65,000 - Clean and Green - works at Arboretum Top Field.
- £47,475 - Clean and Green - unauthorised encampments.
- £12,000 - New Art Gallery - Match funding requirement.
- £24,800 - Regeneration and Development – Aldridge Manor House.
- £19,855 - New Art Gallery - carry forward of underspend budget.
- £60,000 - Money Home Job – Retain staff following closure of banking hall.
- £60,000 - Money Home Job – Retain social worker for exempt accommodation.
- £60,000 - Money Home Job – Improve/Develop self help tool for welfare Support.
- £37,000 - Human Resources – Adult workforce development
- £38,500 - ICT – Additional Temporary Staff to support Digital Transformation and Implementation of I.T Strategy.
- £90,432 - Replace Laserserve system in Print & Design to support efficient transactional printing.
- £20,927 - Finance – To support new insurance claims system.
- £20,000 - Finance – Funding of ED post.

1.12 Included within the approved budget for 2016/17 were £7.452m of approved savings relating to services within the remit of this committee. Updates on the achievement of 2016/17 approved savings were reported monthly to CMT as part of the corporate performance report. Any savings that were not forecasted to be achieved in year were required to have alternative savings identified and were managed closely through the relevant service management teams and in liaison with the relevant portfolio holder.

The following savings totalling £436k were not achieved:

- (a) Cease operation of the creative development team unless it can become self sustaining by 2017/18 (£16k). Alternative savings were identified.
- (b) Management restructure within Economy & Environment (£229k). This has been mitigated across the directorate and an element added as an investment requirement for 2017/18.
- (c) Integrated Facilities Management (IFM) - Review of structure (£143k). The overspend reported for IFM includes the non achievement of this saving.
- (d) Review and restructure of management and staff posts across Democratic Services (£48k). This created a partial overspend reported as above which has been offset in year by underspends within Legal Services.

## 2 **Pre-audit Capital Outturn 2016/17**

2.1 The pre-audit capital outturn for the schemes under the remit of this panel for the year ending 2016/17 is a capital **carry forward request of £11.449m**, mainly due to Growth Deal (£8.869m). The position is summarised in **Table 2** below.

<b>Table 2 - Capital Outturn 2016/17</b>				
<b>Service</b>	<b>Annual Budget</b>	<b>Actual to Date</b>	<b>Year End Actual</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>Council Funded</u></b>				
<b>Clean &amp; Green Services</b>				
Additional bins (RCCO) **	653	627	627	(26)
Allotment and community garden strategy - Borneo Street	71	0	0	(71)
Fryers Road Sprinkler System	268	0	0	(268)
Jerome K Jerome Statue	2	2	2	0
Leamore Park additional funding	6	0	0	(6)
Mayrise System Mobile Working	28	28	28	0
Rushall skatepark (RCCO)	12	12	12	0
Replacement of wooden trim trail at King George v playing fields	19	19	19	0
St Peters Church - repairs to surrounding walls	25	0	0	(25)
Pocket Parks Chuckery Green	4	4	4	0
Pocket Parks Edible Garden	3	3	3	0
Vehicle purchases	51	51	51	0
Walsall Arboretum Car Park	433	425	425	(8)
Walsall Arboretum Restoration Programme - illuminated Park proposals	8	2	2	(6)
Walsall Green Pathways (RCCO)	3	3	3	0
Willenhall Memorial Park	23	4	4	(19)
<b>Communities and Partnerships</b>				
Improving Security in Local Partnerships	4	1	1	(3)
<b>Finance</b>				

