

**Date:** 27 January 2017

**All Councillors**

**Our Ref:** n/a

**Your Ref:** n/a

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Dear Councillor

**Executive Meeting- 6 February 2017 and Council Meeting 23 February 2017**

Please find attached the Appendices relating to General Fund Revenue Budget 2017/2018.

This document will be considered by the Executive on the 6 February 2017 and the Council at its meeting on the 23 February 2017.

The report will be considered at the Tourism, Economy and Resources Scrutiny Committee meeting with the Trades Unions and Non-Domestic Rate Payers on the 10 February 2017.

Please bring these documents to any of these meetings, if you are attending.

If you have any queries please contact me by the direct line or email listed above.

Yours sincerely

For Head of Democratic Governance



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**BLACKPOOL COUNCIL**  
**REPORT**  
**of the**  
**DIRECTOR OF RESOURCES**  
**to the**  
**EXECUTIVE**  
**on**  
**6 FEBRUARY 2017**

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**GENERAL FUND REVENUE BUDGET 2017/18**

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**1. Purpose**

- 1.1 The purpose of this report is to determine the overall level of net expenditure to be included in the General Fund Revenue Budget for 2017/18 and to identify a budget savings plan that will ensure a balanced Budget.

**2. Context**

- 2.1 Local government in England is now six and a half years into a period of public sector austerity, which will continue until at least 2019/20 per the Autumn Statement of 2015.
- 2.2 The current Medium Term Financial Sustainability Strategy (MTFSS) covering the period 2016/17 – 2021/22 was approved by Executive on 12<sup>th</sup> September 2016 and presented a financial outlook, an assessment of risks and indication of the Council's challenges over these 6 years. Whilst Central Government funding does decline over this period, the unprecedented opportunity to accept a Government offer of guaranteed funding to 2019/20 presented the Council with greater certainty than ever before to be able to prepare a medium-term budget that allowed for flexibility and informed risk-taking.
- 2.3 The key principles of the approved MTFSS are that:
- the statutory obligation to balance the Council's budget in each year of the period
  - resourcing services in line with Council priorities
  - embedding a culture of value for money and efficiency savings in all activities
  - keeping Council Tax levels as low as possible
  - maximising the level and resilience of the resources of cash, assets and people by attracting grants, generating additional income or creating partnering arrangements
  - ensuring significant risks are identified and mitigated where possible
  - ensuring financial reserves reflect the levels of business and risk
  - optimising capital spending freedoms.
- 2.4 Once the Revenue Budget for 2017/18 has been approved, work will commence on updating the Medium Term Financial Plan and Sustainability Strategy to maintain a rolling 3-year budget.

### **3. The Local Government Finance Settlement 2017/18**

- 3.1 The Local Government Finance Settlement sets the amount of Central Government funding available to councils. The Secretary of State for the Department for Communities and Local Government announced the Provisional Local Government Finance Settlement for 2017/18 on 15<sup>th</sup> December 2016. The Final Settlement is expected to be announced in early February 2017.
- 3.2 The Settlement Funding Assessment (SFA) for Blackpool Council is split between resources received via Revenue Support Grant, an assessment of its share of Business Rates collectable plus a Top-up element from the 5<sup>th</sup> year of the Business Rates Retention Scheme. The Provisional SFA amounts to £69,646,000 in 2017/18. This compares with the Settlement Funding Assessment in 2016/17 of £75,845,000.

### **4. Other Funding 2017/18**

- 4.1 There are several other significant components of Central Government funding, some of which have been rolled into the Settlement Funding Assessment and some which remain separate specific grants:

#### **4.2 New Homes Bonus Grant**

The 2017/18 New Homes Bonus allocations and details of the consultation on the future of the scheme have now been announced. This funding takes the form of an unringfenced grant which is distributed between local authorities based upon the net growth in housing provision within their areas. The number of years that the scheme will be based upon (currently 6 years in 2016/17) will reduce to 5 years in 2017/18 and 4 years from 2018/19 onwards. The scheme will now also only reward growth in homes above 0.4% per annum.

The 5-year cumulative figure for 2017/18 has been confirmed as £838,749 with an in-year element of £178,145.

#### **4.3 Adult Social Care Support Grant**

The changes to the New Homes Bonus Scheme have allowed the Government to remove £241m from the Scheme's previously announced funding for 2017/18. This funding has been diverted to the new Adult Social Care Support Grant. This funding is to be distributed based on the adult social care relative needs formula and is for 2017/18 only.

The Adult Social Care Support Grant for Blackpool has been notified as an allocation of £900,000.

#### **4.4 Housing Benefit (HB) Admin Grant**

The Housing Benefit subsidy scheme is the means by which local authorities claim subsidy from the DWP towards the cost of administering HB in their local areas. Benefit schemes of rent rebates for tenants of a local authority and rent allowances for private tenants are provided for by the Social Security Contributions and Benefits Act 1992 and the Social Security Administration Act 1992 (as amended). Claimants obtain these benefits either by direct application to the authority or by applying simultaneously for income support/jobseekers allowance and HB to the DWP. Eligibility for, and the amount of, HB is determined in all cases solely by the local authority. The Council received Housing Benefit Admin Subsidy grant in 2016/17 of £1,007,000 and this will be reduced by 10% to £909,000 in 2017/18.

#### **4.5 Public Health Grant**

The transfer of Public Health services and their responsibility to local government from April 2013

brought with it ringfenced grant funding.

The Chancellor's Autumn Statement in 2016 confirmed that local government funding for Public Health would be reduced by an average 3.9 per cent in real terms per annum over the five years to 2020. This equates to a reduction in cash terms of 9.6 per cent over the full period.

Blackpool's allocation for 2016/2017 was £19,392,000 which will be reduced to £18,914,000 for 2017/18.

#### 4.6 Better Care Fund

The Comprehensive Spending Review 2015 confirmed that the Better Care Fund will continue into 2016/17 and beyond – with a mandated minimum of £3.9bn nationally in 2016/17. Following the announcement of the Improved Better Care Fund (IBCF) the national minimums are increasing by £105 million in 2017/18, £800 million in 2018/19 and £1.5 billion in 2019/20. The allocation of this funding takes into account local authorities' ability to raise income from the social care precept on Council Tax with the more deprived areas receiving a bigger proportion of the IBCF. This funding must be deployed locally on health and social care through pooled budget arrangements between local authority and clinical commissioning groups. In 2016/17 Blackpool's Health and Wellbeing Board approved a pooled budget of £18.9m. Officers from the Council and Blackpool Clinical Commissioning Group are currently discussing the schemes to be included in the pool for 2017/18 and these plans will be signed off by the Health and Wellbeing Board in April 2017.

#### 4.7 Dedicated Schools Grant (DSG)

The Dedicated Schools Grant (DSG) is paid in support of the local authority's schools budget. It is the main source of income for the schools budget, Early Years and High Needs pupils. Local authorities are responsible for determining the split of the grant between central expenditure and the Individual Schools Budget (ISB) in conjunction with local schools forums. Local authorities are responsible for allocating the ISB to individual schools in accordance with the local schools' funding formula. The DSG in 2016/17 prior to Academy Recoupment was £104.5m and the allocation for 2017/18 is £106.5m. The increase is mainly due to Post-16 funding and the retained duties element of the Education Services Grant (ESG) being rolled into the 2017/18 DSG.

The Government has also announced that it is proposing to introduce a national funding formula for schools, which will replace the existing local formulae run by each local authority for allocating budgets to schools by 2019/20. The Department for Education has published illustrations of the levels of funding, at individual school and local authority level, that might be generated by the proposed formula. The illustrations show that Blackpool schools as a whole would see an overall increase of more than 4 per cent compared to current levels of funding, with the majority of schools gaining under the proposed formula. Only nine schools would see decreases, with some of these being relatively marginal. Of the nine schools, five are already receiving protection in Blackpool's formula through the minimum funding guarantee mechanism. The rest are predominantly small schools with relatively low levels of deprivation – this is because the new formula proposes to reduce the lump sum payable to each school, with an increase in factors for additional needs, including deprivation and low attainment, as compared to Blackpool's current formula.

It is proposed that the minimum funding guarantee will continue to protect annual losses for schools at no more than 1.5 per cent per pupil under the new arrangements, and gains have been capped at 3 per cent in the illustrations. The cap and floor protections mean that the overall increase in funding for Blackpool would be limited to just over 2 per cent in the first year.

The re-distribution of funding between local authorities will take place in 2018/19, but councils will continue to operate local formulae to allocate budgets to their schools, through what is known as a

“soft” national formula. The “hard” formula, whereby each school’s budget will be set by Central Government, will be introduced in 2019/20.

#### 4.8 Education Services Grant (ESG)

Since April 2013 the education functions provided by local authorities have been funded by the Education Services Grant with the Council receiving £791k in 2016/17. However, in the 2015 Spending Review, the Government announced that it would be cutting £600m from ESG, at a time when the total grant amounted to £820m. In November 2016, details were released of how this level of savings would be realised, summarised as follows:

- Retained ESG to be transferred into DSG from April 2017 at the same rate of £15 for all pupils in the local authority area.
- Academies to continue to receive general ESG at £77 per pupil until the end of the 2016/17 academic year.
- Local authorities to receive ESG transitional grant for the period April to August 2017 at a reduced rate of £66 per pupil pro rata.
- ESG to cease with effect from September 2017.

4.9 The Core Spending Power figures include the SFA, Council Tax, the Improved Better Care Fund, NHB, Transitional Grant, Rural Services Delivery Grant, and the Adult Social Care Support Grant. The table below shows Blackpool’s Core Spending Power for 2017/18.

<b>Core Spending Power</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£m</b>	<b>£m</b>
Settlement Funding Assessment (SFA)	75.8	69.6
Council Tax Requirement	47.4	48.8
Cumulative Adult Social Care Precept Flexibility	0.9	2.3
Improved Better Care Fund	-	1.0
New Homes Bonus	1.8	0.9
The 2017/18 Adult Social Care Support Grant	-	0.9
<b>Total</b>	<b>125.9</b>	<b>123.5</b>
Change in Provisional Revenue Spending Power		-2.4
Percentage Change		-1.9%

However, this calculation does not reflect inflationary and demand pressures (see 7.1) which are required to be self-funded.

## 5. Revenue Budget 2016/17 – Projected Outturn

5.1 The summary at Appendix 1 shows the projected revenue outturn as at month 9 for the current financial year.

5.2 Line 20 of this summary shows that it is now estimated that a sum of £2,803,000 will be taken from working balances as at 31<sup>st</sup> March 2017.

The main areas of budgetary variance are set out below:

	<b>£000</b>
Children’s Services	4,682
Strategic Leisure Assets	668
Places	595
Concessionary Fares	471

Parking Services	301
Governance and Partnership Services	102
Resources	54
Community and Environmental Services	(67)
Subsidiary Companies	(138)
Ward Budgets	(200)
Adult Services	(971)
Treasury Management	(1,203)
Other	(16)
<b>Net Service Overspendings 2016/17</b>	<b>4,278</b>
<b>Net Adjustment to Contingencies / Reserves</b>	<b>(1,475)</b>
<b>Net Overspending 2016/17</b>	<b>2,803</b>

5.3 The reasons for the overspendings are well documented in the Council's monthly Financial Performance Monitoring reports and recovery plans are all in place with the exception of Children's Services' which will be developed with the new director. The Tourism, Economy and Resources Scrutiny Committee continuously scrutinises overspending services to seek assurances that effective remedial action is being taken.

5.4 In accordance with previous convention any overspendings on service budgets as at 31<sup>st</sup> March will be recovered in the following year 2017/18, but this will need to be revisited and reviewed at Provisional Outturn in the context of the exceptional pressures faced by Children's Services in-year.

## 6. Cash Limited Revenue Budget 2017/18

6.1 There is a statutory requirement upon the Council to set a balanced budget:

- Section 100 of the Local Government Act 2002 requires local authorities to plan each year's revenue at a level sufficient to meet operating expenses and hence achieve a balanced budget.
- Section 114 of the Local Government Finance Act 1988 requires the chief finance officer of an authority to report to its Members and external auditor if it appears that the expenditure of the authority incurred (or proposed to incur) in a financial year is likely to exceed the resources available to meet that expenditure.

6.2 The cash limit upon the Revenue Budget for 2017/18 is £120,248,000 (line 21 of Appendix 1 summary). This represents the maximum sum of net expenditure which is sustainable within the resources available.

6.3 The Revenue Budget for next year includes the following key assumptions:-

- Internal pay levels to rise on average by 1% for the period from 1st April 2017 to 31st March 2018 and the payment of at least the National Living Wage to all contracted staff
- the payment of annual increments
- voluntary 5 days' unpaid leave on average to continue
- a non-pay inflation contingency, to address contractual commitments and valid non-pay pressures
- consideration of previous year's financial performance, in particular an uplift of £4.0m to upsize Children's Services to meet current activity levels.

- the latest estimates of Settlement Funding Assessment
- interest rates to rise slowly in 2017/18 but to remain at low levels
- the Council fulfils its statutory obligation to balance its Budget.

## 7. Budget Gap 2017/18 and Methodology for Delivering

7.1 The budget gap for the next financial year has resulted from the following:

	<b>£m</b>
Cash reduction in Government Settlement year-on-year	4.3
Pay award and annual increments	2.0
Non-pay inflation based on individual contract price increases	3.8
Service developments and demand pressures	8.6
<b>Budget Gap 2017/18</b>	<b>18.7</b>

### 7.2 Savings Programme (the 'Efficiency Plan')

Achieving savings of the scale demanded has required concerted action and consideration of a broad range of initiatives, whilst maintaining strong financial management and budgetary control, addressing any areas of overspending in a timely manner, maximising savings and ensuring value for money.

In a move away from the conventional approach of Priority-Led Budgeting, a Savings Programme constituting 7 thematic workstreams has been developed and finessed over the last few months:

- i) Technical savings – these covered areas such as debt and PFI restructurings, review of reserves and provisions, use of capital receipts & capital to revenue transfers and review of Council Tax Reduction Scheme.
- ii) Income generation and management – between 2014/15 and 2015/16 fees & charges income increased by £2.8m (or 7.9%) and will continue to be optimised along with returns on business loan investments, Growth & Prosperity initiatives and traded services.
- iii) Procurement and commissioning - maximising best value from the market place through an innovating commissioning regime to reduce third-party spend and deliver targeted social value.
- iv) Demand management and self-help initiatives such as the current Channel Shift project work.
- v) Transformational efficiency measures under the direction of the Chief Executive's Delivery Unit with a focus on 'upstream' prevention.
- vi) Structural reform:
  - internally with Council services being the provider of first choice
  - collaborating and partnering with the Council's own companies (as has already progressed significantly with the adoption of the Companies Governance Framework)
  - across the wider public sector including the local Public Sector Board, Combined Authority, Healthier Lancashire & South Cumbria and One Public Estate
  - with the private and voluntary sectors.
- vii) Service reductions and cuts, which were considered once i) – vi) had been exhausted.



This exercise has generated the necessary service budget target savings of **£18.7m** in 2017/18. These are listed at Appendix 2 along with the summary actions required to deliver them and have previously been considered by Executive on 15 December 2016 at the very start of the consultation process. As part of the consultation on the budget, a dedicated cross-party Budget Scrutiny Panel was established to undertake an in-depth scrutiny review of the proposals across the seven thematic workstreams that had been identified in the savings programme contained within the Medium-Term Financial Sustainability Strategy. The Panel met on the 20<sup>th</sup> December 2016 and its report is attached at Appendix 3.

In setting realistic budgets for the forthcoming year services will be expected to meet any additional service-specific pressures that may emerge within the cash limited budgeting regime.

## **8. Other Considerations**

### **8.1 Staffing Implications**

As part of the £18.7m savings target it is anticipated that in the year 2017/18 there will be 80 redundancies and in addition there are a further 70 employees in temporary contracts which will come to an end and up to 50 vacant posts will be deleted. These staffing reductions will come about as a result of services ceasing, reducing or being reconfigured and delivered differently.

Early retirements and voluntary redundancies have been encouraged in order to mitigate compulsory redundancies. In addition there is a high level of scrutiny and governance in relation to ongoing recruitment and retention to ensure that any natural wastage through staff turnover will be prioritised before any compulsory redundancies take place. Where jobs are replaced employees who are at risk or on notice have an opportunity to apply for these vacancies prior to them being advertised Council-wide.

In order to reduce the numbers of redundancies across the Council it is assumed that employees will continue to apply for voluntary unpaid leave and that the 5 days' unpaid leave on average continues

A variety of support is on offer to affected employees from a dedicated member of the Council's Employment Adviser team.

The costs of redundancies have been managed centrally through an earmarked reserve. This reserve has been depleted each year by approximately £2m to cover redundancy payments and associated pension strain if it is required. This reserve is forecast to fall to nil by March 2017 but will be replenished from the consequences of the Minimum Revenue Provision restructuring, which was approved as part of the 2016/17 Treasury Management Strategy.

### **8.2 Financial / Economic Context**

Together with all other sectors of the national economy, the Council's finances have been affected by the measures being taken to recover from the economic downturn. The Chancellor announced as part of the Autumn Statement 2016 that the Government had abandoned its commitment to reduce public sector net borrowing to a surplus by the end of this Parliament. It is now planning for a deficit of £21.9bn in 2019/20, compared to the surplus of £10.4bn planned for at Budget 2016. The Chancellor stated that the Government is committed to the overall plans for departmental resource spending until 2019/20, which were set out at Spending Review 2015.

The effect of the economic climate continues to impact upon the ability to pay for some and make others more cautious in terms of personal spending. The overall effect will be to make collection of

income due to the Council, both council tax and fees and charges, more difficult. However, regeneration investment in the town together with its ever improving tourism offer is attracting growing 'staycation' numbers which are bolstering the town's tourism economy.

Interest Rates - The outlook for short-term interest rates is that they will continue at the present historically low levels with a possible slight upturn in 2017/18. Interest receivable on temporary investments will continue at modest levels and debt restructuring opportunities will be kept under continuous review to minimise interest payments.

### 8.3 Business Loans Fund

On the back of Wellbeing powers the 2009/10 budget established a targeted Business Support Loans Fund to safeguard and create jobs for Blackpool. The original £3m fund was subsequently supplemented to £8m and then to £10m and has been used over the last 8 years to help key businesses, provide assistance to bring empty properties in the heart of the town centre back into use and help Blackpool get through the recessionary period.

As at 31<sup>st</sup> December 2016 £7.2m of business loans had been defrayed, assisting 12 businesses to either create or safeguard 228 jobs, bringing back into use 4 buildings and an area of improved / new business floor space of 495m<sup>2</sup>.

With a financial strategy strongly linked to the economy and maximising growth and opportunity across Blackpool whilst protecting services and capacity, as part of this year's budget process it is recommended to increase the fund to £100m with immediate effect to support further businesses including public sector partners. This will be met via borrowing through the Council's balance sheet and each application in excess of £499,000 will be considered by the Executive and as a confidential item where there is a commercial interest.

### 8.4 Equalities Analysis

The Council has a statutory responsibility under Equality law, known as the "Public Sector Duty", to examine and analyse the impacts on equality issues on all related decisions. This is set within the context of the Council's overarching requirement under Equality law, as a designated public authority, to have "due regard" to the need to:

- eliminate discrimination, harassment, victimisation and other prohibited conduct
- advance equality of opportunity
- foster good relations between different (defined) groups.

A summary of the Council's equalities analyses of the consequences of the proposed budget savings on services and their users is attached at appendix 4.

## 9. Capital Expenditure

9.1 The Council's Capital Programme for 2017/18 – 2019/20 is also to be considered in a separate report to this meeting. Debt financing costs for the capital programme have been included in the revenue budget on the basis of the indicative borrowing allocations received from Government and any Prudential borrowings.

9.2 The size and value of the capital programme is set in accordance with those allocations plus any available external grants, Prudential borrowing schemes (for which the costs are to be separately funded from service budgets), capital receipts and revenue contributions. Schemes being financed by Prudential borrowing continue to require specific approval of the Executive.