**Table 2 - Capital Outturn 2016/17**

<b>Service</b>	<b>Annual Budget</b>	<b>Actual to Date</b>	<b>Year End Actual</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Finance Direct / Oracle	20	1	1	(19)
Uninsured Property Damage	25	25	25	0
<b>Human Resources</b>				
HR Itrent upgrades	55	16	16	(39)
<b>Information, Communication and Technologies</b>				
Bring your own device security layers	51	51	51	0
Council wide IT planned rolling replacement and upgrade	83	34	34	(49)
Customer facing services being accessed by citizens	53	0	0	(53)
Data backup system replacement	220	0	0	(220)
Data Centre Power Backup	310	1	1	(309)
Essential upgrade to Blackberry Server	12	0	0	(12)
Essential upgrade of Windows	77	13	13	(64)
ICT essential software licence charges	9	0	0	(9)
ICT requirement to cater for transitioned services	46	45	45	(1)
Money home job core IT system (RCCO)	52	0	0	(52)
Payment card industry data security	6	0	0	(6)
Replace open software local government online	10	0	0	(10)
Service improvement cyber security	81	0	0	(81)
Smarter workplaces	18	18	18	0
Wide format printer/laminator	22	22	22	0
<b>Integrated Facilities Management</b>				
Asbestos Removal	125	125	125	0
Civic Centre essential maintenance	149	76	76	(73)
Civic Centre roof ladders	35	0	0	(35)
Council House cellar tanking	50	0	0	(50)
Council House drainage survey	50	0	0	(50)
Darlaston recreation ground	30	30	30	0
Fire safety works	188	188	188	0
Improving the customer experience Council House **	773	13	13	(760)
Planned property maintenance	143	143	143	0
Replace heating & ventilation system within link block	200	6	6	(194)
Safe water supplies	135	135	135	0
Solar PV panels	158	15	15	(143)
Statutory Testing	283	283	283	0
Proposed car park Buxton Road	120	120	120	0
<b>Leisure, Culture &amp; Operations</b>				
Active Living - Bloxwich (PWLb)	514	327	327	(187)

**Table 2 - Capital Outturn 2016/17**

<b>Service</b>	<b>Annual Budget</b>	<b>Actual to Date</b>	<b>Year End Actual</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Active Living - Oak Park (PWLB)	1,367	998	998	(369)
Bentley Community Facility	20	10	10	(10)
Gala baths refurbishment	388	388	388	0
Headstone safety in Cemeteries (RCCO)	38	38	38	0
Leisure Management System	51	27	27	(24)
Open Plus in Libraries	409	12	12	(397)
Single Library Management System	107	6	6	(101)
<b>Money Home Job</b>				
Aids and adaptations	798	798	798	0
Health through warmth	46	37	37	(9)
<b>Planning, Engineering &amp; Transportation</b>				
Black Country Route Highway Safety Barrier	170	170	170	0
Caldmore Road one way scheme	91	91	91	0
Challenge funding (RCCO)	198	198	198	0
Hatherton Road Car Park	80	6	6	(74)
Highways maintenance	3,097	2,996	2,996	(101)
Migration of Urban Traffic control analogue comm network	125	125	125	0
Public Lighting invest to save LED (RCCO)	49	49	49	0
Replacement dev management, building control & land charge ICT system	30	0	0	(30)
Replacement of obsolete traffic signal control equipment	150	150	150	0
Upper Rushall Street car park repairs	100	56	56	(44)
Walsall TCTP ring road acquisition	6	0	0	(6)
<b>Programme Management</b>				
Darlaston SDA	266	0	0	(266)
M6 Junction 10	0	0	0	0
<b>Regeneration &amp; Development</b>				
Bloxwich Market Stalls	25	23	23	(2)
Bloxwich Heritage Project	10	0	0	(10)
Brownhills Land Acquisition	415	415	415	0
New Homes Bonus	276	21	21	(255)
Primark & Co-op development	21	18	18	(3)
Regenerating Walsall	223	0	0	(223)
Rushall Olympic Football Club	7	1	1	(6)
Shop maintenance	17	10	10	(7)
Walsall Market	500	0	0	(500)
<b>Smarter Workplaces</b>				
ICT	530	25	25	(505)
Property	307	0	0	(307)
<b>Total Council Funded</b>	<b>15,633</b>	<b>9,536</b>	<b>9,536</b>	<b>(6,097)</b>

**Table 2 - Capital Outturn 2016/17**

<b>Service</b>	<b>Annual Budget</b>	<b>Actual to Date</b>	<b>Year End Actual</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>Externally Funded</u></b>				
<b>Clean &amp; Green</b>				
Allotment Improvement Programme External	25	7	7	(18)
Palfrey Park	7	0	0	(7)
Pocket Parks Chuckery Green	21	21	21	0
Pocket Parks Edible Garden	8	8	8	0
Reedswood Park	36	26	26	(10)
Rushall skatepark Externally funded	111	111	111	0
Walsall arboretum restoration programme (PRU)	425	54	54	(371)
Waste infrastructure capital grant	227	0	0	(227)
<b>Leisure, Culture &amp; Operations</b>				
Acquisition of Art work (NAG) (RCCO)	38	38	38	0
Active Living Bloxwich (Grant)	538	433	433	(105)
Active Living Oak Park (Grant)	1,111	974	974	(137)
Forest Arts Centre (Hall conversion -Arts Council)	9	9	9	(0)
Pelsall Village Centre	6	6	6	0
The New Art Gallery Walsall (Grant)	63	18	18	(45)
<b>Money Home Job</b>				
Contribution Aids and Adaptations	147	147	147	0
Disabled facilities grant	2,145	2,145	2,145	0
Off Gas Scheme	650	368	368	(282)
<b>Planning, Engineering &amp; Transportation</b>				
Capital Block DFT Fund	2,374	2,374	2,374	0
Challenge funding	1,633	1,633	1,633	0
Development of Highways Asset Management Plan (HAMPS)	61	18	18	(43)
DFT Pot hole funding	140	140	140	0
Low emission Strategy	1	1	1	(0)
LTP including bridge strengthening 2010/11	244	214	214	(30)
LTP Yorks Bridge	100	14	14	(86)
Managing Short Trips	800	800	800	0
Mill Lane Road Safety	2	1	1	(0)
Pedestrian Crossing on Northgate	19	7	7	(12)
Network rail crossing scheme	100	69	69	(31)
<b>Programme management</b>				
Darlaston SDA	1,241	1,053	1,053	(188)
Growth Deal	46,302	37,433	37,433	(8,869)
Growth Deal - LTB	1,325	6,571	6,571	5,246
Local Transport Plan (LTP)	1,317	1,126	1,126	(191)

**Table 2 - Capital Outturn 2016/17**

<b>Service</b>	<b>Annual Budget</b>	<b>Actual to Date</b>	<b>Year End Actual</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
M6 Junction 10 - Highways Improvements	263	141	141	(122)
<b>Regeneration &amp; Development</b>				
Black Country Enterprise Zone	46	46	46	(0)
Gigaport Partner Contribution	41	21	21	(20)
Goscote Open Space	1,300	718	718	(582)
Regenerating Walsall - Private Contributions	13	4	4	(9)
Willenhall Townscape Heritage Initiative – Heritage Lottery Fund	53	52	52	(1)
<b>Total Externally Funded</b>	<b>62,940</b>	<b>56,800</b>	<b>56,800</b>	<b>(6,140)</b>
<b>Total</b>	<b>78,573</b>	<b>66,336</b>	<b>66,336</b>	<b>(12,237)</b>
<b>Underspends **</b>				<b>788</b>
<b>Carry forward Requests</b>				<b>11,449</b>

## Appendix 1 - Analysis of 2016/17 Earmarked Reserves

Service / Reserve description	Total Approved Reserve	Use of Reserves	Transfer to Reserves	Net use of Reserves
	£000	£000	£000	£000
<b>Clean &amp; Green Services</b>				
Additional potential waste arising for 15/16	266	(84)	0	(84)
Consultancy work related to waste collections	50	0	0	0
ICT for Greenspaces	15	(12)	0	(12)
IFRS - DEFRA - Stewardship funding	5	0	0	0
IFRS - Forestry Commission	12	(12)	0	(12)
IFRS - Natural England	44	0	0	0
IFRS - Section 106	585	0	9	9
Insurance Fund Reserve	134	(134)	0	(134)
Investment in water recycler for vehicle wash	25	(24)	0	(24)
Redundancy and Pension Accrual	468	(468)	0	(468)
Windfall Income	0	0	75	75
<b>Communities &amp; Partnerships</b>				
Area Partnerships	43	(37)	0	(37)
Area Partnerships NHS projects	38	(5)	0	(5)
Area Partnerships Performance reward grant	173	0	0	0
Area Partnerships Ryecroft Hub	10	0	0	0
Area Partnerships Six area partnership funding	203	(203)	0	(203)
Area Partnerships Strategic Resource	65	(65)	0	(65)
Borough Analyst CS Grant	6	0	0	0
Business Crime Initiative	25	(23)	0	(23)
Community Development Links	5	(5)	0	(5)
Community Safety - Anti social behaviour	10	(3)	0	(3)
Community Safety - Borough Analyst	11	(11)	0	(11)
Community Safety - Police Commissioner Grant	0	0	106	106
Community Safety contingency	1	(1)	0	(1)
Community Safety West Midlands Sexual Assault Referral Centre	15	0	0	0
Domestic Abuse Co-ordinator	6	0	0	0
Domestic Homicide Review	19	(19)	0	(19)
Funding projects in Moxley	7	(4)	0	(4)
No Cold Caller Initiative	12	0	0	0
Preventing violent extremism	124	(29)	0	(29)
Voluntary sector commissioning	16	0	0	0
<b>Democratic Services</b>				
Mayors civic awards	3	0	0	0
Redundancy costs linked to savings	10	(10)	0	(10)
Temporary staff	26	(26)	0	(26)