9.3 Future revenue costs of capital schemes will also have to be contained within existing bottom-line budgets, except where provision has specifically been agreed in advance.

## 10. Working Balances and Reserves

10.1 Section 25 of the Local Government Act 2003 imposes a duty upon the Council's statutory finance officer to report on the robustness of the estimates and the adequacy of reserves.

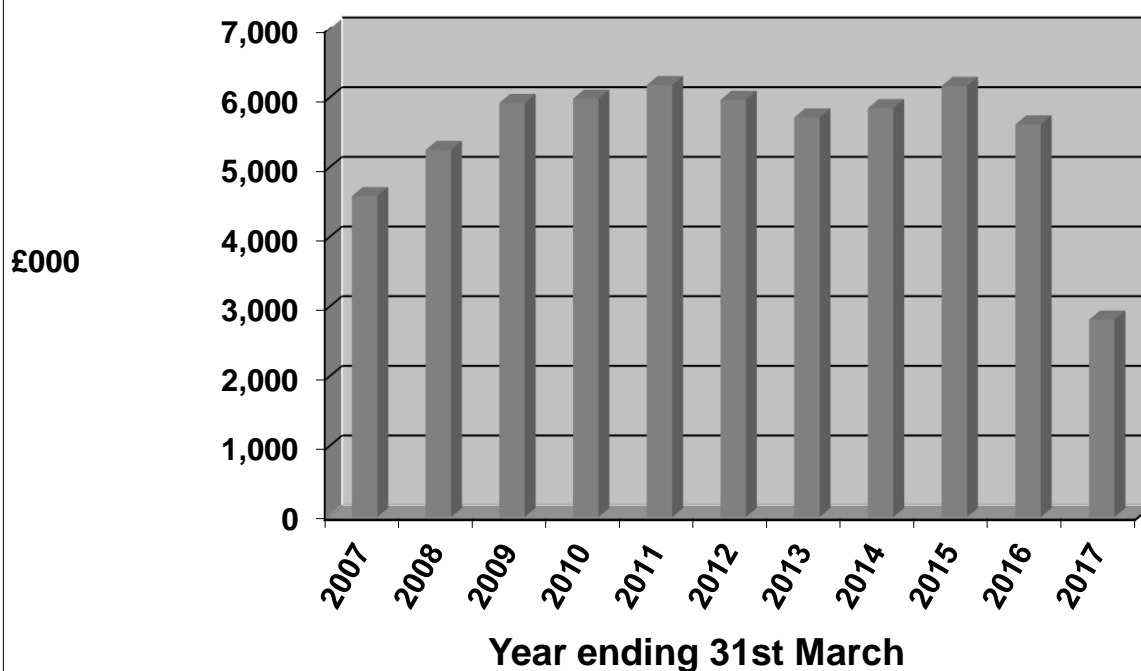
10.2 The proposed budget for 2017/18 is underpinned and reinforced by Council-wide risk management and robust budget setting and monitoring processes.

- Risk Management – Risk management processes are embedded across the Council. A strategic risk register is maintained and a Corporate Risk Management Group meets quarterly to review the risks contained in the register. The strategic risk register identifies the key risks facing services in the delivery of Council priorities and which are scrutinised regularly by the Audit Committee. In addition, the recommendation concerning the level of the general working balances included in this budget is itself a product of a risk-based assessment.
- Budget Setting – Accountancy staff work with budget holders to comprehensively review all budgets on an annual basis. The budgets set are cash limited. Instances of unavoidable growth, service demand pressures and new developments are identified and scrutinised as part of the budget process, together with other issues such as meeting new legislative requirements and statutory obligations.
- Budget Monitoring – Monitoring is carried out on a monthly basis with effect from month zero and highlights any significant variances and areas of risk, both for current and future years, with regular reports being presented to the Executive and Tourism, Economy & Resources Scrutiny Committee. This provides an opportunity to take action to mitigate such variances. Bearing in mind the importance of successfully delivering budget savings in the current financial year, detailed monthly reports on progress in achieving savings have been reported to the Corporate Leadership Team.

10.3 Under a Local Authority Accounting Panel Code of Practice (LAAP) issued in November 2008 the establishment of and transfers to/from reserves are subject to the approval of the Council's statutory finance officer. The Council's reserves are continuously reviewed to ensure that they remain at an appropriate level.

10.4 In addition to the Council's general working balances a number of specific revenue reserves have been established to cover specific risks and uncertain commitments. Without these specific reserves the Council's general working balances would need to be set at a higher level. Taking into account specific reserves and the upsizing of the Children's Services budget in 2017/18, it is the opinion of the Council's statutory finance officer that the Council should continue to plan for a level of general working balances of **£6m**. This level is necessary in view of the scale of the Council's gross revenue budget and associated risks. An assessment of the significant risks and the steps which are being taken to mitigate these risks are set out in appendix 5. In setting the proposed budget and savings programme of £18.7m it is not realistic to assume that this target can be achieved via contributions from revenue budgets. It is therefore proposed that a detailed review of earmarked reserves will be undertaken at Provisional Outturn 2016/17 with a view to reprioritising and 'unearmarking' sufficient reserves to replenish working balances to their target level in early 2017/18.

## Working Balances



### **11. Capping**

11.1 Under schedule 5 of the Localism Act 2011 the Government introduced a requirement to hold a local referendum when proposed council tax increases are deemed excessive. On 15 December 2016 as part of the Provisional Local Government Settlement it was announced that a Council Tax referendum threshold of 2% would once again apply for 2017/18.

11.2 In 2016/17 the Social Care Precept on Council Tax was originally set at 2% per annum increase for the period 2016/17 to 2019/20. The terms of this precept have now been changed for the period 2017/18 to 2019/20. Local authorities will now be able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. However, authorities that go ahead with the 3% increase each year for 2017/18 and 2018/19 will not be able to make a further increase in 2019/20 (i.e. the total allowable increase over the three-year period remains at 6%). This flexibility is being offered in recognition of inflationary pressures such as the raising of the National Living Wage and demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. A requirement of this flexibility is that the Council spends the additional funds raised through the Adult Social Care council tax precept on Adult Social Care only.

11.3 Therefore, for upper tier authorities wishing to use the social care precept at the maximum in 2017/18, a referendum will be triggered where council tax is increased by 5% or more above the authority's relevant basic amount of council tax for 2016/17 (i.e. 2% referendum threshold + 3% social care precept).

### **12. Medium Term Financial Prospects**

12.1 Medium term prospects are overshadowed by the continuing cutbacks in public sector spending which were described in detail in the current Medium Term Financial Sustainability Strategy which was approved by Executive on 12<sup>th</sup> September 2016. However, 2017/18 looks likely to be the last of the very difficult years so will be a key milestone to pass.

- 12.2 The most significant factors in terms of the Council's budgetary resources in the medium term are the amounts which will be received by way of localised business rates collection, council tax and residual Revenue Support Grant. Indicative forecasts of these plus expected service pressures suggest a budget gap of £4.8m will be required to be met in 2018/19 and £6.6m in 2019/20.
- 12.3 It is the intention that the current Medium Term Financial Plan and Sustainability Strategy will be refreshed over a rolling 3-year period.

### **13. Recommendations**

The Executive is asked:

- (1) To recommend to Council the level of net expenditure for the draft General Fund Revenue Budget 2017/18 of £120,248,000 (ref. paragraph 6.2)
- (2) To recommend to Council a level of budget savings of £18.7m (ref. paragraphs 7.1 and 7.2 and Appendix 2)
- (3) To recommend to Council that the Chief Executive be authorised to take any necessary steps to ensure all staffing savings are achieved (ref. paragraph 8.1)
- (4) To recommend to Council that the business loans fund is increased from £10m to £100m with immediate effect (ref. paragraph 8.3)
- (5) To recommend to Council that the target level of working balances remains at £6m (ref. paragraph 10.4)
- (6) To recommend a detailed review of earmarked reserves takes place at Provisional Outturn 2016/17 to reprioritise and un earmark funds to replenish working balances to their target level in 2017/18 (ref. paragraph 10.4)
- (7) To consider the report of the Budget Scrutiny Review Panel as attached at Appendix 3 and consider any actions arising from that review.
- (8) To note that the Tourism, Economy and Resources Scrutiny Committee will be formally consulting the Trade Unions and Business Ratepayers on the proposals on the morning of 10 February 2017
- (9) To consider any further facts and information which subsequently come to light and report the details to the meeting of the Executive on 20 February 2017.

Mr S Thompson  
Director of Resources  
27<sup>th</sup> January 2017

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**BLACKPOOL COUNCIL**

**REVENUE ESTIMATES FOR THE YEAR  
ENDED 31 MARCH 2018**

## BLACKPOOL COUNCIL

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### SUMMARY

LINE NO.	<i>GENERAL FUND NET REQUIREMENTS</i>	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
	<b>CASH LIMITED BOTTOM LINE BUDGETS</b>				
1	CHIEF EXECUTIVE	45	(126)	(126)	542
2	GOVERNANCE & PARTNERSHIP SERVICES	2,049	1,941	1,843	1,790
3	RESOURCES	4,937	3,355	3,409	1,138
4	PLACES	8,687	5,389	6,652	3,180
5	COMMUNITY & ENVIRONMENTAL SERVICES	43,553	43,794	43,727	54,636
6	ADULT SERVICES	42,509	45,542	44,571	46,075
7	CHILDREN'S SERVICES	41,926	37,160	41,842	38,541
8	PUBLIC HEALTH	282	304	304	25
9	BUDGETS OUTSIDE THE CASH LIMIT	15,284	16,332	15,747	13,811
10	CAPITAL CHARGES	(26,721)	(27,742)	(27,742)	(39,518)
11	IAS 19 RETIREMENT BENEFITS & ANNUAL LEAVE ACCRUAL	(2,121)	-	-	-
12	<b><i>SUB TOTAL - NET COST OF SERVICES</i></b>	<b>130,430</b>	<b>125,949</b>	<b>130,227</b>	<b>120,220</b>
	<b><u>CONTRIBUTIONS AND CONTINGENCIES</u></b>				
13	CONTRIBUTIONS - TO/(FROM) RESERVES	(2,545)	(5,574)	(6,242)	(4,185)
14	REVENUE CONSEQUENCES OF CAPITAL OUTLAY	-	85	85	185
15	CONTINGENCIES	1,289	2,474	1,667	3,961
16	<b><i>SUB TOTAL - CONTRIBUTIONS AND CONTINGENCIES</i></b>	<b>(1,256)</b>	<b>(3,015)</b>	<b>(4,490)</b>	<b>(39)</b>
	<b><u>LEVIES</u></b>				
17	NORTH WEST REGIONAL FLOOD DEFENCE COMMITTEE	65	65	65	67
18	<b><i>SUB TOTAL - LEVIES</i></b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>67</b>
19	<b><i>TOTAL NET EXPENDITURE TO BE MET FROM PUBLIC FUNDS</i></b>	<b>129,239</b>	<b>122,999</b>	<b>125,802</b>	<b>120,248</b>
20	LESS: AMOUNT (TAKEN FROM) / ADDED TO WORKING BALANCES	(552)	-	(2,803)	-
21	<b><i>NET REQUIREMENTS AFTER WORKING BALANCES</i></b>	<b>128,687</b>	<b>122,999</b>	<b>122,999</b>	<b>120,248</b>
	<b>Working Balances as at 1st April</b>	6,188		5,636	2,833
	<b>Movement in Working Balances</b>	(552)		(2,803)	-
		5,636		2,833	2,833
	<b>Transfer from Earmarked Reserves</b>	-		-	-
	<b>General Balances as at 31st March</b>	<b>5,636</b>		<b>2,833</b>	<b>2,833</b>



**Chief Executive**

## CHIEF EXECUTIVE SUMMARY

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
CHIEF EXECUTIVE	564	625	625	538
HR, ORGANISATION AND WORKFORCE DEVELOPMENT	(782)	(765)	(771)	2
CORPORATE DELIVERY UNIT	263	14	20	2
<b>NET COST OF SERVICES</b>	<b>45</b>	<b>(126)</b>	<b>(126)</b>	<b>542</b>
<i>COST PER '000 POPULATION</i>	<i>0</i>	<i>(1)</i>	<i>(1)</i>	<i>4</i>

Budget Holder: Mr Neil Jack- Chief Executive

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,882	2,680	2,613	2,534
PREMISES	7	-	-	-
TRANSPORT	15	14	19	14
SUPPLIES AND SERVICES	1,055	460	615	370
THIRD PARTY PAYMENTS	5	-	-	-
TRANSFER PAYMENTS	70	-	-	-
SUPPORT SERVICES	618	596	596	572
CAPITAL CHARGES	13	13	13	13
<b>TOTAL EXPENDITURE</b>	<b>5,665</b>	<b>3,763</b>	<b>3,856</b>	<b>3,503</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	137	116	139	110
GOVERNMENT GRANTS	48	-	-	-
RECHARGES	3,578	3,333	3,338	2,446
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,857	440	505	405
<b>TOTAL INCOME</b>	<b>5,620</b>	<b>3,889</b>	<b>3,982</b>	<b>2,961</b>
<b>NET EXPENDITURE</b>	<b>45</b>	<b>(126)</b>	<b>(126)</b>	<b>542</b>

## CHIEF EXECUTIVE

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### CHIEF EXECUTIVE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	442	518	518	461
PREMISES	-	-	-	-
TRANSPORT	2	1	1	1
SUPPLIES AND SERVICES	90	12	12	12
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	74	105	105	75
CAPITAL CHARGES	13	13	13	13
<b>TOTAL EXPENDITURE</b>	<b>621</b>	<b>649</b>	<b>649</b>	<b>562</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	16	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	41	24	24	24
<b>TOTAL INCOME</b>	<b>57</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>NET EXPENDITURE</b>	<b>564</b>	<b>625</b>	<b>625</b>	<b>538</b>
<b><u>COST PER '000 POPULATION</u></b>				
	4	4	4	4

**Budget Holder: Mr Neil Jack- Chief Executive**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) This budget consists of the Chief Executive and support staff in the Executive Support Team

## CHIEF EXECUTIVE

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### HR, ORGANISATION AND WORKFORCE DEVELOPMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,330	1,420	1,385	1,363
PREMISES	6	-	-	-
TRANSPORT	11	8	8	8
SUPPLIES AND SERVICES	799	311	402	283
THIRD PARTY PAYMENTS	1	-	-	-
TRANSFER PAYMENTS	(8)	-	-	-
SUPPORT SERVICES	502	468	468	449
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>3,641</b>	<b>2,207</b>	<b>2,263</b>	<b>2,103</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	153	94	124	94
GOVERNMENT GRANTS	8	-	-	-
RECHARGES	2,909	2,679	2,684	1,808
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,353	199	226	199
<b>TOTAL INCOME</b>	<b>4,423</b>	<b>2,972</b>	<b>3,034</b>	<b>2,101</b>
<b>NET EXPENDITURE</b>	<b>(782)</b>	<b>(765)</b>	<b>(771)</b>	<b>2</b>
<i>COST PER '000 POPULATION</i>	<i>(5)</i>	<i>(5)</i>	<i>(5)</i>	<i>0</i>

**Budget Holder: Mrs Linda Dutton - Head of HR, Organisation & Workforce Development**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) Organisation and Workforce Development - Helps to ensure that the Council is able to deliver its priorities safely and effectively through the training and development of employees.
- 2) Recruitment and Safeguarding - Ensures a right first time approach to recruitment and safeguarding information.
- 3) Systems and Management information - The management of HR systems and first rate management information
- 4) Employee Relations - Supports services with all people management issues to ensure that restructures, re-organisations, disciplinaries, grievances and attendance management issues are progressed in line with legislation and internal policies.
- 5) Corporate Health - The service conducts pre-employment medicals, promotes healthy living and provides advice and guidance to managers and HR professionals with regard to the management of sickness absence cases.
- 6) All services provide internal services to the Council including schools and external services to organisations such as Fylde Council, Academies and Council Wholly Owned Companies.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HUMAN RESOURCES AND ORGANISATION DEVELOPMENT	(1,692)	(1,697)	(1,678)	(944)
CORPORATE TRAINING	408	384	384	389
HR SYSTEMS AND INFORMATION	311	337	322	344
CORPORATE HEALTH	191	211	201	213
<b>NET EXPENDITURE</b>	<b>(782)</b>	<b>(765)</b>	<b>(771)</b>	<b>2</b>

## CHIEF EXECUTIVE

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### CORPORATE DELIVERY UNIT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,110	704	710	710
PREMISES	1	-	-	-
TRANSPORT	3	4	11	4
SUPPLIES AND SERVICES	167	138	169	78
THIRD PARTY PAYMENTS	4	-	-	-
TRANSFER PAYMENTS	78	-	-	-
SUPPORT SERVICES	42	55	55	47
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,405</b>	<b>901</b>	<b>945</b>	<b>839</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	(13)	16	16	16
GOVERNMENT GRANTS	40	-	-	-
RECHARGES	652	654	654	639
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	463	217	255	182
<b>TOTAL INCOME</b>	<b>1,142</b>	<b>887</b>	<b>925</b>	<b>837</b>
<b>NET EXPENDITURE</b>	<b>263</b>	<b>14</b>	<b>20</b>	<b>2</b>
<i>COST PER '000 POPULATION</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>

**Budget Holder: Mrs Sally Shaw - Head of Corporate Delivery Unit**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) Communications - This service delivers the corporate communication function of the Council. Externally it focuses upon the need to proactively and reactively manage media enquiries, whilst also undertaking media campaigns to engage with communities, and enhance the Council's and Blackpool's image to support the delivery of the strategic priorities of the Council and its partners. Internally it ensures that the Council's workforce is engaged with the Council's key priorities and organisational issues.
- 2) Corporate Delivery Unit - This section recognises the close relationship required of the Policy, Performance, Research, Evidence, Evaluation and Transformational functions. There is a desire to improve collaborative working and build upon the shared knowledge that these functions hold. The prime rationale for this division is to properly support the development of the Council and the delivery of the Council Plan Priorities to ensure the efficient delivery of services alongside our partners for the benefit of Blackpool.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE DELIVERY UNIT	232	67	54	(168)
POLICY AND TRANSFORMATION	31	(53)	(34)	170
<b>NET EXPENDITURE</b>	<b>263</b>	<b>14</b>	<b>20</b>	<b>2</b>



## **Governance and Partnership Services**

## GOVERNANCE AND PARTNERSHIP SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
DEMOCRATIC GOVERNANCE	2,661	2,649	2,449	2,252
REGISTRATION AND BEREAVEMENT SERVICES	(153)	(372)	(270)	(464)
CORPORATE LEGAL SERVICES	(459)	(336)	(336)	2
<b>NET COST OF SERVICES</b>	<b>2,049</b>	<b>1,941</b>	<b>1,843</b>	<b>1,790</b>
<i>COST PER '000 POPULATION</i>	<i>14</i>	<i>14</i>	<i>13</i>	<i>13</i>

Budget Holder: Mr Mark Towers - Director of Governance and Partnership Services

Finance Manager: Mr S Maher / Mrs K Whyatt

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,350	3,196	3,227	3,085
PREMISES	199	213	251	213
TRANSPORT	48	45	54	45
SUPPLIES AND SERVICES	1,207	1,273	1,199	1,008
THIRD PARTY PAYMENTS	181	159	156	159
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,065	983	1,000	940
CAPITAL CHARGES	100	68	68	68
<b>TOTAL EXPENDITURE</b>	<b>6,150</b>	<b>5,937</b>	<b>5,955</b>	<b>5,518</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,040	2,219	2,177	2,278
GOVERNMENT GRANTS	(62)	-	19	-
RECHARGES	1,361	1,298	1,221	971
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	762	479	695	479
<b>TOTAL INCOME</b>	<b>4,101</b>	<b>3,996</b>	<b>4,112</b>	<b>3,728</b>
<b>NET EXPENDITURE</b>	<b>2,049</b>	<b>1,941</b>	<b>1,843</b>	<b>1,790</b>