<b>Service / Reserve description</b>	<b>Total Approved Reserve</b>	<b>Use of Reserves</b>	<b>Transfer to Reserves</b>	<b>Net use of Reserves</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Economy &amp; Environment Management</b>				
IFRS - Transition funding	13	0	0	0
LGF pipeline pot (was BC transport director)	43	(14)	0	(14)
<b>Finance</b>				
Finance Direct	30	0	0	0
Finance Direct Restructure	47	(47)	0	(47)
Interim Transformation and Change Appointment	95	(70)	0	(70)
Insurance Fund	250	(250)	0	(250)
Redundancy costs linked to savings	243	(243)	0	(243)
<b>Procurement</b>				
Procurement officer	65	(65)	0	(65)
<b>Human Resources</b>				
HR staffing	10	(1)	0	(1)
Recruitability Scheme	29	0	0	0
Redundancy costs linked to savings	409	(409)	0	(409)
Upgrade of HR system	78	0	0	0
<b>Information, Communication &amp; Technologies</b>				
Funding of workstreams to deliver essential capital projects	203	(203)	0	(203)
Information Management Project	60	(10)	0	(10)
Pension costs	0	0	56	56
Working Smarter	162	0	0	0
<b>Integrated Facilities Management</b>				
Redundancy costs linked to savings	29	(29)	0	(29)
<b>Internal Audit</b>				
Use of temporary staff and computer audit costs	15	(15)	0	(15)
Supporting the implementation of Internal Audit contract	40	0	0	0
<b>Legal</b>				
Children's Improvement Plan	12	0	0	0
Case Management System and Heavy Duty Copier	16	0	0	0
<b>Leisure Culture &amp; Operations</b>				
Building Control Fee (ring fenced)	47	0	52	52
Casual Pool Account Pension costs	16	(16)	0	(16)
Consultant review service	10	(10)	0	(10)
IFRS - Artist Development	0	(4)	19	15
IFRS - Arts Council England - dilapidations	36	0	0	0
IFRS - Arts Council England 11/12	115	0	0	0
IFRS - Arts Council England 12/13 - Regular Grant	112	0	0	0

Service / Reserve description	Total Approved Reserve	Use of Reserves	Transfer to Reserves	Net use of Reserves
	£000	£000	£000	£000
IFRS - Bookstart	5	0	0	0
IFRS - British Council Residency	1	(1)	0	(1)
IFRS - Doorstep Sports Club	6	0	0	0
IFRS - Environmental Levy	569	(39)	0	(39)
IFRS - Exclusive Burial Rights Levy	97	0	20	20
IFRS - HLF Project - Rediscover Bloxwich	0	0	9	9
IFRS - Marketing Promotion Sport England 11/12 & 12/13	33	(10)	0	(10)
IFRS - NAG - ABC (Audience Black Country) Membership -	3	(1)	0	(1)
IFRS - NAG - Science Project	1	0	0	0
IFRS - NVQ Assessor	1	(1)	0	(1)
IFRS - Paul Hamlyn Foundation/Right to Read	4	0	0	0
IFRS - Walk On	11	(3)	0	(3)
IFRS - Way Forward Project	4	0	0	0
Inspired Generations (CSAF)	42	(38)	0	(38)
Leather Museum Donations	0	0	7	7
Pension & Redundancy Reserve	833	(833)	0	(833)
Storage	6	(6)	0	(6)
Tate project	86	(7)	0	(7)
Willenhall Lawn Cemetery feasibility	30	(30)	0	(30)
Windfall income	0	0	159	159
<b>Money Home Job</b>				
Additional resources	250	(250)	0	(250)
Benefits - clawback of subsidy income	425	0	0	0
Crisis Support Scheme	1,109	(574)	0	(574)
Fuel Poverty Grant	13	0	0	0
Housing improvement projects	88	0	0	0
Improve security at Rivers House	88	(88)	0	(88)
Preventing homelessness	587	(223)	0	(223)
Private housing & health safety	74	(28)	0	(28)
Repossession grant	154	(40)	0	(40)
Social care worker for exempt accommodation	47	(47)	0	(47)
Warm Homes	51	0	0	0
Redundancy costs linked to savings	744	(744)	0	(744)
<b>Planning, Engineering &amp; Transportation</b>				
Bus Lane enforcement	262	(118)	0	(118)
Commuted sum Shannons Mill	48	(6)	0	(6)
IFRS - Financial Appraisals	8	0	18	18
IFRS - ABG - Sustainable school travel advisors	61	(61)	0	(61)

Service / Reserve description	Total Approved Reserve	Use of Reserves	Transfer to Reserves	Net use of Reserves
	£000	£000	£000	£000
IFRS - Dft - Bikeability grant	8	0	0	0
IFRS - Dft - Bikeability YST 2010	16	0	0	0
IFRS - Dft - Bikeability YST 2010	29	0	0	0
IFRS - Dft - Road safety grant	39	0	0	0
IFRS - DfT Bikeability grant 2011/12	36	0	0	0
IFRS - DfT Bikeability grant 2012/13	19	0	0	0
IFRS - DfT Bikeability grant 2013/14	16	0	0	0
IFRS - DfT Bikeability grant 2014/15	38	0	0	0
IFRS - DfT Bikeability grant 2015/16	37	0	0	0
IFRS - DfT Bikeability grant 2016/17	0	0	22	22
IFRS - Driver Improvement (Dudley MBC)	15	0	0	0
IFRS - Local Road Safety 2015/16	35	0	0	0
IFRS - Local Road Safety 2016/17	0	0	12	12
IFRS - Midlands Air Quality funds (B'ham CC) 2012/13	30	0	0	0
IFRS - Midlands Air Quality funds (B'ham CC) 2013/14	9	(6)	0	(6)
IFRS - Post 16 Travel 2013/14 (Childrens Services)	22	0	0	0
IFRS - School Strategy 2012/13 (Children's Services)	16	0	0	0
IFRS - School Strategy 2015/16 (Children's Services)	25	0	0	0
IFRS - Sustainable Drainage Grant	73	(10)	0	(10)
IFRS - Walsall PCT - Active school travel project (A stars)	50	0	0	0
IFRS-HPDG -M.B salary cost	44	0	0	0
IFRS-S106 planning	244	0	75	75
Mediation Reserve - legal fees Waverley Mast	68	0	0	0
Retirement costs – Head of Service	129	(129)	0	(129)
Street lighting PFI	18,543	0	1,080	1,080
Willenhall Gas Works	62	(62)	0	(62)
<b>Procurement</b>				
Contract review	54	(54)		(54)
<b>Programme Management</b>				
Economic Growth Programme	2,453	(62)	0	(62)
ERDF Partner Contributions	0	0	32	32
Growth Hub	10	(10)	0	(10)
IBC Partner Contributions	0	0	5	5
LGF Interest	267	0	336	336
NEW IFRS-City Deal - Welfare Pilot	2,018	(598)	0	(598)
NEW IFRS-LEP-core funding	146	(15)	0	(15)
NEW IFRS-LEP-hestletine funding	202	(7)	0	(7)
NEW TA ERDF Partnership Contributions	0	0	0	0

<b>Service / Reserve description</b>	<b>Total Approved Reserve</b>	<b>Use of Reserves</b>	<b>Transfer to Reserves</b>	<b>Net use of Reserves</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Redundancy accrual not required	0	0	18	18
Strategic Regeneration- SEED/GOLD	33	(2)	0	(2)
Walsall Works	564	(308)	0	(308)
<b>Regeneration &amp; Development</b>				
Asset management system	48	(5)	0	(5)
Black country core strategy	324	(45)	0	(45)
DTZ - Enterprise Zones	48	(48)	0	(48)
High St Innovation	27	(3)	0	(3)
IFRS -Contribution for participation in Pilot Scheme	9	0	0	0
IFRS-Dev & Del grant S106	69	(5)	0	(5)
IFRS-Town Team Partners	5	0	0	0
LGF released revenue from staff capitalisation	0	0	262	262
New Homes Bonus (Housing loans etc)	36	(5)	0	(5)
Old Square Development	20	0	9	9
Phoenix 10	796	(171)	0	(171)
<b>Regulatory</b>				
Contribute to the Trading Standards Shared Services Pilot	47	(4)	0	(4)
IFRS - Tobacco funding	15	0	0	0
IFRS - BCTCA - Tobacco control	2	0	10	10
IFRS - Sniffer Dog Grant	2	(2)	0	(2)
IFRS - No Cold Calling - Trading Standards	2	0	0	0
Windfall income	0	0	13	13
Pleck Boxing Club	87	(19)	0	(19)
Redundancy costs	42	(42)	0	(42)
Uncapitalised expenditure	260	(107)	0	(107)
<b>Smarter Workplaces</b>				
Smarter workplaces	347	(40)	0	(40)
<b>TOTAL</b>	<b>37,894</b>	<b>(7,468)</b>	<b>2,404</b>	<b>(5,064)</b>