**GOVERNANCE AND PARTNERSHIP SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018**  
**DEMOCRATIC GOVERNANCE**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,682	1,493	1,470	1,359
PREMISES	6	6	7	6
TRANSPORT	19	26	20	26
SUPPLIES AND SERVICES	491	773	632	508
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	783	610	610	612
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,981</b>	<b>2,908</b>	<b>2,739</b>	<b>2,511</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1	31	-	31
GOVERNMENT GRANTS	(90)	-	-	-
RECHARGES	141	131	104	131
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	268	97	186	97
<b>TOTAL INCOME</b>	<b>320</b>	<b>259</b>	<b>290</b>	<b>259</b>
<b>NET EXPENDITURE</b>	<b>2,661</b>	<b>2,649</b>	<b>2,449</b>	<b>2,252</b>
<b>COST PER '000 POPULATION</b>				
	<b>19</b>	<b>19</b>	<b>17</b>	<b>16</b>

**Budget Holder: Mrs Lorraine Hurst - Head of Democratic Governance**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) Corporate and Member Services includes Corporate Management, Members Administration, Mayoral Services, Town Twinning and Special Events.
- 2) Democratic Services includes the Meeting Support, Scrutiny Support and the Members Support functions. The department provides advice and support to the Mayor and Members of the Council and organises all Executive, Council and Committee meetings.
- 3) Electoral Services includes the organisation of individual electoral registration and update of the Register of Electors, and arrangements for Borough, Parliamentary, European and Police and Crime Commissioner elections within the Borough. The budget covers the cost of delivering elections and will fluctuate according to the incidence of elections.
- 4) The budget for ward funding is held by Democratic Governance. Governor Services includes clerking support for School Governing Boards and Committees including administration and training.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CORPORATE & MEMBER SERVICES	1,610	1,443	1,428	1,439
DEMOCRATIC SERVICES	489	510	472	355
ELECTORAL SERVICES	333	172	217	177
WARD BUDGETS	262	516	316	270
GOVERNERS SERVICES	(33)	8	16	11
<b>NET EXPENDITURE</b>	<b>2,661</b>	<b>2,649</b>	<b>2,449</b>	<b>2,252</b>

**GOVERNANCE AND PARTNERSHIP SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018**  
**REGISTRATION AND BEREAVEMENT SERVICES**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,011	944	995	960
PREMISES	193	207	244	207
TRANSPORT	27	18	32	18
SUPPLIES AND SERVICES	604	411	478	411
THIRD PARTY PAYMENTS	181	159	156	159
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	117	239	257	190
CAPITAL CHARGES	100	68	68	68
<b>TOTAL EXPENDITURE</b>	<b>2,233</b>	<b>2,046</b>	<b>2,230</b>	<b>2,013</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1,963	2,115	2,101	2,174
GOVERNMENT GRANTS	28	-	19	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	395	303	380	303
<b>TOTAL INCOME</b>	<b>2,386</b>	<b>2,418</b>	<b>2,500</b>	<b>2,477</b>
<b>NET EXPENDITURE</b>	<b>(153)</b>	<b>(372)</b>	<b>(270)</b>	<b>(464)</b>
<b>COST PER '000 POPULATION</b>	<b>(1)</b>	<b>(3)</b>	<b>(2)</b>	<b>(3)</b>

**BUDGET HOLDER: Ms Joceline Greenaway - Head of Registration and Bereavement Services**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The Registrars service is managed by the authority under the direction of the Registrar General of the Department of Health's Office of National Statistics. The service administers the registration of births, deaths and marriages. The authority has a statutory responsibility to:
  - a) Establish a permanent legal record of every birth, death and marriage and provide documentary evidence of these events.
  - b) Carry out the civil preliminaries to marriage, conduct civil marriage ceremonies and civil partnerships.
  - c) Furnish the Registrar General with relevant returns to assist with population statistics and medical research.
  - d) Conduct citizenship ceremonies.
- 2) The Coroners & Mortuary service covers the Blackpool and Fylde district, with Blackpool being the lead authority.
- 3) The Council operates and manages Layton and Carleton cemeteries, along with the Jewish Cemetery and Muslim burial area both located in Layton.
- 4) There is a crematorium facility at Carleton which operates throughout the year in accordance with the standards required by the Environmental Protection Act 1990 regarding pollution of the environment and reduction of emissions.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REGISTRARS	97	79	95	46
CORONERS & MORTUARY	368	353	397	360
BURIALS	(255)	(307)	(256)	(307)
CARLETON CREMATORIUM SERVICES	(463)	(568)	(545)	(638)
PUBLIC FUNERALS	(2)	14	9	14
CUSTOMER CARE	102	57	30	61
<b>NET EXPENDITURE</b>	<b>(153)</b>	<b>(372)</b>	<b>(270)</b>	<b>(464)</b>

**GOVERNANCE AND PARTNERSHIP SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018**

**CORPORATE LEGAL SERVICES**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	656	759	762	767
PREMISES	-	-	-	-
TRANSPORT	2	1	2	1
SUPPLIES AND SERVICES	113	90	90	90
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	166	133	133	139
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>937</b>	<b>983</b>	<b>987</b>	<b>997</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	76	76	76	76
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,221	1,164	1,118	840
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	99	79	129	79
<b>TOTAL INCOME</b>	<b>1,396</b>	<b>1,319</b>	<b>1,323</b>	<b>995</b>
<b>NET EXPENDITURE</b>	<b>(459)</b>	<b>(336)</b>	<b>(336)</b>	<b>2</b>
<i>COST PER '000 POPULATION</i>	<i>(3)</i>	<i>(2)</i>	<i>(2)</i>	<i>0</i>

**BUDGET HOLDER:** Dawn Goodall- Head of Legal Services

**Finance Manager:** Mr S Maher / Mrs K Whyatt

**Notes:**

- 1) Legal Services is made up of the Property, Commercial and Litigation (General) section and the Practice Management section. Legal Services is Lexcel accredited by the Law Society and is a key service supporting all parts of Blackpool Council, Council owned companies, the Blackpool Teaching Hospitals Trust, Schools and Academies.



## **Resources**

## RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
PROCUREMENT & DEVELOPMENT	(34)	(11)	(73)	(1)
REVENUES & EXCHEQUER SERVICES	1,500	1,405	1,459	1,155
BENEFITS	(947)	(1,053)	(1,062)	(1,029)
ICT SERVICES	569	174	113	355
CUSTOMER FIRST	(17)	(61)	(51)	-
ACCOUNTANCY	75	(25)	(34)	(2)
RISK SERVICES	224	69	54	-
PROPERTY SERVICES & INVESTMENT PORTFOLIO	3,567	2,857	3,003	660
<b>NET COST OF SERVICES</b>	<b>4,937</b>	<b>3,355</b>	<b>3,409</b>	<b>1,138</b>
<i>COST PER '000 POPULATION</i>	35	24	24	8

**Budget Holder: Mr Steve Thompson - Director of Resources**

**Finance Manager: Mr Mark Golden**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	12,388	11,752	11,726	11,276
PREMISES	6,350	5,249	5,649	5,128
TRANSPORT	139	151	118	151
SUPPLIES AND SERVICES	5,270	3,873	4,565	3,519
THIRD PARTY PAYMENTS	412	(3)	19	(3)
TRANSFER PAYMENTS	267	215	216	215
SUPPORT SERVICES	3,111	3,067	3,073	3,203
CAPITAL CHARGES	4,965	5,325	5,768	3,831
<b>TOTAL EXPENDITURE</b>	<b>32,902</b>	<b>29,629</b>	<b>31,134</b>	<b>27,320</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,878	2,960	3,414	2,962
GOVERNMENT GRANTS	556	455	478	455
RECHARGES	19,954	20,595	20,439	20,844
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,577	2,264	3,394	1,921
<b>TOTAL INCOME</b>	<b>27,965</b>	<b>26,274</b>	<b>27,725</b>	<b>26,182</b>
<b>NET EXPENDITURE</b>	<b>4,937</b>	<b>3,355</b>	<b>3,409</b>	<b>1,138</b>

## RESOURCES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### PROCUREMENT & DEVELOPMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	518	494	438	480
PREMISES	-	-	(1)	-
TRANSPORT	2	1	2	1
SUPPLIES AND SERVICES	168	27	271	27
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	60	73	73	67
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>748</b>	<b>595</b>	<b>783</b>	<b>575</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	487	492	492	462
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	295	114	364	114
<b>TOTAL INCOME</b>	<b>782</b>	<b>606</b>	<b>856</b>	<b>576</b>
<b>NET EXPENDITURE</b>	<b>(34)</b>	<b>(11)</b>	<b>(73)</b>	<b>(1)</b>
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(1)</i>	<i>(0)</i>

**Budget Holder: Mr Trevor Rayner - Head of Procurement & Development**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Project Team undertakes projects of strategic and corporate importance. It reviews, plans and implements improvements to services within the directorate and across the Council, delivering efficiency savings and value for money. It also strengthens performance management and business planning across the directorate.
- 2) Corporate Procurement co-ordinate and manage the contractual process and procurement of goods and services for the whole of the Council and provides advice on all issues relating to procurement.

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### REVENUES & EXCHEQUER SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,617	1,461	1,571	1,428
PREMISES	-	-	-	-
TRANSPORT	9	10	8	10
SUPPLIES AND SERVICES	505	543	498	543
THIRD PARTY PAYMENTS	-	-	4	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	784	797	797	707
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,915</b>	<b>2,811</b>	<b>2,878</b>	<b>2,688</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	137	79	182	79
GOVERNMENT GRANTS	15	-	14	-
RECHARGES	1,085	1,172	1,019	1,299
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	178	155	204	155
<b>TOTAL INCOME</b>	<b>1,415</b>	<b>1,406</b>	<b>1,419</b>	<b>1,533</b>
<b>NET EXPENDITURE</b>	<b>1,500</b>	<b>1,405</b>	<b>1,459</b>	<b>1,155</b>
<i>COST PER '000 POPULATION</i>	<i>11</i>	<i>10</i>	<i>10</i>	<i>8</i>

**Budget Holder: Mr Andrew Turpin - Head of Revenue & Exchequer Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Income and Recovery - administer and maximise the collection of Council Tax, Business Rates and sundry debts including the establishment of liability, entitlement to discounts, reliefs and exemptions. It also undertakes appropriate enforcement action and carries out collection on behalf of the Business Improvement District (BID).
- 2) Transactional Services includes creditor payments, sundry debt recovery, debtor management and cashiers' services.
- 3) Payroll is responsible for the Council's payroll system and also provides external payroll services to a number of organisations and Council owned companies.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
REVENUES	1,347	1,227	1,241	1,149
TRANSACTIONAL SERVICES	(61)	(46)	(26)	-
PAYROLL	214	224	244	6
<b>NET EXPENDITURE</b>	<b>1,500</b>	<b>1,405</b>	<b>1,459</b>	<b>1,155</b>



## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### BENEFITS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,852	2,891	2,918	2,873
PREMISES	2	-	-	-
TRANSPORT	8	4	8	4
SUPPLIES AND SERVICES	608	680	746	341
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	199	200	201	200
SUPPORT SERVICES	316	294	294	332
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>3,985</b>	<b>4,069</b>	<b>4,167</b>	<b>3,750</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	15	-	37	-
GOVERNMENT GRANTS	455	394	403	394
RECHARGES	3,883	3,936	3,911	3,936
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	579	792	878	449
<b>TOTAL INCOME</b>	<b>4,932</b>	<b>5,122</b>	<b>5,229</b>	<b>4,779</b>
<b>NET EXPENDITURE</b>	<b>(947)</b>	<b>(1,053)</b>	<b>(1,062)</b>	<b>(1,029)</b>
<i>COST PER '000 POPULATION</i>	<i>(7)</i>	<i>(7)</i>	<i>(7)</i>	<i>(7)</i>

**Budget Holder: Miss Louise Jones - Head of Benefits and Customer Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Housing Benefit administration which includes processing new claims and changes of circumstances, reviewing on-going claims, verifying statutory requirements to entitlements and recovery of overpayments. Council Tax Reduction Scheme administration for Working Age Customers and Statutory Scheme for Pension Age customers which includes processing new claims and changes of circumstances, reviewing on-going claims, verifying requirements to entitlement and recovery of overpayments. Administering applications for and changes to Free School Meals entitlement.
- 2) Social Care financial assessment processing, which includes assessing client contributions towards the cost of residential and non-residential care, collection of contributions and payments to care providers. Administration of Discretionary awards for Housing Benefit and Council Tax Reduction. Administration of the Debt Advice and Outreach Benefits service. Administration of the Local Discretionary Support Scheme which replaces elements of the DWP Social Fund and provides emergency support (Crisis) and grants to enable residents to move back into or remain in the community.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
BENEFITS ADMIN	(1,348)	(1,394)	(1,404)	(1,361)
DISCRETIONARY SUPPORT SCHEME	401	341	342	332
<b>NET EXPENDITURE</b>	<b>(947)</b>	<b>(1,053)</b>	<b>(1,062)</b>	<b>(1,029)</b>

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### ICT SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,712	1,682	1,480	1,534
PREMISES	51	8	16	8
TRANSPORT	14	15	12	15
SUPPLIES AND SERVICES	2,670	1,926	2,064	1,926
THIRD PARTY PAYMENTS	-	2	-	2
TRANSFER PAYMENTS	53	-	-	-
SUPPORT SERVICES	167	160	160	163
CAPITAL CHARGES	556	634	634	814
<b>TOTAL EXPENDITURE</b>	<b>5,223</b>	<b>4,427</b>	<b>4,366</b>	<b>4,462</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	556	413	432	413
GOVERNMENT GRANTS	25	-	-	-
RECHARGES	3,102	3,218	3,192	3,072
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	971	622	629	622
<b>TOTAL INCOME</b>	<b>4,654</b>	<b>4,253</b>	<b>4,253</b>	<b>4,107</b>
<b>NET EXPENDITURE</b>	<b>569</b>	<b>174</b>	<b>113</b>	<b>355</b>
<i>COST PER '000 POPULATION</i>	<i>4</i>	<i>1</i>	<i>1</i>	<i>2</i>

**Budget Holder: Mr Tony Doyle - Head of ICT Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Information and Communications Technology underpins activities of the Council, Blackpool schools and other local organisations. ICT Services enables the Council to utilise new technologies and systems to deliver a better, more convenient and cost effective service. The ICT Services budget covers all the costs for managing and supporting the Council's ICT infrastructure, the hosting and back up of data, network and telephony services, corporate applications and providing suitable hardware for employees of the Council to carry out their business on. During 2016/17 the Social Care Systems Team and the CLC Media Team merged with the ICT Service.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
Corporate ICT	123	(167)	(192)	6
Transforming Schools ICT	91	17	(3)	21
Systems Development	341	323	289	326
Digital Media Manager	14	1	19	2
<b>NET EXPENDITURE</b>	<b>569</b>	<b>174</b>	<b>113</b>	<b>355</b>

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### CUSTOMER FIRST

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	784	803	795	749
PREMISES	-	-	-	-
TRANSPORT	25	32	31	32
SUPPLIES AND SERVICES	270	105	122	105
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	169	152	152	152
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,248</b>	<b>1,092</b>	<b>1,100</b>	<b>1,038</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	29	32	29	32
GOVERNMENT GRANTS	61	61	61	61
RECHARGES	988	1,048	1,048	933
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	187	12	13	12
<b>TOTAL INCOME</b>	<b>1,265</b>	<b>1,153</b>	<b>1,151</b>	<b>1,038</b>
<b>NET EXPENDITURE</b>	<b>(17)</b>	<b>(61)</b>	<b>(51)</b>	<b>-</b>
<i>COST PER '000 POPULATION</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>	<i>0</i>

**Budget Holder:** Miss Louise Jones - Head of Benefits and Customer Services

**Finance Manager:** Mr Mark Golden

**Notes:**

- Customer First is the first point of contact for many of the Council's customer enquiries. The service operates from the Municipal Building supporting all the main contact channels - counter, phone, web, email and post. Additional services provided include the incoming and outgoing mail hub and reception service for Council Offices. The service also administers the application of disabled parking permits.

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### ACCOUNTANCY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,574	1,487	1,518	1,380
PREMISES	-	-	-	-
TRANSPORT	5	3	4	3
SUPPLIES AND SERVICES	209	114	113	114
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	255	207	207	209
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,043</b>	<b>1,811</b>	<b>1,842</b>	<b>1,706</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	114	115	115	115
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	1,729	1,648	1,649	1,520
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	125	73	112	73
<b>TOTAL INCOME</b>	<b>1,968</b>	<b>1,836</b>	<b>1,876</b>	<b>1,708</b>
<b>NET EXPENDITURE</b>	<b>75</b>	<b>(25)</b>	<b>(34)</b>	<b>(2)</b>
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>(0)</i>	<i>(0)</i>	<i>(0)</i>

**Budget Holder: Mr Phil Redmond - Chief Accountant**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Accountancy - a corporate finance stewardship role in setting the governance framework, preparing the Council's statutory final accounts, managing its financial information system, it's cashflow and providing financial planning, budget monitoring and financial management support to officers and elected Members; provision of specialist financial support re. central government funding, taxation, leasing and one-off technical projects.

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### RISK SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	690	701	732	687
PREMISES	-	-	-	-
TRANSPORT	3	4	3	4
SUPPLIES AND SERVICES	31	19	30	4
THIRD PARTY PAYMENTS	5	-	1	-
TRANSFER PAYMENTS	15	15	15	15
SUPPORT SERVICES	128	124	124	136
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>872</b>	<b>863</b>	<b>905</b>	<b>846</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1	-	29	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	554	669	636	721
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	93	125	186	125
<b>TOTAL INCOME</b>	<b>648</b>	<b>794</b>	<b>851</b>	<b>846</b>
<b>NET EXPENDITURE</b>	<b>224</b>	<b>69</b>	<b>54</b>	<b>-</b>
<b>COST PER '000 POPULATION</b>				
	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Budget Holder: Tracy Greenhalgh - Chief Internal Auditor**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Services under the Chief Internal Auditor - provision of an independent internal audit appraisal function that reviews the adequacy and effectiveness of controls in operation within the Council, investigation of benefit and corporate fraud, provision of risk management and insurance cover, emergency planning and business continuity management. There is a statutory requirement to provide internal audit services within the Council prescribed in Section 151 of the Local Government Act 1972. This was further clarified by the Accounts and Audit Regulations 2011 which require local authorities to maintain an adequate and effective system of internal audit.

## RESOURCES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### PROPERTY SERVICES & INVESTMENT PORTFOLIO

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,641	2,233	2,274	2,145
PREMISES	6,297	5,241	5,634	5,120
TRANSPORT	73	82	50	82
SUPPLIES AND SERVICES	809	459	721	459
THIRD PARTY PAYMENTS	407	(5)	14	(5)
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	1,232	1,260	1,266	1,437
CAPITAL CHARGES	4,409	4,691	5,134	3,017
<b>TOTAL EXPENDITURE</b>	<b>15,868</b>	<b>13,961</b>	<b>15,093</b>	<b>12,255</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,026	2,321	2,590	2,323
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	8,126	8,412	8,492	8,901
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,149	371	1,008	371
<b>TOTAL INCOME</b>	<b>12,301</b>	<b>11,104</b>	<b>12,090</b>	<b>11,595</b>
<b>NET EXPENDITURE</b>	<b>3,567</b>	<b>2,857</b>	<b>3,003</b>	<b>660</b>
<b>COST PER '000 POPULATION</b>	<b>25</b>	<b>20</b>	<b>21</b>	<b>5</b>

**Budget Holder: Mr Stephen Waterfield - Head of Property & Asset Management**

**Finance Manager: Mr Mark Golden**

**Notes:**

- Property Services undertake the Corporate Landlord role to manage and maintain the Council's land and property portfolio, ensuring that it is safe, secure, accessible and maintained to an appropriate and defined standard. It delivers the energy and water management service, the Carbon Management Plan and Climate Change agenda to develop a sustainable and efficient property portfolio which has a minimum impact on the environment and climate during its life. It maintains the Asset Management database system, holding the core property data on all Council's land and property assets. Delivers the Office Accommodation Strategy to rationalise and reduce the cost base. The service provides a professional valuation and Estates Service to manage the Council's land and property estate, undertaking valuations, disposals, acquisitions and Compulsory Purchase Orders. The service is also responsible for the delivery of key property-related projects to develop the town, economy and local communities.
- The above figures include the operating costs of administrative & operational premises including but not restricted to:-
 

- Bickerstaffe House	- Festival House	- Phoenix Centre	- Sure Start Grange park
- Town Hall	- Palatine Leisure Centre	- Sure Start Tab	- Hornby Rd
- Municipal Buildings	- Blackpool Sports Centre	- Bispham Rd	- Argosy Avenue
- Stanley Buildings	- Moor Park Leisure Centre	- Bispham Centre	- Whitegate Manor
- Solaris Centre	- Technology Management Centre	- Lowmoor Rd	- Oxford Centre
- South King Street	- Coastal House	- The Willows	- City Learning Centre
- Shorlands	- Assessment & Rehabilitation Centre	- Christ the King	- Layton Depot
- Whitegate CIL	- Coopers Way		
- The Solaris Centre incorporates a centre of environmental excellence promoting sustainability, and small business incubator units with rooms for training, seminars and meetings. It is also a base for partnerships delivering environmental projects in the community and displays exhibitions of local art and photographs.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PROPERTY SERVICES MANAGEMENT	1,052	422	419	323
BUILDINGS	1,006	775	783	464
CAPITAL PROJECTS & DEVELOPMENT	(152)	(305)	103	(340)
PROPERTY & PORTFOLIO MANAGEMENT	582	497	518	463
BUSINESS DEVELOPMENT & STRATEGY	157	122	121	116
ENERGY & PROPERTY DATA	(605)	262	286	249
BUILDING SERVICES	265	47	55	48
INVESTMENT PORTFOLIO	1,260	1,037	718	(663)
OTHER	2	-	-	-
<b>NET EXPENDITURE</b>	<b>3,567</b>	<b>2,857</b>	<b>3,003</b>	<b>660</b>

## **Places**

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
STRATEGIC LEISURE ASSETS	1,428	1,355	2,023	(193)
CULTURAL SERVICES	1,811	(4)	11	85
ECONOMIC DEVELOPMENT	604	79	79	4
GROWING PLACES	431	198	398	251
VISITOR ECONOMY	4,413	3,761	4,141	3,033
<b>NET COST OF SERVICES</b>	<b>8,687</b>	<b>5,389</b>	<b>6,652</b>	<b>3,180</b>
<i>COST PER '000 POPULATION</i>	<i>61</i>	<i>38</i>	<i>47</i>	<i>22</i>

**Budget Holder: Mr A Cavill- Director of Place**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	7,609	5,981	6,960	5,849
PREMISES	2,395	1,655	1,750	1,656
TRANSPORT	317	306	332	306
SUPPLIES AND SERVICES	6,459	2,812	5,810	1,790
THIRD PARTY PAYMENTS	92	345	754	345
TRANSFER PAYMENTS	2,166	65	65	65
SUPPORT SERVICES	1,404	1,486	1,500	1,429
CAPITAL CHARGES	4,353	4,867	4,422	4,863
<b>TOTAL EXPENDITURE</b>	<b>24,795</b>	<b>17,517</b>	<b>21,593</b>	<b>16,303</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	3,503	3,741	3,915	5,279
GOVERNMENT GRANTS	1,342	8	1,479	8
RECHARGES	2,944	5,595	5,395	5,158
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	8,319	2,784	4,152	2,678
<b>TOTAL INCOME</b>	<b>16,108</b>	<b>12,128</b>	<b>14,941</b>	<b>13,123</b>
<b>NET EXPENDITURE</b>	<b>8,687</b>	<b>5,389</b>	<b>6,652</b>	<b>3,180</b>



## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### STRATEGIC LEISURE ASSETS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	106	103	103	104
PREMISES	1,166	539	590	539
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	(710)	508	508	502
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	46	44	44	39
CAPITAL CHARGES	3,854	4,335	3,890	4,335
<b>TOTAL EXPENDITURE</b>	<b>4,462</b>	<b>5,529</b>	<b>5,135</b>	<b>5,519</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,223	2,729	2,729	4,267
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	811	1,445	383	1,445
<b>TOTAL INCOME</b>	<b>3,034</b>	<b>4,174</b>	<b>3,112</b>	<b>5,712</b>
<b>NET EXPENDITURE</b>	<b>1,428</b>	<b>1,355</b>	<b>2,023</b>	<b>(193)</b>
<b>COST PER '000 POPULATION</b>				
	10	10	14	(1)

**Budget Holder: Mr L Frudd - Head of Strategic Leisure Assets**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) Strategic Leisure Assets includes the following premises:
- Blackpool Tower
  - The Winter Gardens
  - Madame Tussauds
  - The Golden Mile Buildings

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### CULTURAL SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,704	1,129	1,547	1,043
PREMISES	314	327	347	327
TRANSPORT	33	18	42	18
SUPPLIES AND SERVICES	1,610	446	1,616	326
THIRD PARTY PAYMENTS	54	1	19	2
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	230	249	263	222
CAPITAL CHARGES	259	288	288	286
<b>TOTAL EXPENDITURE</b>	<b>4,204</b>	<b>2,458</b>	<b>4,122</b>	<b>2,224</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	27	29	39	29
GOVERNMENT GRANTS	32	-	96	-
RECHARGES	739	2,271	2,271	1,948
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,595	162	1,705	162
<b>TOTAL INCOME</b>	<b>2,393</b>	<b>2,462</b>	<b>4,111</b>	<b>2,139</b>
<b>NET EXPENDITURE</b>	<b>1,811</b>	<b>(4)</b>	<b>11</b>	<b>85</b>
<b>COST PER '000 POPULATION</b>	<b>13</b>	<b>(0)</b>	<b>0</b>	<b>1</b>

**Budget Holder: Mr P Legg - Head of Economic Development**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) Cultural Services comprises of Library Services, Arts Development and Heritage Services.
- 2) The library service in Blackpool consists of a network of eight community libraries which provide the library service across the Borough. It also provides an at-home library outreach service for vulnerable people who are unable to visit a local library. The service co-ordinates the national Book Start scheme - providing books, via a gifting scheme, to all households with babies and pre-school children, as well as an annual Reader Development programme which is actioned to promote and support literacy, learning, and the use of libraries.
- 3) The Arts & Heritage budget represents the cost of providing the general running costs, exhibition and education programme, and staffing for the Arts Development Service. This budget does not include external funding. The Arts Service uses its core budget to attract external funding to invest in Blackpool's communities, for programmes supporting some of our most vulnerable residents, including users of mental health services, and residents of some of our most deprived areas.

The Heritage service includes the strategic lead and future planning function for Heritage, the care and management of the Blackpool Council heritage collections, public access through the Local History Centre and the delivery of community heritage activities through the Community Heritage Programme. The Heritage service also proactively supports the Blackpool Museum Project.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ARTS & HERITAGE	143	27	70	80
LIBRARY SERVICE	1,668	(31)	(59)	5
<b>NET EXPENDITURE</b>	<b>1,811</b>	<b>(4)</b>	<b>11</b>	<b>85</b>

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### ECONOMIC DEVELOPMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	763	333	344	319
PREMISES	125	110	124	110
TRANSPORT	7	5	4	5
SUPPLIES AND SERVICES	499	113	162	51
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	103	78	78	59
CAPITAL CHARGES	11	11	11	11
<b>TOTAL EXPENDITURE</b>	<b>1,508</b>	<b>650</b>	<b>723</b>	<b>555</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	105	107	134	107
GOVERNMENT GRANTS	72	-	-	-
RECHARGES	-	450	450	430
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	727	14	60	14
<b>TOTAL INCOME</b>	<b>904</b>	<b>571</b>	<b>644</b>	<b>551</b>
<b>NET EXPENDITURE</b>	<b>604</b>	<b>79</b>	<b>79</b>	<b>4</b>
<b>COST PER '000 POPULATION</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>0</b>

**Budget Holder: Mr P Legg - Head of Economic Development**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The Economic Development Division is a small but effective team that spearheads the Council's support to new and existing businesses to assist in their set up, growth and job creation. The function has two parts to the operation: support to local businesses, and support to unemployed residents; with essential overlap around employer engagement.
- 2) The Business Support team has a successful track record of supporting new start businesses through its Get Started service offering advice, training and access to start up finance. The wider team acts as a key interface with existing businesses, in particular growing businesses in their efforts to locate and invest in property, plant and equipment, recruitment and skills. The team communicates with businesses through a variety of methods including Blackpoolunlimited.com, an online business communication portal; reacting to enquiries, and proactively navigating businesses through various support available at a local and national level (including start up advice & finance, growth coaching & mentoring, finance including capital grants, innovation, etc.). The team help administer the Council's Business Loans Fund (formerly Blackpool Investment Fund), and property improvement grants as part of the Town Centre Quality Corridors initiative. It also manages the Council's two business hubs (FY Creatives and the Blackpool Enterprise Centre).
- 3) Positive Steps into Work, the Council's lead adult employment services team, operates a number of commercial and publicly funded contracts collectively aimed at helping unemployed Blackpool residents to gain and sustain employment and to improve health outcomes. This includes: a contract to deliver the government's Work Programme assisting long term unemployed across the Fylde Coast; a number of employment support contracts for residents with complex needs such as drug and alcohol rehabilitation, and/or in target neighbourhoods; the operation of the Chance to Shine Work Placement scheme, and coordinated redundancy response for public and private employees. The team has secured £2m of external funding to spearhead a 2-year pilot commencing in late 2016 supporting Blackpool residents with moderate mental health conditions into employment, one of only 3 areas in the country. In late 2016 the combined service offer came together under one roof within the new HealthWorks facility on Clifton Street, redeveloped in partnership with the Council's Public Health department. This now delivers a universal Healthy Lifestyles service which offers practical non-clinical advice and support to residents looking to make lifestyle changes to their physical and mental health, and will evolve the offer to include other related services such as smoking cessation. The funding for this ongoing activity is not reflected in the above budget as it does not require core budget, sustained through internal and external contracts and projects.

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### GROWING PLACES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,140	1,793	1,919	1,719
PREMISES	127	96	96	96
TRANSPORT	33	20	34	20
SUPPLIES AND SERVICES	1,350	201	286	201
THIRD PARTY PAYMENTS	24	319	729	319
TRANSFER PAYMENTS	2,166	65	65	65
SUPPORT SERVICES	555	644	644	679
CAPITAL CHARGES	4	4	4	2
<b>TOTAL EXPENDITURE</b>	<b>6,399</b>	<b>3,142</b>	<b>3,777</b>	<b>3,101</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	725	717	692	717
GOVERNMENT GRANTS	489	-	517	-
RECHARGES	1,799	2,143	1,943	2,049
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,955	84	227	84
<b>TOTAL INCOME</b>	<b>5,968</b>	<b>2,944</b>	<b>3,379</b>	<b>2,850</b>
<b>NET EXPENDITURE</b>	<b>431</b>	<b>198</b>	<b>398</b>	<b>251</b>
<b>COST PER '000 POPULATION</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>2</b>

**Budget Holder: Mr. A Lockley - Strategic Head of Development**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The Growing Places Division is made up of three core functions: planning services, housing services and growth and development.
- 2) Planning Services include the full range of statutory planning functions spread across a number of teams, as well as the formulation of strategic policy surrounding land use and transport. Planning Services are housed in two departments: Planning Quality and Control (Development Management, Building Control, Heritage and Divisional Support to include Land Charges); and Planning Strategy (Strategic Planning and Transport Policy).
- 3) Housing Services include teams that discharge statutory homelessness functions (Housing Options), formulate housing policy and strategy, deliver funded programmes and provide client responsibilities in terms of Blackpool Coastal Housing and Blackpool Housing Company.
- 4) Enterprise and Growth is a new area of the Division that brings together a team that will deliver property based projects as part of the Council Priority 1, and the wider growth and prosperity objectives of the Council.
- 5) The Strategic Head of the Division acts as the officer lead for the Council on the interface with key sub-regional funding and policy bodies such as the Local Enterprise Partnership and Lancashire Combined Authority, providing advocacy, expert advice and support to Executive members as appropriate.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HOUSING	(33)	(88)	(58)	(84)
PLANNING	411	281	281	279
GROWTH TEAM	53	5	175	56
<b>NET EXPENDITURE</b>	<b>431</b>	<b>198</b>	<b>398</b>	<b>251</b>

## PLACES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### VISITOR ECONOMY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,895	2,624	3,046	2,665
PREMISES	663	583	595	583
TRANSPORT	244	263	253	263
SUPPLIES AND SERVICES	3,712	1,544	3,238	709
THIRD PARTY PAYMENTS	14	25	6	25
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	470	471	471	430
CAPITAL CHARGES	225	228	228	228
<b>TOTAL EXPENDITURE</b>	<b>8,223</b>	<b>5,738</b>	<b>7,837</b>	<b>4,903</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	424	159	321	159
GOVERNMENT GRANTS	749	8	866	8
RECHARGES	406	731	731	730
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,231	1,079	1,778	973
<b>TOTAL INCOME</b>	<b>3,810</b>	<b>1,977</b>	<b>3,696</b>	<b>1,870</b>
<b>NET EXPENDITURE</b>	<b>4,413</b>	<b>3,761</b>	<b>4,141</b>	<b>3,033</b>
<i>COST PER '000 POPULATION</i>	31	26	29	21

**Budget Holder: Mr. P Welsh - Head of Visitor Economy**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) Visit Blackpool is the resort's Destination Management Organisation (DMO) which has responsibility for attracting visitors through various year-round marketing activities. Its key objective is to reposition Blackpool as Europe's leading seaside resort.
- 2) The Illuminations service carries responsibility for designing and delivering one of the town's most popular and enduring attractions. The Illuminations attract circa three million visitors into Blackpool during the autumn season.
- 3) The Partnerships & Business Development team carries responsibility for private sector engagement and partnership working, as well as relationship management between the Council and key partner organisations.
- 4) Print Services provides a printing service for the authority.
- 5) The Community Safety team supports the work of the Community Safety Partnership, BSafe Blackpool, by developing initiatives to reduce crime and anti-social behaviour, as well as putting plans in place to support vulnerable victims of crime and anti-social behaviour.
- 6) Security Services provide a services to a number of Council and non-Council sites. These include key-holding and alarm response services, as well as static security to sites such as Layton Depot. The service also provides mobile patrol and close protection services.
- 7) The CCTV service provides a maintenance and installation service for the Council cameras, as well as for those of neighbouring local authorities. It also provides services such as wireless links, access control and automatic number plate recognition systems.
- 8) Beach patrol offers a year-round service, with a full time staff complement further augmented by seasonal staff during peak summer months. The whole of Blackpool's coastline is patrolled, with the more highly populated beach and sea areas receiving greater cover. The service also provides an educational service to the local schools to make young people aware of the dangers associated with the sea.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PARTNERSHIPS & BUSINESS DEVELOPMENT	564	341	341	332
ILLUMINATIONS	1,744	1,715	1,965	1,684
PRINT SERVICES	88	(24)	76	(21)
VISIT BLACKPOOL	1,623	1,366	1,397	805
VISITOR SERVICES	394	363	362	233
<b>NET EXPENDITURE</b>	<b>4,413</b>	<b>3,761</b>	<b>4,141</b>	<b>3,033</b>



## **Community and Environmental Services**

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
BUSINESS SERVICES	1,377	969	960	733
LEISURE AND CATERING	3,788	4,245	4,167	2,591
PUBLIC PROTECTION	(216)	(303)	(238)	2
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	4,693	4,326	4,326	3,077
HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES	14,404	15,325	15,353	29,487
STREET CLEANSING AND WASTE	19,129	18,718	18,581	18,239
INTEGRATED TRANSPORT	378	514	578	507
<b>NET COST OF SERVICES</b>	<b>43,553</b>	<b>43,794</b>	<b>43,727</b>	<b>54,636</b>
<i>COST PER '000 POPULATION</i>	<i>306</i>	<i>307</i>	<i>307</i>	<i>383</i>

**Budget Holder: Mr John Blackledge - Director of Community and Environmental Services**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	15,882	14,473	14,812	13,827
PREMISES	2,307	1,999	1,953	1,849
TRANSPORT	2,848	2,521	3,770	2,521
SUPPLIES AND SERVICES	11,896	5,137	6,366	4,648
THIRD PARTY PAYMENTS	23,716	22,413	23,203	22,617
TRANSFER PAYMENTS	286	312	320	312
SUPPORT SERVICES	4,495	5,446	5,448	4,987
CAPITAL CHARGES	16,874	16,048	16,065	29,322
<b>TOTAL EXPENDITURE</b>	<b>78,304</b>	<b>68,349</b>	<b>71,937</b>	<b>80,083</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	9,095	8,718	9,402	8,985
GOVERNMENT GRANTS	2,863	2,788	2,772	2,788
RECHARGES	8,226	8,336	8,722	8,861
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	14,567	4,713	7,314	4,813
<b>TOTAL INCOME</b>	<b>34,751</b>	<b>24,555</b>	<b>28,210</b>	<b>25,447</b>
<b>NET EXPENDITURE</b>	<b>43,553</b>	<b>43,794</b>	<b>43,727</b>	<b>54,636</b>



## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### BUSINESS SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	504	376	366	301
PREMISES	68	16	17	16
TRANSPORT	22	4	4	3
SUPPLIES AND SERVICES	118	72	72	31
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	723	501	501	412
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,435</b>	<b>969</b>	<b>960</b>	<b>763</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	10	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	48	-	-	30
<b>TOTAL INCOME</b>	<b>58</b>	<b>-</b>	<b>-</b>	<b>30</b>
<b>NET EXPENDITURE</b>	<b>1,377</b>	<b>969</b>	<b>960</b>	<b>733</b>
<i>COST PER '000 POPULATION</i>	<i>10</i>	<i>7</i>	<i>7</i>	<i>5</i>

**Budget Holder: Mr John Blackledge - Director of Community and Environmental Services**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) This budget relates to the management and administration for Community and Environmental Services which includes the costs of employee related insurance.
- 2) Layton Depot is shown in Property Services from 2015/16.