## Appendix 2 – Explanation of 2016/17 Revenue Variances by Service

Service	Reason / explanation for variance	£000
Budget restraint	Underspends captured as part of Council plan to address overspend	787
Clean and Green Services	Fuel underspend (£163k), underspend on waste disposal including HWRC (£227k), EPC Constraints (£263k) and under on contractor & agency fee's (£38k).	(705)
Communities & Partnership	Additional PCC grant (£101k), underspends on salaries (£61k), Healthwatch contract (£36k), community associations (£23k), community safety (£23k) and £29k other non material overspends across the service.	(215)
Democratic Services	Staff retained following restructure of service	36
E & E Management	Non achievement of management savings	102
Electoral Services	Underspend on supplies and services	(15)
Finance	Underspend due to holding posts vacant and overachievement of income in insurance team	(119)
Human Resources	Underspends due to holding vacant posts (£180k), training as result of EPC (£68k), other non-staff costs across service (£70k) and additional income from traded services (£79k).	(397)
Information, Communication and Technologies	Reduced materials spending in print and design (£110k), reduction in ICT costs primarily supplies and services (£204k), vacant posts in assurance function (£20k)	(334)
Integrated Facilities Management	Overspends on buildings maintenance £571k, contract management fees £209k, redundant buildings £360k. Shortfall in design fees £1.035m. Partially offset by underspends on centralised energy (£267k), centralised rents (£76k), salaries (£152k) and traded services including cleaning, caretaking and catering (£259k).	1,421
Internal Audit	Underspend on external contractor costs	(12)
Legal	Underspend due to holding posts vacant	(45)
Leisure Culture & Operations	Main variances relate to underspend on staffing and lower spend on book fund.	(729)
Money Home Job	Increase in overpayment income (£801k), underspend on salaries (£736k), additional court cost income (£452k) plus (£17k) other variances	(2,006)
Planning, Engineering & Transportation	Underachievement of EAT income (£186k), with shortfall in planning and land charges income accounting for most of the remaining overspend.	395
Procurement	Use of temporary staff, and training and system costs	94
Programme M'gement	Use of agency staff	35
Regeneration & Development	Underspend on staff costs (£219k) offset by overspend in markets (under-recovery of income, (£123k) and under-recovery of EAT (£51k).	(41)
Regulatory	Underspend on salaries due to vacant posts (£63k), surplus income from public health project (£36k) and underspends on supplies and services, transport and professional services (£63k)	(155)
<b>TOTAL VARIANCE</b>		<b>(1,903)</b>

### Appendix 3 – Acronyms and Abbreviations

Acronym	Description
ABG	Area Based grant
BC	Black Country
BCBPIP	Black Country Business Property Investment Programme
BTCHA	Black Country Tobacco Control Alliance.
CSAF	Community Sport Activation Fund
CS	Community Support
DEFRA	Department for Environment Food & Rural Affairs
DFT	Department for Transport
EAT	Engineer Assistants Time
ERDF	European Regional Development Fund
EPC	Every Penny Counts
GOLD	Growth Opportunities: Local Delivery
HPDG	Housing Planning Delivery Grant
HR	Human Resources
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standard
LED	Light Emitting Diode
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LTB	Local Transport Block
LTP	Local Transport Plan
NAG	New Art Gallery
NVQ	National Vocational Qualification
PCC	Police and Crime Commissioner
PCT	Primary Care Trust
PFI	Private Finance Initiative
PRU	Prudential
PWLB	Public Works Loan Board
PV	Photovoltaic
RCCO	Revenue Contribution to Capital Outlay
SDA	Strategic Development Area
SEED	Supporting Employment & Enterprise Development
TA	Technical Assistance
TCTP	Town Centre Transport Planning
W2R	Waste to Resources