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### LEISURE AND CATERING

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	5,870	5,475	5,480	5,350
PREMISES	564	352	489	352
TRANSPORT	328	343	358	343
SUPPLIES AND SERVICES	3,474	2,318	2,382	2,319
THIRD PARTY PAYMENTS	31	23	181	23
TRANSFER PAYMENTS	286	312	312	312
SUPPORT SERVICES	2,374	2,957	2,959	2,980
CAPITAL CHARGES	352	349	345	195
<b>TOTAL EXPENDITURE</b>	<b>13,279</b>	<b>12,129</b>	<b>12,506</b>	<b>11,874</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	4,789	4,868	4,751	4,982
GOVERNMENT GRANTS	150	120	88	120
RECHARGES	1,636	1,578	1,494	2,773
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,916	1,318	2,006	1,408
<b>TOTAL INCOME</b>	<b>9,491</b>	<b>7,884</b>	<b>8,339</b>	<b>9,283</b>
<b>NET EXPENDITURE</b>	<b>3,788</b>	<b>4,245</b>	<b>4,167</b>	<b>2,591</b>
<i>COST PER '000 POPULATION</i>	27	30	29	18

**Budget Holder: Mr John Hawkin - Head of Leisure and Catering**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The service provides comprehensive leisure opportunities to the whole community, ensuring all interest groups, abilities, age groups and backgrounds are provided for. In excess of one million visits to leisure facilities and programmes are made by local people each year, which includes a whole range of activities, lessons, club sports activities, junior sports coaching and opportunities for the town's most vulnerable children, young people and adults. Health on referral programmes, for people with cardiac, respiratory, clinical and general health conditions, result in excess of 80,000 visits to facilities a year.
- 2) Stanley Park is Blackpool's largest public open space. The 256 acre park is a landmark in Blackpool's heritage and history. The park was officially opened in 1926 and was designed by the internationally renowned Thomas Mawson. The park received Grade II status on the National Register of Historic Parks and Gardens in 1995 and benefitted from a £6 million Heritage Lottery Fund related restoration in 2007. The park boasts an impressive range of facilities which includes; ornamental gardens, a rose garden, water fountains, a boating lake and statues along with the historic Art Deco Café. The park is also home to Blackpool Sports Centre, an athletics arena, a national standards BMX track, synthetic turf and grass sports pitches, netball and tennis courts and an adventure play area. The service also provides weed treatment and maintenance of green open spaces outside of Stanley Park including removal of fallen leaves and blossom and highway verge grass cutting.
- 3) Catering Services provide a range of services to schools throughout Blackpool. The core service is a hot lunchtime meal served at 24 Primary, Special and Secondary schools. A range of other provisions are available throughout the extended school day, including breakfast, morning break and after-school food offers. The various Pupil Referral Units are provided with a delivered packed lunch service for pupils on a daily basis. The Catering Management Team are responsible for the monitoring of hygiene standards in all Council establishments in agreement with the local environmental health team, and also for compliance with nutritional and healthy meals governmental requirements throughout the borough. The Free School Breakfasts scheme provides a breakfast to over 8,500 primary school children a day.
- 4) The Building Cleaning Team provides a cleaning service within the authority, schools, health and housing associations. Cleaning specifications are tailored to meet the customer's needs and include fixed term contracts, service level agreements or one-off cleans. Building Cleaning provide a window cleaning service using a water fed pole system for the authority. Building Cleaning run the office moves service. This involves moving office furniture throughout the authority, transporting archive boxes between sites and transporting library boxes to all Blackpool libraries.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
LEISURE & SPORT	2,050	2,307	2,308	2,346
PARKS	1,585	1,517	1,516	93
CATERING	230	491	409	322
BUILDING CLEANING	(77)	(70)	(66)	(170)
<b>NET EXPENDITURE</b>	<b>3,788</b>	<b>4,245</b>	<b>4,167</b>	<b>2,591</b>

## COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### PUBLIC PROTECTION

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,514	1,968	2,086	1,775
PREMISES	12	11	12	11
TRANSPORT	67	69	67	69
SUPPLIES AND SERVICES	281	315	303	315
THIRD PARTY PAYMENTS	91	57	30	57
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	434	489	489	454
CAPITAL CHARGES	45	27	27	-
<b>TOTAL EXPENDITURE</b>	<b>3,444</b>	<b>2,936</b>	<b>3,014</b>	<b>2,681</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	928	1,023	897	1,023
GOVERNMENT GRANTS	30	-	5	-
RECHARGES	2,200	2,128	2,130	1,568
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	502	88	220	88
<b>TOTAL INCOME</b>	<b>3,660</b>	<b>3,239</b>	<b>3,252</b>	<b>2,679</b>
<b>NET EXPENDITURE</b>	<b>(216)</b>	<b>(303)</b>	<b>(238)</b>	<b>2</b>
<b>COST PER '000 POPULATION</b>				
	(2)	(2)	(2)	0

**Budget Holder: Mr Tim Coglan - Head of Public Protection**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The Public Protection Department comprises of the following functions: Trading Standards, Licensing Service, Health & Safety Enforcement, Licensing Enforcement, Food Control, Housing Enforcement (including Selective Licensing) & Planning Enforcement.
- 2) Each team is top performing nationally in their sphere and deals with key issues around protecting the vulnerable and elderly, reducing crime and disorder and antisocial behaviour, protecting public safety and health, and promoting good business practice.

## COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### COASTAL AND ENVIRONMENTAL PARTNERSHIPS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	325	326	281	314
PREMISES	1,027	1,129	1,129	979
TRANSPORT	7	4	3	4
SUPPLIES AND SERVICES	3,714	70	92	70
THIRD PARTY PAYMENTS	4,015	5,206	4,768	5,274
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	35	107	107	97
CAPITAL CHARGES	2,647	1,255	1,255	-
<b>TOTAL EXPENDITURE</b>	<b>11,770</b>	<b>8,097</b>	<b>7,635</b>	<b>6,738</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	134	-	168	-
GOVERNMENT GRANTS	2,642	2,627	2,639	2,627
RECHARGES	1	543	210	433
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	4,300	601	292	601
<b>TOTAL INCOME</b>	<b>7,077</b>	<b>3,771</b>	<b>3,309</b>	<b>3,661</b>
<b>NET EXPENDITURE</b>	<b>4,693</b>	<b>4,326</b>	<b>4,326</b>	<b>3,077</b>
<b>COST PER '000 POPULATION</b>	<b>33</b>	<b>30</b>	<b>30</b>	<b>22</b>

**Budget Holder: Mrs Clare Nolan-Barnes - Head of Coastal and Environmental Partnerships**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The team concentrates on the procurement and delivery of projects through Fylde Peninsula Water Management Partnership primarily concerned with the holistic management of water and the environment. This includes flood risk, coastal protection, surface water management and bathing waters. The team ensures that the Council complies with the relevant legislative duties in respect of water management. The team also delivers the Street lighting and traffic signal PFI Partnership. The team is funded via the projects and also via dedicated funding for the Fylde Peninsula Partnership from the Environment Agency.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COASTAL AND ENVIRONMENTAL PARTNERSHIPS	32	(86)	(86)	1
STREET LIGHTING	4,661	4,412	4,412	3,076
<b>NET EXPENDITURE</b>	<b>4,693</b>	<b>4,326</b>	<b>4,326</b>	<b>3,077</b>

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### HIGHWAYS AND TRAFFIC MANAGEMENT SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,801	1,760	1,779	1,661
PREMISES	472	222	117	222
TRANSPORT	310	346	430	345
SUPPLIES AND SERVICES	1,799	459	1,153	89
THIRD PARTY PAYMENTS	1,786	595	875	489
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	213	342	341	403
CAPITAL CHARGES	12,276	12,931	12,931	27,656
<b>TOTAL EXPENDITURE</b>	<b>18,657</b>	<b>16,655</b>	<b>17,626</b>	<b>30,865</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	912	458	831	526
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	352	280	268	280
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,989	592	1,174	572
<b>TOTAL INCOME</b>	<b>4,253</b>	<b>1,330</b>	<b>2,273</b>	<b>1,378</b>
<b>NET EXPENDITURE</b>	<b>14,404</b>	<b>15,325</b>	<b>15,353</b>	<b>29,487</b>
<i>COST PER '000 POPULATION</i>	<i>101</i>	<i>108</i>	<i>108</i>	<i>207</i>

**Budget Holder: Mr Will Britain - Head of Highways**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The Council as a Highway Authority has a statutory duty to maintain the highway network. Highways & Traffic Management Services is responsible for the Highways Asset Management Plan and all aspects of planned, routine and reactive maintenance arising from it.
- 2) The Council as a Highway Authority has a statutory duty to investigate and prevent road accidents. The Council should also provide and promote road safety advice and education, although this is not delivered by Highways & Traffic Management Services. The service operates a successful road safety programme and also manages the school crossing patrols. The Council is an active member of the Lancashire Partnership for Road Safety.
- 3) The 2004 Traffic Management Act places a duty on the Council to manage the road network to secure the expeditious movement of traffic, considering the needs of all road users. Related to these duties, the service deals with traffic monitoring and management, the implementation of traffic regulation orders, parking management and restrictions and the control of utility works on the highway.
- 4) The operation of the Tramway is governed by an Operating and Maintenance Agreement between the Council (as owner) and Blackpool Transport Services Ltd (as operator). The Council is responsible for the maintenance of the permanent way (including track, stops and platforms) but not operation or the service of vehicles.
- 5) The transport strategy of the Council is set down in the Local Transport Plan (LTP), which is required by the Department for Transport (DfT). The LTP also sets out a programme of improvements and works funded by DfT and delivered by Highways & Traffic Management Services. The service actively liaises with DfT, neighbouring authorities and transport operators to ensure Blackpool's needs are put forward and considered.
- 6) Project 30 is one of several 'Revitalising Blackpool' schemes which have made a significant improvement to the condition of the highway network. Over 78km of carriageway have seen maintenance work carried out and over 91km of footways have been repaired. The work under this project is now complete but the highways division continue their efforts to keep the roads in Blackpool maintained to a safe and serviceable condition going forward. Highways & Traffic Management Services have published a new strategy to sustain the condition of Blackpool's roads to the satisfaction of all stakeholders for the next 35 years.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
HIGHWAYS & ENGINEERING	13,798	14,709	14,707	28,905
HIGHWAYS & TRAFFIC	606	616	646	582
<b>NET EXPENDITURE</b>	<b>14,404</b>	<b>15,325</b>	<b>15,353</b>	<b>29,487</b>

## COMMUNITY AND ENVIRONMENTAL SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### STREET CLEANSING AND WASTE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	2,992	2,805	2,842	2,737
PREMISES	155	232	183	231
TRANSPORT	719	740	714	740
SUPPLIES AND SERVICES	945	439	733	424
THIRD PARTY PAYMENTS	17,775	16,500	17,230	16,743
TRANSFER PAYMENTS	-	-	7	-
SUPPORT SERVICES	656	944	945	392
CAPITAL CHARGES	1,516	1,385	1,405	1,380
<b>TOTAL EXPENDITURE</b>	<b>24,758</b>	<b>23,045</b>	<b>24,059</b>	<b>22,647</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2,330	2,268	2,668	2,349
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	112	112	113	112
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,187	1,947	2,697	1,947
<b>TOTAL INCOME</b>	<b>5,629</b>	<b>4,327</b>	<b>5,478</b>	<b>4,408</b>
<b>NET EXPENDITURE</b>	<b>19,129</b>	<b>18,718</b>	<b>18,581</b>	<b>18,239</b>
<i>COST PER '000 POPULATION</i>	<i>134</i>	<i>131</i>	<i>130</i>	<i>128</i>

**Budget Holders: Mr Jez Evans - Head of Street Cleansing and Mr John-Paul Lovie - Head of Waste Services**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The Street Cleansing Team are responsible for general cleaning around Blackpool. The work they do includes; removal of litter and dog fouling from public footpaths, clearing away wind blown sand, removal of dead animals, removal of unwanted/illegal graffiti, removal of fly-tipping, removal of road traffic debris and the supply and service of litter bins. All residential streets are regularly inspected and swept. In addition, any justified requests for street cleansing services will be carried out as required.
- 2) The Council operates a containerised domestic waste management service in partnership with waste collection contractor Veolia Environmental Services.
- 3) The Household Waste Recycling Centre at Bristol Avenue has facilities for the disposal of household waste from any domestic properties within Blackpool. Help is available at the site to direct, advise and provide practical physical assistance to ensure the safe disposal of waste. Over 68% of waste disposed of at the site is recycled. Wrapping for the safe disposal of asbestos waste is supplied. Commercial waste is not allowed at the site and permits are required to enter the facility in a van or trailer (a full list of vehicle types can be provided).
- 4) Trade Waste Services provides a service to in excess of 48% of the local business market.
- 5) Prior to August 2014, the Council's statutory waste disposal function was delivered in partnership with Lancashire County Council under a PFI Contract let to a consortium led by Global Renewables Ltd. However at the end of July 2014 Lancashire County Council and Blackpool Council reached consensual termination of this contract. From August 2014 Lancashire County Council and Blackpool Council own 100% of the operating company that previously provided the waste disposal function. The new arrangements will provide the authorities with waste recycling, processing and disposal arrangements for 25 years, and aim to meet both European and Government targets to reduce the amount of waste sent to landfill.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
STREET CLEANSING	2,931	3,365	3,315	3,367
WASTE	15,266	14,386	14,250	14,040
PUBLIC CONVENIENCES	932	967	1,016	832
<b>NET EXPENDITURE</b>	<b>19,129</b>	<b>18,718</b>	<b>18,581</b>	<b>18,239</b>

## COMMUNITY AND ENVIRONMENTAL SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### INTEGRATED TRANSPORT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,876	1,763	1,977	1,778
PREMISES	9	37	7	37
TRANSPORT	1,394	1,015	2,195	1,015
SUPPLIES AND SERVICES	1,565	1,463	1,632	1,313
THIRD PARTY PAYMENTS	18	32	120	32
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	65	106	106	249
CAPITAL CHARGES	34	102	101	90
<b>TOTAL EXPENDITURE</b>	<b>4,961</b>	<b>4,518</b>	<b>6,138</b>	<b>4,514</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	2	100	87	103
GOVERNMENT GRANTS	41	41	41	41
RECHARGES	3,915	3,695	4,508	3,695
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	625	168	924	168
<b>TOTAL INCOME</b>	<b>4,583</b>	<b>4,004</b>	<b>5,560</b>	<b>4,007</b>
<b>NET EXPENDITURE</b>	<b>378</b>	<b>514</b>	<b>578</b>	<b>507</b>
<i>COST PER '000 POPULATION</i>	<i>3</i>	<i>4</i>	<i>4</i>	<i>4</i>

**Budget Holder: Mrs Lynne Rowbottom - Head of Integrated Transport**

**Finance Managers: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The service provides a transport service for Children's and Adult's social care.
- 2) Blackpool Council's Rideability service provides transport to anyone who are unable to use a conventional bus. This may be because of a disability or health problem preventing service users from getting to the nearest bus stop or because they are elderly or frail.
- 3) The service is responsible for the vehicle operating license of the council and the CVMU corporate vehicle maintenance unit.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CVMU	(23)	17	17	169
INTEGRATED TRANSPORT	112	264	264	190
TRAVEL AND ROAD SAFETY	289	233	297	148
<b>NET EXPENDITURE</b>	<b>378</b>	<b>514</b>	<b>578</b>	<b>507</b>





## **Adult Services**

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
ADULT SOCIAL CARE	3,995	3,664	3,604	4,316
CARE & SUPPORT	7,142	4,237	4,013	4,022
COMMISSIONING & CONTRACTS	1,208	1,067	958	886
ADULTS COMMISSIONING PLACEMENTS	29,463	36,112	35,379	36,336
ADULTS SAFEGUARDING	701	462	617	515
<b>NET COST OF SERVICES</b>	<b>42,509</b>	<b>45,542</b>	<b>44,571</b>	<b>46,075</b>
<i>COST PER '000 POPULATION</i>	<i>298</i>	<i>320</i>	<i>313</i>	<i>323</i>

**Budget Holder: Karen Smith - Director of Adult Social Services**

**Finance Manager: Mr Mark Golden**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	16,511	14,363	15,286	14,782
PREMISES	131	77	68	78
TRANSPORT	823	838	818	841
SUPPLIES AND SERVICES	1,631	1,629	1,740	1,537
THIRD PARTY PAYMENTS	40,171	43,239	42,498	43,581
TRANSFER PAYMENTS	7,134	4,888	4,914	4,038
SUPPORT SERVICES	2,263	2,220	2,219	2,559
CAPITAL CHARGES	4	6	6	300
<b>TOTAL EXPENDITURE</b>	<b>68,668</b>	<b>67,260</b>	<b>67,549</b>	<b>67,716</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	12,521	11,396	11,015	11,676
GOVERNMENT GRANTS	1,443	149	170	149
RECHARGES	36	33	182	33
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	12,159	10,140	11,611	9,783
<b>TOTAL INCOME</b>	<b>26,159</b>	<b>21,718</b>	<b>22,978</b>	<b>21,641</b>
<b>NET EXPENDITURE</b>	<b>42,509</b>	<b>45,542</b>	<b>44,571</b>	<b>46,075</b>

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### ADULT SOCIAL CARE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	5,737	5,692	5,773	5,993
PREMISES	-	-	1	-
TRANSPORT	199	197	209	197
SUPPLIES AND SERVICES	126	95	97	95
THIRD PARTY PAYMENTS	8	-	5	-
TRANSFER PAYMENTS	1,272	-	(4)	-
SUPPORT SERVICES	543	471	471	460
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>7,885</b>	<b>6,455</b>	<b>6,552</b>	<b>6,745</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	1,008	-	-	-
RECHARGES	-	-	17	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,882	2,791	2,931	2,429
<b>TOTAL INCOME</b>	<b>3,890</b>	<b>2,791</b>	<b>2,948</b>	<b>2,429</b>
<b>NET EXPENDITURE</b>	<b>3,995</b>	<b>3,664</b>	<b>3,604</b>	<b>4,316</b>
<b>COST PER '000 POPULATION</b>	<b>28</b>	<b>26</b>	<b>25</b>	<b>30</b>

**Budget Holder: Mr Les Marshall - Head of Adult Social Care**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) Adult social care social work services are provided across three specialist areas - Learning Disability, Mental Health, and Adult Social Care. The service works in conjunction with the health community services across all areas and operates a fully integrated team within Learning Disability and also work co-located with NHS Mental Health staff.
- 2) The service provides assessment and care management functions incorporating risk assessment and safeguarding responsibilities for all adults who are in need of social care support and who meet Care Act eligibility criteria.
- 3) The services are focused on assessing, reassessing and reviewing support packages in light of the reduced commissioning budget and according to the revised Care Act eligibility criteria. Long term professional support is provided to a number of service users, this being more prevalent in Mental Health and Learning Disability teams.
- 4) Mental health provider services include day care provision, community support services, residential rehabilitation and crisis services. The challenges will be to consider how the budget within provider services can be released to support the roll out of personalisation.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
ADULT SOCIAL CARE MANAGEMENT	1,124	233	242	579
ADULT SOCIAL CARE	1,816	1,717	1,677	1,895
LEARNING DISABILITIES TEAM	450	483	464	532
MENTAL HEALTH TEAM	605	1,231	1,221	1,310
<b>NET EXPENDITURE</b>	<b>3,995</b>	<b>3,664</b>	<b>3,604</b>	<b>4,316</b>

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### CARE & SUPPORT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	9,382	7,334	8,133	7,285
PREMISES	46	17	7	17
TRANSPORT	120	173	143	173
SUPPLIES AND SERVICES	598	271	334	271
THIRD PARTY PAYMENTS	112	186	203	186
TRANSFER PAYMENTS	5	-	-	-
SUPPORT SERVICES	1,256	1,317	1,316	1,166
CAPITAL CHARGES	1	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>11,520</b>	<b>9,298</b>	<b>10,136</b>	<b>9,098</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	655	608	227	618
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	29	33	165	33
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,694	4,420	5,731	4,425
<b>TOTAL INCOME</b>	<b>4,378</b>	<b>5,061</b>	<b>6,123</b>	<b>5,076</b>
<b>NET EXPENDITURE</b>	<b>7,142</b>	<b>4,237</b>	<b>4,013</b>	<b>4,022</b>
<i>COST PER '000 POPULATION</i>	50	30	28	28

**Budget Holder: Karen Smith - Director of Adult Social Services**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Adult Provider Services (Care and Support), have seen various services change direction over the last few years - from long stay residential, domiciliary and day care to focused, short term interventions or bespoke support packages for people with complex or challenging needs, aimed at keeping people out of hospital, independent and able to choose the life they wish to lead. We aim to deliver high quality, niche, competitively priced services that our customers, individuals and organisations want to choose to "buy" and access.
- 2) Care and Support delivers the Council's in house services relating to Mental Health, Learning Disability, Older Adults and Physical Disability and include Phoenix, Keats, Coopers Way, The ARC, Extra Support, Gloucester, Care at Home (Reablement, Primary Night Care, End of Life Care and Urgent Response), Langdale, Vitaline, Blackpool Centre for Independent Living (BCIL), Volunteers and Shared Lives.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
MANAGEMENT & ADMIN	1,001	787	950	667
DAY CENTRE	945	1,032	877	941
COOPERSWAY RESIDENTIAL RESPITE	964	536	576	526
PHOENIX CENTRE/GLOUCESTER AVE	48	129	123	106
EXTRA SUPPORT	1,693	626	451	643
SUPPORTED LIVING	1,637	247	247	249
SHARED LIVES/VOLUNTEER SERVICE	134	150	152	151
BLACKPOOL CENTRE FOR INDEPENDENT LIVING	136	134	134	128
HOMECARE	33	72	61	86
ARC	595	551	441	546
VITALINE	(44)	(27)	1	(21)
<b>NET EXPENDITURE</b>	<b>7,142</b>	<b>4,237</b>	<b>4,013</b>	<b>4,022</b>

## ADULT SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### COMMISSIONING & CONTRACTS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	887	977	989	822
PREMISES	-	-	-	-
TRANSPORT	12	16	13	16
SUPPLIES AND SERVICES	145	203	149	179
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	337	46	46	44
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>1,381</b>	<b>1,242</b>	<b>1,197</b>	<b>1,061</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	46	46	46	46
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	127	129	193	129
<b>TOTAL INCOME</b>	<b>173</b>	<b>175</b>	<b>239</b>	<b>175</b>
<b>NET EXPENDITURE</b>	<b>1,208</b>	<b>1,067</b>	<b>958</b>	<b>886</b>
<i>COST PER '000 POPULATION</i>	<i>8</i>	<i>7</i>	<i>7</i>	<i>6</i>

**Budget Holder: Ms Val Raynor - Head of Commissioning**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Children, Public Health and Adults Commissioning Teams work in partnership with both internal and external stakeholders to implement the full cycle of commissioning activities. These activities include developing the market for personalisation and the implications of the Care Act that will meet current assessed needs and forecasted needs in Blackpool, and service review to drive the availability of sustainable and diverse services.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
COMMISSIONING MANAGEMENT	469	207	182	207
COMMISSIONING TEAMS	380	457	412	334
QUALITY ASSURANCE TEAM	348	365	344	331
HEALTH & WELLBEING	11	38	20	14
<b>NET EXPENDITURE</b>	<b>1,208</b>	<b>1,067</b>	<b>958</b>	<b>886</b>

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### ADULTS COMMISSIONING PLACEMENTS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	59	17	17	284
PREMISES	85	60	60	61
TRANSPORT	489	449	449	452
SUPPLIES AND SERVICES	436	837	837	769
THIRD PARTY PAYMENTS	40,050	43,024	42,261	43,366
TRANSFER PAYMENTS	5,817	4,846	4,876	3,996
SUPPORT SERVICES	127	366	366	871
CAPITAL CHARGES	3	6	6	300
<b>TOTAL EXPENDITURE</b>	<b>47,066</b>	<b>49,605</b>	<b>48,872</b>	<b>50,099</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	11,866	10,788	10,788	11,058
GOVERNMENT GRANTS	355	56	56	56
RECHARGES	3	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	5,379	2,649	2,649	2,649
<b>TOTAL INCOME</b>	<b>17,603</b>	<b>13,493</b>	<b>13,493</b>	<b>13,763</b>
<b>NET EXPENDITURE</b>	<b>29,463</b>	<b>36,112</b>	<b>35,379</b>	<b>36,336</b>
<b>COST PER '000 POPULATION</b>	<b>207</b>	<b>253</b>	<b>248</b>	<b>255</b>

**Budget Holder: Mr Les Marshall - Head of Adult Social Care**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) There are a variety of social care and housing related support services for adults and children living in Blackpool such as nursing and residential placements, care at home, and equipment and adaptations. These services are commissioned in a number of ways including block contracts, spot contracts and framework agreements. Where appropriate, this work is carried out in conjunction with NHS Blackpool in order that we can commission a range of health and social care services via a joint approach. Other stakeholders include service users, carers and local community representatives. Social workers and other assessing professionals help to inform current and future need from their assessments and care planning activities with individuals.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PHYSICAL SUPPORT 18-64	2,842	2,476	3,758	2,476
PHYSICAL SUPPORT 65+	8,685	10,848	8,776	10,793
SENSORY SUPPORT 18-64	79	102	73	102
SENSORY SUPPORT 65+	202	314	295	314
MENTAL HEALTH SUPPORT 18-64	2,669	3,336	3,945	3,486
MENTAL HEALTH SUPPORT 65+	1,417	1,920	1,945	1,920
SUPPORT WITH MEMORY AND COGNITION 18-64	107	129	221	129
SUPPORT WITH MEMORY AND COGNITION 65+	3,526	4,203	3,622	4,203
LEARNING DISABILITY SUPPORT 18-64	8,257	10,065	9,648	10,262
LEARNING DISABILITY SUPPORT 65+	809	1,195	1,288	1,195
SOCIAL SUPPORT-SUBSTANCE MISUSE SUPPORT	140	178	185	178
SOCIAL SUPPORT-SOCIAL ISOLATION & OTHER	(1)	26	59	26
SOCIAL SUPPORT-SUPPORT FOR CARERS	197	204	194	158
ASSISTIVE EQUIPMENT & TECHNOLOGY	1,092	984	984	909
INFORMATION & EARLY INTERVENTION	96	96	96	96
OTHER COMMISSIONING PLACEMENTS	(2,461)	(1,114)	(891)	(782)
HOUSING RELATED SUPPORT	1,680	1,150	1,181	300
OTHER	127	-	-	571
<b>NET EXPENDITURE</b>	<b>29,463</b>	<b>36,112</b>	<b>35,379</b>	<b>36,336</b>

## ADULT SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### ADULTS SAFEGUARDING

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	446	343	374	398
PREMISES	-	-	-	-
TRANSPORT	3	3	4	3
SUPPLIES AND SERVICES	326	223	323	223
THIRD PARTY PAYMENTS	1	29	29	29
TRANSFER PAYMENTS	40	42	42	42
SUPPORT SERVICES	-	20	20	18
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>816</b>	<b>660</b>	<b>792</b>	<b>713</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	34	47	68	47
RECHARGES	4	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	77	151	107	151
<b>TOTAL INCOME</b>	<b>115</b>	<b>198</b>	<b>175</b>	<b>198</b>
<b>NET EXPENDITURE</b>	<b>701</b>	<b>462</b>	<b>617</b>	<b>515</b>
<i>COST PER '000 POPULATION</i>	5	3	4	4

**Budget Holder: Lynn Gornall - Head of Safeguarding**

**Finance Manager: Mr Mark Golden**

**Notes:**

- 1) The Safeguarding team is responsible for policy and practice development in relation to safeguarding adults, providing consultation to fieldwork staff and overseeing practice in relation to Deprivation of Liberty and Mental Capacity Act requirements.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
SAFEGUARDING MANAGEMENT	62	74	75	76
ADULTS SAFEGUARDING	374	171	317	219
ADULTS SAFEGUARDING BOARD	69	73	73	75
PROFESSIONAL LEADS	156	102	110	104
TRAINING	40	42	42	41
<b>NET EXPENDITURE</b>	<b>701</b>	<b>462</b>	<b>617</b>	<b>515</b>





## **Children's Services**

## CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
LOCAL SCHOOLS BUDGET	31,000	24,385	24,385	24,385
BUSINESS SUPPORT AND RESOURCES	2,185	2,290	2,268	1,919
EDUCATION	25,935	25,560	25,587	24,993
EARLY HELP FOR CHILDREN & FAMILIES	4,358	4,157	3,779	3,940
CHILDREN'S SOCIAL CARE	30,074	26,363	31,306	28,899
GRANTS	(51,626)	(45,595)	(45,483)	(45,595)
<b>NET COST OF SERVICES</b>	<b>41,926</b>	<b>37,160</b>	<b>41,842</b>	<b>38,541</b>
<i>COST PER '000 POPULATION</i>	<i>294</i>	<i>261</i>	<i>294</i>	<i>270</i>

**Budget Holder: Delyth Curtis - Director of People**

**Finance Manager : Mr Mark Golden**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	56,824	47,926	48,978	47,469
PREMISES	3,156	2,557	2,655	2,556
TRANSPORT	2,653	2,328	2,613	2,001
SUPPLIES AND SERVICES	17,349	16,766	17,304	16,757
THIRD PARTY PAYMENTS	20,713	15,591	23,671	19,582
TRANSFER PAYMENTS	7,682	6,606	6,507	6,401
SUPPORT SERVICES	8,101	6,497	6,498	5,803
CAPITAL CHARGES	5,909	3,532	3,532	3,238
<b>TOTAL EXPENDITURE</b>	<b>122,387</b>	<b>101,803</b>	<b>111,758</b>	<b>103,807</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	1,229	955	1,053	1,001
GOVERNMENT GRANTS	63,053	50,030	53,137	50,030
RECHARGES	5,729	7,157	7,172	7,157
OTHER GRANTS, REIMBURSEMENTS & CONTRI	10,450	6,501	8,554	7,078
<b>TOTAL INCOME</b>	<b>80,461</b>	<b>64,643</b>	<b>69,916</b>	<b>65,266</b>
<b>NET EXPENDITURE</b>	<b>41,926</b>	<b>37,160</b>	<b>41,842</b>	<b>38,541</b>

**CHILDREN'S SERVICES**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018**  
**LOCAL SCHOOLS BUDGET**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	29,815	22,909	22,909	22,909
PREMISES	2,836	2,172	2,172	2,172
TRANSPORT	140	107	107	107
SUPPLIES AND SERVICES	3,290	2,555	2,555	2,555
THIRD PARTY PAYMENTS	1	1	1	1
TRANSFER PAYMENTS	40	29	29	29
SUPPORT SERVICES	3,019	2,316	2,316	2,316
CAPITAL CHARGES	3,531	3,236	3,236	3,236
<b>TOTAL EXPENDITURE</b>	<b>42,672</b>	<b>33,325</b>	<b>33,325</b>	<b>33,325</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	720	552	552	552
GOVERNMENT GRANTS	37	28	28	28
RECHARGES	9,334	7,149	7,149	7,149
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,581	1,211	1,211	1,211
<b>TOTAL INCOME</b>	<b>11,672</b>	<b>8,940</b>	<b>8,940</b>	<b>8,940</b>
<b>NET EXPENDITURE</b>	<b>31,000</b>	<b>24,385</b>	<b>24,385</b>	<b>24,385</b>
<i>COST PER '000 POPULATION</i>	<i>218</i>	<i>171</i>	<i>171</i>	<i>171</i>

**Budget Holder: Delyth Curtis - Director of Children's Services**

**Finance Manager: Mark Golden**

**Notes:**

- 1) The Individual Schools Budget (Delegated) figure represents the total of the budgets allocated to each school. The Blackpool Fair Funding Formula, which must adhere to specific government statutory regulations, forms the basis for this apportionment. Special School budgets are now analysed as High Needs Top-up Payments under Education.
- 2) The Individual Schools Budget (Non-Delegated) figure represents the budget centrally retained by the Local Authority specifically for schools. Typically this allocation is used for licences, pupil growth, exceptional high needs funding and supporting the Schools Forum.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
NON DELEGATED	3,972	3,683	3,683	3,683
DELEGATED TO SCHOOLS				
- PRIMARY	21,460	20,529	20,529	20,529
- SECONDARY	5,568	173	173	173
TOTAL DELEGATED	27,028	20,702	20,702	20,702
<b>NET EXPENDITURE</b>	<b>31,000</b>	<b>24,385</b>	<b>24,385</b>	<b>24,385</b>

## CHILDREN'S SERVICES

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### BUSINESS SUPPORT AND RESOURCES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	952	1,029	1,044	945
PREMISES	(125)	4	85	3
TRANSPORT	11	16	11	13
SUPPLIES AND SERVICES	297	174	287	147
THIRD PARTY PAYMENTS	3,432	-	3,887	-
TRANSFER PAYMENTS	53	335	39	130
SUPPORT SERVICES	535	543	543	806
CAPITAL CHARGES	2,377	294	294	-
<b>TOTAL EXPENDITURE</b>	<b>7,532</b>	<b>2,395</b>	<b>6,190</b>	<b>2,044</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	4	-	17	-
GOVERNMENT GRANTS	3,024	-	3,024	-
RECHARGES	5	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	2,314	105	881	125
<b>TOTAL INCOME</b>	<b>5,347</b>	<b>105</b>	<b>3,922</b>	<b>125</b>
<b>NET EXPENDITURE</b>	<b>2,185</b>	<b>2,290</b>	<b>2,268</b>	<b>1,919</b>
<i>COST PER '000 POPULATION</i>	<i>15</i>	<i>16</i>	<i>16</i>	<i>13</i>

**Budget Holder: Hilary Wood - Head of Business Support and Resources**

**Finance Manager: Mark Golden**

**Notes:**

- 1) Departmental Management - this budget contains the costs relating to the Director of Children's Services, the Head of Business Support and Resources and the Development Manager as well as management expenditure for Children's Services including mandatory training, telephones, support services and capital charges.
- 2) Adults & Children's Funding - implements and operates funding formulae and other procedures for schools and early years providers, manages the schools PFI contract, develops and reviews adult social care financial policy issues, and provides financial and business support across Adult Services and Children's Services. Also includes school PFI contractual costs.
- 3) School Organisation - plans for the provision of school places and manages the Council's education capital programme, including construction management of schemes delivered through the Local Education Partnership.
- 4) School Admissions - co-ordinates the arrangements for the admission of pupils into schools, both at routine and non-routine times of the year, and liaises with other admissions bodies, such as voluntary-aided schools and academies, to ensure that the allocation of school places follows practices and criteria that are fair, clear and objective.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEPARTMENTAL MANAGEMENT	1,485	1,608	1,614	1,440
ADULTS AND CHILDREN'S FUNDING	514	478	466	275
SCHOOL ORGANISATION	40	45	45	45
SCHOOL ADMISSIONS	146	159	143	159
<b>NET EXPENDITURE</b>	<b>2,185</b>	<b>2,290</b>	<b>2,268</b>	<b>1,919</b>

## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### EDUCATION

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	9,951	9,059	9,456	8,955
PREMISES	424	369	384	369
TRANSPORT	1,999	1,673	1,997	1,349
SUPPLIES AND SERVICES	10,758	10,575	10,579	10,593
THIRD PARTY PAYMENTS	3,022	2,864	3,408	2,855
TRANSFER PAYMENTS	6,047	4,653	4,254	4,653
SUPPORT SERVICES	1,163	1,189	1,189	1,011
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>33,364</b>	<b>30,382</b>	<b>31,267</b>	<b>29,785</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	429	385	465	376
GOVERNMENT GRANTS	1,268	934	1,401	934
RECHARGES	590	8	23	8
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	5,142	3,495	3,791	3,474
<b>TOTAL INCOME</b>	<b>7,429</b>	<b>4,822</b>	<b>5,680</b>	<b>4,792</b>
<b>NET EXPENDITURE</b>	<b>25,935</b>	<b>25,560</b>	<b>25,587</b>	<b>24,993</b>
<i>COST PER '000 POPULATION</i>	<i>182</i>	<i>179</i>	<i>180</i>	<i>175</i>

Budget Holder: Delyth Curtis - Director of Children's Services

Finance Manager: Mark Golden

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EDUCATION MANAGEMENT	670	625	276	274
SCHOOL IMPROVEMENT, MANAGEMENT & STRATEGY	303	258	231	602
LEARNING RESOURCE CENTRE	142	164	150	-
PUPIL WELFARE AND ATTENDANCE	372	384	384	306
EARLY YEARS MONITORING AND SUPPORT	884	732	856	732
EARLY YEARS FREE ENTITLEMENT GRANTS	6,377	6,499	6,327	6,499
DIVERSITY LEARNING	198	254	199	254
VIRTUAL SCHOOL	73	76	74	78
MUSIC SERVICES	(28)	(28)	(28)	(35)
OUTDOOR EDUCATION	48	12	43	2
EDUCATIONAL DIVERSITY AND PUPIL REFERRAL UNITS	2,388	2,580	2,580	2,580
SPECIAL EDUCATIONAL NEEDS	297	371	320	381
EDUCATIONAL PSYCHOLOGY	217	309	309	319
SPECIALIST ADVICE & RESOURCES INC. SENSORY SERVICE	932	979	975	979
OUT OF BOROUGH PLACEMENTS	2,419	2,532	2,782	2,532
TRANSPORT	1,617	1,324	1,563	1,004
HIGH NEEDS TOP-UP PAYMENTS	6,687	6,335	6,440	6,335
POST-16 PROVISION	823	845	845	845
DIRECT PAYMENTS	515	533	525	533
OTHER SUPPORT FOR DISABLED CHILDREN	424	125	110	126
SHORT BREAKS FOR DISABLED CHILDREN	149	167	167	157
LIFE LONG LEARNING	428	484	459	490
<b>NET EXPENDITURE</b>	<b>25,935</b>	<b>25,560</b>	<b>25,587</b>	<b>24,993</b>

**Notes:**

- 1) School Improvement activities are wide and varied and are supported to varying degrees by all staff within the Universal Services & School Effectiveness Division. There is a small core team of School Improvement Officers providing Blackpool's statutory school improvement. This is supplemented by external consultancy and a small intervention budget to assist maintained schools.
- 2) The Pupil Welfare team has statutory duties regarding school attendance and supports schools to address attendance and welfare issues. This budget line includes the Courts and Licensing team, which has a duty regarding licensing young people performing or taking part in paid sports or modelling.
- 3) The Access and Inclusion Team, including Children Missing Education, has statutory duties regarding ensuring every child is in receipt of a suitable and full time education provision with special regard to children from vulnerable groups including LAC, EHE, GRT and complex non-routine admissions. Qualified teachers on the team visit children who are de-registered from school to be electively home educated. The team also track and trace children who have left the borough with no known destination.
- 4) The mandatory provision of free part-time Early Education places for 3 and 4 year-old children ensures they make a successful start to the Foundation Stage (the curriculum for 0 to 5 year olds), benefiting children when they commence in full-time primary education. Funding relating to 2 year-old places is available for children meeting certain criteria, and has increased significantly over the last 3 years.
- 5) The Pupil Referral Unit fulfils the local authority's statutory responsibility to provide suitable education for pupils who are unable to access a school place due to medical / emotional / behavioural and social reasons, delivered by skilled and qualified staff.
- 6) The local authority has a statutory duty to assess, identify, monitor and ensure appropriate resources and provision are in place to meet the needs of children and young people who have special educational needs and disabilities. It has a duty to support families of children with a disability by providing supplementary care and resources including providing placements for those children who are unable to remain with their families.
- 7) Out of Borough costs are those associated with educational placements of children with social, emotional, mental health needs / learning difficulties and / or disabilities, whose needs cannot be met in Blackpool, in non-maintained / independent special schools.
- 8) High Needs top-up payments include payments to mainstream schools to cover the costs of additional support for children with Special Educational Needs, and Special School budgets.
- 9) Life Long Learning Services includes the Adult Learning service which is funded by a ring-fenced grant from the Skills Funding Agency, and the Connexions team, which employs Learning Advisers who have a duty to provide independent careers advice to school age young people and to reduce the number of young people Not in Education, Employment or Training (NEET).

## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### EARLY HELP FOR CHILDREN AND FAMILIES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	4,108	3,749	3,417	3,575
PREMISES	7	2	1	2
TRANSPORT	134	124	128	124
SUPPLIES AND SERVICES	885	1,446	1,498	1,446
THIRD PARTY PAYMENTS	1,576	1,572	1,534	1,572
TRANSFER PAYMENTS	23	-	99	-
SUPPORT SERVICES	748	687	687	644
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>7,481</b>	<b>7,580</b>	<b>7,364</b>	<b>7,363</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	73	18	19	18
GOVERNMENT GRANTS	2,320	3,021	2,491	3,021
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	730	384	1,075	384
<b>TOTAL INCOME</b>	<b>3,123</b>	<b>3,423</b>	<b>3,585</b>	<b>3,423</b>
<b>NET EXPENDITURE</b>	<b>4,358</b>	<b>4,157</b>	<b>3,779</b>	<b>3,940</b>
<b>COST PER '000 POPULATION</b>	<b>31</b>	<b>29</b>	<b>27</b>	<b>28</b>

**Budget Holder: Amanda Hatton - Deputy Director of People**

**Finance Manager: Mark Golden**

**Notes:**

- 1) There are 2 Local Authority Children's Centre Hubs, one which serves Grange Park and Layton wards and one which serves Talbot & Brunswick wards, which support a network of Children's Centres. The Children's Centres act as Children and Family Hubs delivering services to families across all thresholds (Universal, Level 2, 3 and 4). Centres work towards narrowing the gap for targeted disadvantaged and vulnerable families via an Outcomes Framework. The Blackpool's Children Centre offer includes: Antenatal and Health Support, Targeted Family Support, Parenting Support, Community Resource and Services for Young People, Early Years and signposting to Childcare and are expanding their offer beyond families with young children by working closely with partners to increase services for young people 0-19 and their families.
- 2) The Specialist Support Team offer a range of services to young people and young adults who require additional support, these include substance misuse treatment for under 25s, non-clinical sexual health and relationships support for under 18s, targeted youth services for 11-16 year olds and offending prevention work with 10-17 year olds. These services are supporting some of the most vulnerable young people in Blackpool and are helping to significantly reduce the rate of teenage conceptions and first time entrants to the youth justice system and to increase the rate of school attendance. Over 80% of young people and young adults supported by the hub reduce or stop their drug and alcohol use.
- 3) The Families in Need service (FIN) is an integrated multi agency team taking a whole family approach to support at level 3 and level 4. This work includes delivery of the national Troubled Families programme and local delivery of Blackpool Transience Programme in South Beach, Claremont and Central areas of Blackpool.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
EARLY HELP MANAGEMENT AND STRATEGY	658	797	797	745
CHILDREN'S CENTRES	1,558	1,527	1,526	1,528
SURE STARTS	634	569	573	588
SPECIALIST SUPPORT	328	211	114	211
FAMILIES IN NEED INCLUDING SPRINGBOARD	1,015	888	604	703
DOMESTIC ABUSE	165	165	165	165
<b>NET EXPENDITURE</b>	<b>4,358</b>	<b>4,157</b>	<b>3,779</b>	<b>3,940</b>

## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### CHILDREN'S SOCIAL CARE

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	11,998	11,180	12,152	11,085
PREMISES	14	10	13	10
TRANSPORT	369	408	370	408
SUPPLIES AND SERVICES	2,119	2,016	2,385	2,016
THIRD PARTY PAYMENTS	12,682	11,154	14,841	15,154
TRANSFER PAYMENTS	1,484	1,589	2,086	1,589
SUPPORT SERVICES	2,636	1,762	1,763	1,026
CAPITAL CHARGES	1	2	2	2
<b>TOTAL EXPENDITURE</b>	<b>31,303</b>	<b>28,121</b>	<b>33,612</b>	<b>31,290</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	3	-	-	55
GOVERNMENT GRANTS	513	452	710	452
RECHARGES	30	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	683	1,306	1,596	1,884
<b>TOTAL INCOME</b>	<b>1,229</b>	<b>1,758</b>	<b>2,306</b>	<b>2,391</b>
<b>NET EXPENDITURE</b>	<b>30,074</b>	<b>26,363</b>	<b>31,306</b>	<b>28,899</b>
<b>COST PER '000 POPULATION</b>	<b>211</b>	<b>185</b>	<b>220</b>	<b>203</b>

**Budget Holder: Amanda Hatton - Deputy Director of People**

**Finance Manager: Mark Golden**

**Notes:**

- 1) The division is responsible for ensuring the timely assessment of need for those children who are within the most vulnerable groups in Blackpool. The service aims to deliver timely and high quality services to the public and partner agencies within the legal framework laid down by government and with a suitably skilled and experienced workforce. All Local Authorities face high pressure on budgets and high cost services such as those for children in care are being reviewed and where possible and safe, reduced.
- 2) The Youth Offending Team is a statutory service working with young offenders in Blackpool, with a focus on prevention of offending and reoffending, protection of the public and safeguarding. The funding of the YOT is heavily influenced by central government allocations which have decreased year on year.
- 3) The Safeguarding, Quality and Review service is responsible for quality assurance of Children's Social Care and is delivered in accordance with a Quality Assurance Framework. The service includes a high quality Independent Reviewing Officer (IRO), Independent Safeguarding Chair, Local Authority Designated Officer service and Safeguarding Licensing Officer, management and administration of Blackpool Safeguarding Children Board, Voice of the Child including participation of Looked After Children and Quality Assurance.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
CHILDREN'S SERVICES MANAGEMENT AND STRATEGY	3,490	1,602	1,770	672
LEGAL FEES	1,254	1,107	1,411	1,114
LONG TERM SOCIAL WORK TEAMS	3,227	3,482	3,793	3,561
DUTY AND ASSESSMENT SOCIAL WORK TEAMS	1,924	1,933	1,909	2,086
LOOKED AFTER CHILDREN MANAGEMENT AND SUPPORT	172	298	314	302
LOOKED AFTER CHILDREN OVER 12 INCLUDING LEAVING CARE	1,643	1,690	1,789	1,682
LOOKED AFTER CHILDREN UNDER 12 INCLUDING PERMANENCE	573	437	512	506
RESIDENTIAL HOMES	2,331	1,540	2,077	1,536
ADOPTION SERVICES	1,165	1,607	1,328	1,611
FOSTERING SERVICES	3,712	3,723	3,865	3,731
SPECIAL GUARDIANSHIP SUPPORT & RESIDENCE ORDERS	1,381	1,499	1,473	1,499
EXTERNAL PLACEMENTS	7,045	5,350	8,938	8,515
YOUTH OFFENDING TEAM	848	597	604	612
SAFEGUARDING, QUALITY AND REVIEW	1,309	1,498	1,523	1,472
<b>NET EXPENDITURE</b>	<b>30,074</b>	<b>26,363</b>	<b>31,306</b>	<b>28,899</b>



## CHILDREN'S SERVICES

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### GRANTS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	35	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	55,891	45,595	45,483	45,595
RECHARGES	(4,230)	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTION	-	-	-	-
<b>TOTAL INCOME</b>	<b>51,661</b>	<b>45,595</b>	<b>45,483</b>	<b>45,595</b>
<b>NET EXPENDITURE</b>	<b>(51,626)</b>	<b>(45,595)</b>	<b>(45,483)</b>	<b>(45,595)</b>
<b>COST PER '000 POPULATION</b>	<b>(362)</b>	<b>(320)</b>	<b>(319)</b>	<b>(320)</b>

**Budget Holder: Delyth Curtis - Director of Children's Services**

**Finance Manager: Mark Golden**

**Notes:**

- 1) Dedicated Schools Grant (DSG) is the funding stream that supports the Schools Budget, which includes amounts that are devolved to schools through the Individual Schools Budget, together with centrally-retained pupil-related services.
- 2) The Local Services Support Grant (LSSG) replaced several centrally directed grants that ended in 2010-11. The majority of the grant was rolled into the Council's formula grant in 2013-14.
- 3) Up to and including financial year 2016/17, education functions provided by local authorities were funded from the Education Services Grant (ESG). For 2016-17, the Council received £77 per pupil in relation to the pupils in schools maintained by the authority (general funding allocation) and £15 for each pupil in all schools and academies in respect of responsibilities retained for every pupil within the Blackpool boundary (retained duties allocation). From 1 April 2017, the ESG will cease. The general funding allocation will be replaced by transition funding at an estimated rate of £20 per pupil between April and August 2017, and a new School Improvement grant from September 2017 onwards, and the retained duties allocation will become part of the DSG.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
DEDICATED SCHOOLS GRANT	(50,642)	(44,721)	(44,673)	(44,721)
LOCAL SERVICES SUPPORT GRANT	(15)	-	(19)	-
EDUCATION SERVICES GRANT	(969)	(874)	(791)	(874)
<b>NET EXPENDITURE</b>	<b>(51,626)</b>	<b>(45,595)</b>	<b>(45,483)</b>	<b>(45,595)</b>



## **Public Health**

## PUBLIC HEALTH

### GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

#### SUMMARY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	1,480	1,592	1,592	1,595
PREMISES	-	-	-	-
TRANSPORT	9	21	21	21
SUPPLIES AND SERVICES	37	117	117	117
THIRD PARTY PAYMENTS	17,289	17,616	17,616	17,474
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	383	354	354	381
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>19,198</b>	<b>19,700</b>	<b>19,700</b>	<b>19,588</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	18,680	19,392	19,392	19,392
RECHARGES	-	-	-	167
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	236	4	4	4
<b>TOTAL INCOME</b>	<b>18,916</b>	<b>19,396</b>	<b>19,396</b>	<b>19,563</b>
<b>NET EXPENDITURE</b>	<b>282</b>	<b>304</b>	<b>304</b>	<b>25</b>
<b>COST PER '000 POPULATION</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>

**Budget Holder: Dr Arif Rajpura - Director of Public Health**

**Finance Manager: Mr Mark Golden**

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
PUBLIC HEALTH DIRECTORATE & CORPORATE SUPPORT	1,490	1,798	1,798	1,678
NHS HEALTH CHECKS - MANDATED	86	125	125	145
CHILDREN (5-19) - PUBLIC HEALTH PROGRAMMES	1,175	676	676	695
CHILDREN'S 0-5 SERVICES	1,750	2,489	2,489	2,463
TOBACCO CONTROL	543	544	544	498
MENTAL HEALTH & WELLBEING	1,173	29	29	64
SEXUAL HEALTH SERVICES	2,385	2,430	2,430	2,194
SUBSTANCE MISUSE (DRUGS & ALCOHOL)	4,687	3,746	3,746	3,688
HEALTHY WEIGHT/WEIGHT MANAGEMENT	1,627	1,006	1,006	957
OTHER PUBLIC HEALTH SERVICES	244	204	204	-
MISCELLANEOUS PUBLIC HEALTH SERVICES	3,035	6,350	6,350	6,536
FALLS, PREVENTIONS & ACCIDENTS	112	-	-	-
COMMUNITY & ENGAGEMENT	264	299	299	20
PUBLIC HEALTH GRANT	(18,289)	(19,392)	(19,392)	(18,913)
<b>NET EXPENDITURE</b>	<b>282</b>	<b>304</b>	<b>304</b>	<b>25</b>



## **Budgets Outside the Cash Limit**

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### SUMMARY

FUNCTIONS OF SERVICE	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
TREASURY MANAGEMENT	11,279	13,107	11,904	10,371
PARKING SERVICES	(3,438)	(3,518)	(3,217)	(4,116)
CORPORATE SUBSCRIPTIONS	162	192	192	191
HOUSING BENEFITS	1,501	1,884	1,884	2,027
COUNCIL TAX AND NNDR COST OF COLLECTION	506	306	306	304
SUBSIDIARY COMPANIES	(914)	(972)	(1,110)	(1,027)
LAND CHARGES	(43)	(48)	(64)	(52)
CONCESSIONARY FARES	4,433	3,834	4,305	4,013
EMPLOYERS PREVIOUS YEARS PENSION LIABILITY	3,379	3,190	3,190	2,890
NEW HOMES BONUS	(1,581)	(1,643)	(1,643)	(790)
<b>NET COST OF SERVICES</b>	<b>15,284</b>	<b>16,332</b>	<b>15,747</b>	<b>13,811</b>
<i>COST PER '000 POPULATION</i>	<i>107</i>	<i>115</i>	<i>111</i>	<i>97</i>

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	4,186	4,026	4,013	3,733
PREMISES	1,022	1,156	1,041	1,112
TRANSPORT	35	38	29	38
SUPPLIES AND SERVICES	9,260	5,124	5,583	5,550
THIRD PARTY PAYMENTS	121	70	74	70
TRANSFER PAYMENTS	83,195	79,505	79,256	79,359
SUPPORT SERVICES	4,172	4,065	4,080	4,034
CAPITAL CHARGES	12,147	17,257	16,029	16,327
<b>TOTAL EXPENDITURE</b>	<b>114,138</b>	<b>111,241</b>	<b>110,105</b>	<b>110,223</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	6,560	7,089	6,672	7,942
GOVERNMENT GRANTS	85,894	81,407	81,260	80,257
RECHARGES	3,161	3,568	3,568	3,568
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	3,239	2,845	2,858	4,645
<b>TOTAL INCOME</b>	<b>98,854</b>	<b>94,909</b>	<b>94,358</b>	<b>96,412</b>
<b>NET EXPENDITURE</b>	<b>15,284</b>	<b>16,332</b>	<b>15,747</b>	<b>13,811</b>

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### TREASURY MANAGEMENT

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	3,015	269	268	270
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	370	327	325	320
CAPITAL CHARGES	11,370	16,350	15,150	15,420
<b>TOTAL EXPENDITURE</b>	<b>14,755</b>	<b>16,946</b>	<b>15,743</b>	<b>16,010</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	3,161	3,568	3,568	3,568
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	315	271	271	2,071
<b>TOTAL INCOME</b>	<b>3,476</b>	<b>3,839</b>	<b>3,839</b>	<b>5,639</b>
<b>NET EXPENDITURE</b>	<b>11,279</b>	<b>13,107</b>	<b>11,904</b>	<b>10,371</b>
<b>COST PER '000 POPULATION</b>	<b>79</b>	<b>92</b>	<b>84</b>	<b>73</b>

**Budget Holder: Mr Steve Thompson - Director of Resources**

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) The Treasury Management function deals with the financial management of Blackpool Council's cashflows, borrowings and investments. It ensures that the borrowings, investments, and cash balances best match the receipts and payments profile of the Council, both on a strategic long-term basis and from day to day.
- 2) The Council's own long-term borrowings currently stand at £86 million. The maturity profile and mix of fixed/variable rate debt chosen attempts to maximise the financial benefit, and minimise the financial risk, to the Council. In addition, Blackpool has a £19 million share of debt which is held by Lancashire County Council and which relates to assets acquired when Blackpool took Unitary status.
- 3) Investments (usually with retail banks, building societies, local authorities and other recognised banking institutions) are made when possible to place surplus funds. Priority is given to the security and liquidity of the investments. The highest rate of return (yield) is sought so long as this is consistent with the specified levels of security and liquidity.
- 4) The supplies and services budget includes debt management expenses. This comprises premiums on the early redemption of debt, commission to brokers, etc.
- 5) Capital charges represent the cost of maintaining debt financing, particularly the cost of interest payable to external providers of loan funding, and the cost of setting aside a provision for repaying that funding. The cost of loan charges relating to assets transferred from Lancashire County Council when Blackpool Council took Unitary status is also included.
- 6) Recharges consist of the net contribution from the Housing Revenue Account and subsidiary companies in respect of transactions relating to municipal housing and costs of debt. It also includes amounts charged to Leisure Assets.



## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### PARKING SERVICES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	790	801	799	808
PREMISES	1,021	1,155	1,041	1,111
TRANSPORT	35	38	29	38
SUPPLIES AND SERVICES	494	263	264	263
THIRD PARTY PAYMENTS	121	70	74	70
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	106	94	114	83
CAPITAL CHARGES	103	321	321	321
<b>TOTAL EXPENDITURE</b>	<b>2,670</b>	<b>2,742</b>	<b>2,642</b>	<b>2,694</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	6,046	6,259	5,845	6,809
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	62	1	14	1
<b>TOTAL INCOME</b>	<b>6,108</b>	<b>6,260</b>	<b>5,859</b>	<b>6,810</b>
<b>NET EXPENDITURE</b>	<b>(3,438)</b>	<b>(3,518)</b>	<b>(3,217)</b>	<b>(4,116)</b>
<i>COST PER '000 POPULATION</i>	<i>(24)</i>	<i>(25)</i>	<i>(23)</i>	<i>(29)</i>

**Budget Holder: Mr. Philip Welsh - Head of Visitor Economy**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) Parking Services manages over 20 surface pay & display car parks, as well as two multi-storey car parks. The team assists millions of car park users in the resort every year, as well as carrying out any enforcement activity which may be required. The service also has an Administration team which carries out duties associated with the issuing and management of Penalty Charge Notices, as well as the issuing and management of parking permits.

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### CORPORATE SUBSCRIPTIONS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	1	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	153	185	185	185
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	8	7	7	6
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>162</b>	<b>192</b>	<b>192</b>	<b>191</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET EXPENDITURE</b>	<b>162</b>	<b>192</b>	<b>192</b>	<b>191</b>
<i>COST PER '000 POPULATION</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>

**Budget Holder: Mr Steve Thompson - Director of Resources**

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) The budget comprises of corporate subscriptions payable to national organisations such as the Local Government Association.

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### HOUSING BENEFITS

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	1,125	517	517	514
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	83,167	79,373	79,227	79,228
SUPPORT SERVICES	1,405	1,405	1,405	1,400
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>85,697</b>	<b>81,295</b>	<b>81,149</b>	<b>81,142</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	83,896	79,411	79,265	79,115
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	300	-	-	-
<b>TOTAL INCOME</b>	<b>84,196</b>	<b>79,411</b>	<b>79,265</b>	<b>79,115</b>
<b>NET EXPENDITURE</b>	<b>1,501</b>	<b>1,884</b>	<b>1,884</b>	<b>2,027</b>
<i>COST PER '000 POPULATION</i>	<i>11</i>	<i>13</i>	<i>13</i>	<i>14</i>

**Budget Holder: Louise Jones - Head of Benefits and Customer Services**

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) Housing Benefits are paid to private tenants in the form of rent allowances and to council house tenants in the form of rent rebates. These are means tested and the bulk of the payments attract government subsidy.

**BUDGETS OUTSIDE THE CASH LIMIT**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018**  
**COUNCIL TAX AND NNDR COST OF COLLECTION**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	(7)	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	55	52	52	52
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	2,223	2,180	2,180	2,178
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>2,271</b>	<b>2,232</b>	<b>2,232</b>	<b>2,230</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	34	-	-	-
GOVERNMENT GRANTS	314	353	353	353
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,417	1,573	1,573	1,573
<b>TOTAL INCOME</b>	<b>1,765</b>	<b>1,926</b>	<b>1,926</b>	<b>1,926</b>
<b>NET EXPENDITURE</b>	<b>506</b>	<b>306</b>	<b>306</b>	<b>304</b>
<b>COST PER '000 POPULATION</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>

**Budget Holder: Andrew Turpin - Head of Revenues and Exchequer Services**

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) This budget represents cost of collection of Council Tax and National Non-Domestic Rates.
- 2) The Council Tax Reduction Scheme (CTRS) was introduced in April 2013. Under this scheme the Government introduced a Council Tax Support Grant equivalent to 90% of the Government's forecasted level of Council Tax Benefit that would have existed if the benefit system had continued. The Council is required to determine the approach to funding the gap. The level of Support Grant is fixed and the Council is responsible for the costs of any increase in caseload. The Council Tax Reduction Scheme (CTRS) must incorporate the national pensioner scheme, decided by Government. This ensures that pensioners support continues at existing levels. The 2017/18 CTRS applies a reduction of 27.11% (27.11% in 2016/17) to the support provided to Working Age claimants. At its meeting on 15th December 2016 the Executive approved the provision of additional support for certain vulnerable groups of claimants by amending the percentage applied to their award from 27.11% to 13.56%. The major preceptors (Police and Crime Commissioner for Lancashire and Lancashire Fire Authority) also receive a proportionate share of the overall Council Tax Support Grant and this has been taken into account as part of their budget net requirements.

**BUDGETS OUTSIDE THE CASH LIMIT**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018**  
**SUBSIDIARY COMPANIES**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	23	35	24	35
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	103	-	103
SUPPORT SERVICES	12	28	23	23
CAPITAL CHARGES	674	587	562	587
<b>TOTAL EXPENDITURE</b>	<b>709</b>	<b>753</b>	<b>609</b>	<b>748</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	374	725	719	775
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	1,249	1,000	1,000	1,000
<b>TOTAL INCOME</b>	<b>1,623</b>	<b>1,725</b>	<b>1,719</b>	<b>1,775</b>
<b>NET EXPENDITURE</b>	<b>(914)</b>	<b>(972)</b>	<b>(1,110)</b>	<b>(1,027)</b>
<i>COST PER '000 POPULATION</i>	<i>(6)</i>	<i>(7)</i>	<i>(8)</i>	<i>(7)</i>

**Budget Holder: Mr Alan Cavill - Director of Place**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) This budget includes the costs to the Council in support of services provided by its subsidiary companies.
- 2) Blackpool Transport Services Limited (BTS) is a wholly-owned company of the Council.
- 3) Blackpool Operating Company Limited is a wholly-owned company of the Council, established to operate and manage the Sandcastle Waterpark.
- 4) Blackpool Housing Company was incorporated during 2015/2016 . This is long term investment vehicle.

ELEMENTS OF THE SERVICE	£000	£000	£000	£000
AIRPORT	8	11	11	9
BTS	(953)	(928)	(940)	(930)
SANDCASTLE WATERPARK	31	(55)	(181)	(106)
BLACKPOOL HOUSING COMPANY	-	-	-	-
<b>NET EXPENDITURE</b>	<b>(914)</b>	<b>(972)</b>	<b>(1,110)</b>	<b>(1,027)</b>

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### LAND CHARGES

	2015/16 ACTUAL	2016/17 ADJUSTED CASH LIMIT	2016/17 FORECAST OUTTURN	2017/18 CASH LIMIT
SUBJECTIVE ANALYSIS	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	24	25	12	25
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	28	29	28	29
SUPPORT SERVICES	10	3	4	4
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>62</b>	<b>57</b>	<b>44</b>	<b>58</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	105	105	108	110
GOVERNMENT GRANTS	104	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(104)	-	-	-
<b>TOTAL INCOME</b>	<b>105</b>	<b>105</b>	<b>108</b>	<b>110</b>
<b>NET EXPENDITURE</b>	<b>(43)</b>	<b>(48)</b>	<b>(64)</b>	<b>(52)</b>
<b>COST PER '000 POPULATION</b>				
	(0)	(0)	(0)	(0)

**Budget Holder: Mr A Lockley - Strategic Head of Development**

**Finance Manager: Mr S Maher / Mrs K Whyatt**

**Notes:**

- 1) The Planning Department is responsible for the Land Charges function. The Local Land Charges Register is maintained in accordance with statutory provisions.
- 2) The "Customer and Client Receipts" budget consists mainly of charges for Land Charge searches.
- 3) Fees have to be calculated by reference to statutory regulations.

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

### CONCESSIONARY FARES

SUBJECTIVE ANALYSIS	2015/16 ACTUAL	2016/15 ADJUSTED CASH LIMIT	2016/15 FORECAST OUTTURN	2017/18 CASH LIMIT
	£000	£000	£000	£000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	4,397	3,814	4,285	4,244
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	36	20	20	19
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>4,433</b>	<b>3,834</b>	<b>4,305</b>	<b>4,263</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	250
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>
<b>NET EXPENDITURE</b>	<b>4,433</b>	<b>3,834</b>	<b>4,305</b>	<b>4,013</b>
<i>COST PER '000 POPULATION</i>	<i>31</i>	<i>27</i>	<i>30</i>	<i>28</i>

**Budget Holder: Mr John Blackledge - Director of Community and Environmental Services**

**Finance Managers: Ms Kirsten Whyatt & Mr Steve Maher**

**Notes:**

- 1) The Concessionary Fares scheme in Blackpool is a partnership between Blackpool, Blackburn with Darwen, Lancashire and Cumbria Council's and is branded as NoWcard.
- 2) From April 2008 the English National Concessionary Travel Scheme was amended to allow free travel on public transport for the elderly and the disabled as detailed below:

The entitlements :-

**Elderly**

Holders of Elderly NoWcards:

- English National Concession\*
- £1 flat fare on Blackpool Trams for Blackpool residents

**Disabled**

Holders of Disabled NoWcards issued by Blackpool:

- English National Concession\*
- 50p flat fare before 9.30am on local bus journeys starting or ending in Lancashire
- £1 flat fare on Blackpool Trams for Blackpool residents

**\* English National Concession: Free off peak travel (after 9.30am and before 11.00pm Monday to Friday, all day Saturday, Sunday and Bank Holidays) on local bus services throughout England.**

## BUDGETS OUTSIDE THE CASH LIMIT

GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018

EMPLOYERS PREVIOUS YEARS PENSION LIABILITY

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	3,379	3,190	3,190	2,890
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>3,379</b>	<b>3,190</b>	<b>3,190</b>	<b>2,890</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	-	-	-	-
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET EXPENDITURE</b>	<b>3,379</b>	<b>3,190</b>	<b>3,190</b>	<b>2,890</b>
<i>COST PER '000 POPULATION</i>	<i>24</i>	<i>22</i>	<i>22</i>	<i>20</i>

**Budget Holder: Mr Steve Thompson - Director of Resources**

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) This is the payment made to the Lancashire County Pension Fund in order to reduce the pension fund deficit.



**BUDGETS OUTSIDE THE CASH LIMIT**  
**GENERAL FUND ESTIMATES YEAR ENDING 31 MARCH 2018**  
**NEW HOMES BONUS**

SUBJECTIVE ANALYSIS	2015/16 ACTUAL £000	2016/17 ADJUSTED CASH LIMIT £000	2016/17 FORECAST OUTTURN £000	2017/18 CASH LIMIT £000
<b><u>EXPENDITURE</u></b>				
EMPLOYEES	-	-	-	-
PREMISES	-	-	-	-
TRANSPORT	-	-	-	-
SUPPLIES AND SERVICES	-	-	-	-
THIRD PARTY PAYMENTS	-	-	-	-
TRANSFER PAYMENTS	-	-	-	-
SUPPORT SERVICES	-	-	-	-
CAPITAL CHARGES	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>INCOME</u></b>				
CUSTOMER & CLIENT RECEIPTS	-	-	-	-
GOVERNMENT GRANTS	1,581	1,643	1,643	790
RECHARGES	-	-	-	-
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	-	-	-	-
<b>TOTAL INCOME</b>	<b>1,581</b>	<b>1,643</b>	<b>1,643</b>	<b>790</b>
<b>NET EXPENDITURE</b>	<b>(1,581)</b>	<b>(1,643)</b>	<b>(1,643)</b>	<b>(790)</b>
<b>COST PER '000 POPULATION</b>	<b>(11)</b>	<b>(12)</b>	<b>(12)</b>	<b>(6)</b>

**Budget Holder: Mr Steve Thompson - Director of Resources**

**Chief Accountant: Phil Redmond**

**Notes:**

- 1) As a stimulus to the provision of new homes the Government announced in February 2011 the introduction of a New Homes Bonus funding component. This funding takes the form of an unringfenced grant which is distributed between local authorities based upon the net growth in housing provision within their areas.

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		2017/18	2018/19	2019/20		Comments
		£000	£000	£000		
<b>A1</b>	<b>TOTAL 2017/18 SAVINGS TARGET</b>	<b>18,700</b>	<b>4,800</b>	<b>6,600</b>	<b>30,100</b>	
<b>B1</b>	<b>TECHNICAL SAVINGS</b>					
<b>B1.1</b>	<b>Staffing - related</b>					
B1.11	Reduce the cost of overtime	132	(132)	-		Analysis and review of overtime usage and costs
B1.12	Use business rates (NNDR) income to fund Enterprise Zone staffing	160	-	-		
B1.13	Re-phase auto-enrolment for pensions over two financial years	560	(510)	-		This was originally planned to take place over one financial year, now spread over 2 financial years
B1.14	Improving employee attendance	300	-	-		Reducing costs of absence including back fill costs
<b>B1.2</b>	<b>Technical</b>					
B1.21	Tactical lending from the Business Loan Fund	1,800	900	-		Supporting economic development in town
B1.22	Maximisation of cash flows / Treasury Management	500	-	-		Reducing loan repayments by taking advantage of temporary low borrowing interest rates
B1.23	Project 30 return on investment	275	-	-		Reduction in insurance claims as a result of the Project 30 investment carried out in previous years
B1.24	Capitalisation of revenue costs, e.g. Senior Capital Accountant, Highways Maintenance and Non-pay rounding down to nearest £000	67	-	-		
B1.25	Cultural Exemption generating VAT recovery	1,232	(952)	-		Council to seek cultural exemption, year 2 credit reflects one-off backdated recovery in year 1
B1.26	Corporate - Pension deficit	300	-	-		2017/18 pay 3-years pension deficit upfront.
B1.27	Highfield School	205	-	-		Transfer of costs as a result of Highfield School becoming an academy
<b>B1.3</b>	<b>Income - related</b>					
B1.31	Improved income in leisure assets to be ring-fenced to allow recharging of appropriate costs	300	-	-		Subject to negotiation
<b>B1.4</b>	<b>Procurement &amp; Commissioning - related</b>					
B1.41	Review of Waste Services contract	-	-	400		Service respecification and retendering
<b>B1.5</b>	<b>Demand - related</b>					
B1.51	Reduce cost of Street Lighting PFI	150	-	-		Continue programme of dimming street lights to reduce energy consumption
		<b>5,981</b>	<b>(694)</b>	<b>400</b>		
<b>B2</b>	<b>INCOME GENERATION AND MANAGEMENT</b>					
B2.1	Increase fees and charges	1,074	860	1,010		To take place across all services at 2.5%
B2.2	New sources of income or increased market share	994	390	-		Service expansion in Trade Waste, Leisure Services, Highways and Traffic, Visitor Economy, School Catering, Car Parking, Libraries, Economic Development, Housing Options, Governance and Partnerships, Vitaline. Development of on-street parking scheme, bids for external funding and social care charges.
		<b>2,068</b>	<b>1,250</b>	<b>1,010</b>		
<b>B3</b>	<b>PROCUREMENT AND COMMISSIONING</b>					
B3.1	Procurement and commissioning	225	(122)	-		Service procurement efficiencies including vehicle efficiencies and one year freeze on book fund.
B3.2	Targeted non-pay inflation @ 50%	850	850	850		Corporate retention of 50% provision
B3.3	Procurement and commissioning	491	175	59		Combination of restructures and seeking alternative service providers including review of building cleaning, Extra Care Housing, contracts and commissioning, Care and Repair, Carers Centre and equipment services.
B3.4	Housing Related Support	900	221	-		A significant and transformational reduction in Housing Related Support, supported by transformation funding.
B3.5	Public Health - contracts	500	500	-		Review of contracts
B3.6	Saving on supplies and services spend	1,500	500	-		Reduce spend across all services via renegotiations and despecifications and managed corporately
		<b>4,466</b>	<b>2,124</b>	<b>909</b>		
<b>B4</b>	<b>DEMAND MANAGEMENT</b>					
B4.1	Channel Shift - Initiatives to enable residents to access more services online	100	150	250		Reduction in calls freeing up resources in processing
B4.2	Introduce charge for concessionary travel on the tramway	250	-	-		Introduction of a charge for discretionary concessions on tramway
B4.3	Children's repayment of £4m 2017/18 investment re LACs	-	1,500	3,500		Bring forward to 2017/18 if and when possible. Also an assumption that LACs numbers reduce to 450 saving an additional £1m in 2019/20
B4.4	Review transport arrangements for children with special educational needs	300	90	-		Review existing arrangements
B4.5	Reduce bus route subsidy	63	-	-		Ceasing subsidy to numbers 3, 4 & 10 bus routes
		<b>713</b>	<b>1,740</b>	<b>3,750</b>		
<b>B5</b>	<b>STRUCTURAL REFORM (including ceasing service / under review / reconfiguration)</b>					
B5.1	Review Families in Need team	200	-	-		
B5.2	Review Pupil Welfare service	100	100	66		
B5.3	Structural Reform	789	47	-		Service reviews including Public Protection and Corporate Services. Ending community-based stroke service funding at end of existing contract. Service reduction in tramway maintenance, discretionary school transport, Children's short breaks funding, carers breaks, Community Engagement and Equality Services. Establish a Community Care company
B5.4	Cease Young Savers scheme	30	-	-		
B5.5	PCSOs funding	99	-	-		Renegotiate PCSO funding
B5.6	Establish a Cultural Company	450	450	400		Move Visitor Services, Arts and Left Coast into a new company
B5.7	Sharing of back office services, support services and front-line services	275	431	1,150		Including the Council's own companies, neighbouring authorities and other public bodies. Establish a Community and Environment company.
B5.8	Residual target to be allocated to services (excluding Social Care and Public Health) to be found via vacancies / turnover/ other efficiencies , service redesign and reorganisation	2,030	-	-		Residual target to be found via vacancies / turnover/ other efficiencies, service redesign and reorganisation
		<b>3,973</b>	<b>1,028</b>	<b>1,616</b>		

		2017/18	2018/19	2019/20		Comments
		£000	£000	£000		
<b>C</b>	<b>USE OF RESERVES</b>					
<b>C1</b>	<b>Use of Reserves</b>					
C1.1	Children's - Use of reserves, e.g. VPE, Highfield (consultation 'after summer recess')	-	500	(500)		Non-recurrent use of reserves, baseline adjusted back in following year
C1.2	Blackpool Coastal Housing dividend to General Fund	500	(500)	-		Non-recurrent use of reserves, baseline adjusted back in following year
		500	-	(500)		
	<b>SUB TOTAL</b>	<b>17,701</b>	<b>5,448</b>	<b>7,185</b>		
<b>D</b>	<b>POTENTIAL SALE OF ASSETS WITH ONE-OFF CAPITAL RECEIPTS</b>					
D1	Capital Receipt	500	(500)	-		Non-recurrent sale of assets, baseline adjusted back in following year
<b>E</b>	<b>CONTINGENCY</b>					
E1	Contingency	500	-	(500)		Unidentified savings gap in year 1 to be met over period of 3-year budget
<b>F1</b>	<b>TOTAL SAVINGS</b>	<b>18,701</b>	<b>4,948</b>	<b>6,685</b>	<b>30,334</b>	
<b>G1</b>	<b>SAVINGS TARGET COMPARED WITH SAVINGS PROPOSALS</b>	<b>(1)</b>	<b>(148)</b>	<b>(85)</b>	<b>(234)</b>	

# Blackpool Council



## BUDGET SCRUTINY REVIEW REPORT

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- 2.6 Structural Reform
- 2.7 Service Reductions and Cuts
- 2.8 Summary

### 1.0 Background Information

- 1.1 At the Tourism, Economy and Resources Scrutiny Committee on 27 October 2016, Members agreed to the establishment of a dedicated Budget Scrutiny Panel to undertake an in-depth scrutiny review of the budget savings and the likely impact on services of any proposals.
- 1.2 The Scrutiny Panel was comprised of Councillors Hunter, Hobson, Ryan, Collett, Elmes, Owen, T Williams, Galley and Clapham. The Panel elected Councillor Hunter as Chairman and Councillor Hobson as Vice-Chairman.
- 1.3 The meeting was also attended by:
  - Councillor Blackburn, Leader of the council
  - Councillor Cain, Cabinet Secretary
  - Councillor Mrs Wright, Cabinet Member for Housing
  - Councillor Smith, Cabinet Member for Regeneration, Enterprise and Economic Development
  - Councillor Benson, Cabinet Member for Schools and Learning
  - Councillor Kirkland, Cabinet Member for Third Sector Engagement and Leisure Services
  - Councillor Cross, Cabinet Member for Adult Services and Health
  
  - Mr Neil Jack, Chief Executive
  - Mrs Delyth Curtis, Director of People
  - Mr Steve Thompson, Director of Resources
  - Mr John Blackledge, Director of Community and Environmental Services
  - Mr Mark Towers, Director of Governance and Partnerships
  - Mr Alan Cavill, Director of Place
  - Mr Phil Redmond, Chief Accountant
  - Ms Judith Mills, Public Health Specialist
  - Mr Chris Kelly, Acting Scrutiny Manager

## **2.0 Panel Considerations and Findings**

### **2.1 Budget Savings Proposals Summary**

- 2.1.1 Councillor Blackburn presented the Budget Savings Proposal report to the Panel. It was explained that it was a legal requirement for the Council to set a balanced budget, but that every year the scope remaining for savings from efficiency measures became less.
- 2.1.2 It was reported to the Panel that since the publication of the papers, national announcements had resulted in there potentially being an additional £800,000 available, should the Council agree to a 4.99% increase in Council Tax. It was noted though that there was a correlation between increasing Council Tax and the collection rate decreasing.
- 2.1.3 Councillor Blackburn summarised the headline figures from the report, noting that the overall savings that were required to be made totalled £18.7 million and that it was expected that there would be up to 80 redundancies, plus a further 70 temporary contracts would come to an end and 50 vacant posts would be deleted.
- 2.1.4 The Panel noted the savings programme ('Efficiency Plan') had seven thematic workstreams that had been developed, which would constitute the methods from which the savings would be made. The Panel considered the savings proposals for each of the workstreams the considerations from which are detailed below.

### **2.2 Technical Savings**

- 2.2.1 The Panel sought clarity regarding what the tactical lending from the Business Loan Fund would involve and Councillor Blackburn advised that it was planned that £1.8 million of additional income could be generated through lending to other businesses to establish new buildings and encourage economic development in the town.
- 2.2.2 Members raised questions relating to the proposed savings through reducing the cost of overtime and by improving employee attendance. Councillor Blackburn explained that current sickness absence rates had an adverse impact on services, through the stress caused to other employees having to provide cover, and to Council finances through additional agency staffing costs. It was noted that the issue was especially prevalent in social care jobs. It was therefore considered important that action was taken to address the problems caused by high levels of sickness absence. It was noted that one option had been to not pay sickness absence for the first three days of absence, but it had been preferable instead to opt for a plan to work with senior leadership to ensure an appropriate focus on sickness absence rates, with policies being followed correctly and back to work interviews being conducted. However, it was noted that if the current rates did not improve there would be a requirement to review future action with Trade Unions as the current rates were unsustainable in light of the savings the Council was required to make.
- 2.2.3 The Panel challenged how realistic the savings target of £275,000 was from a return on Project 30 investment. Councillor Blackburn advised that he was confident that the benefits of the Project 30 work undertaken three to four years ago would come to

fruition. He explained that insurance claims were charted and demonstrated a reducing trend and that as a result of the Project 30, work any claims could now be more vociferously fought. It was also noted that, as a result of the period of limitation for bringing an action against the Council, people would no longer be able to claim for injuries sustained before the start of the Project 30 improvements.

- 2.2.4 Questions were raised in regards to the likelihood of the proposed cultural exemption savings target being achieved in the next financial year, noting that at just over £1.2 million it was a significant saving. Councillor Blackburn advised that confidence in achieving the savings target was based upon Price Waterhouse Cooper achieving a cultural exemption for other local authorities. However, he advised that there were significant earmarked reserves to cover the costs of not achieving the savings target.
- 2.2.5 In relation to the savings proposed through reducing the cost of the street lighting Public Finance Initiative (PFI), Members questioned the impact of continued dimming of street lights to reduce energy consumption, with it being considered that lighting was already particularly dim in some areas. Mr John Blackledge, Director of Community and Environmental Services, provided the Panel with details of how the saving would be achieved, advising that an integral focus to the street lighting PFI scheme was that consideration was given to the impact of lighting being dimmed in certain areas. He further assured the Panel that the street lighting on the main arterial routes in the town would not be dimmed.
- 2.2.6 The Panel noted that there were no budgeted savings to be made through reviewing the Waste Services contract until 2019/2020 and challenged whether it would be possible to make further, earlier savings in regards to the contract. The Panel was advised that the contract was not due to be renegotiated for a couple of years, so there could not be any budget savings in the next two financial years. However, the Panel was assured that if opportunities arose to make savings with regards to Waste Services, they would be explored.

### **2.3 Income Generation and Management**

- 2.3.1 The Panel raised questions with regards to sources of income and Councillor Blackburn advised that the income targets were based upon understanding of the market and were conservative estimates of what could potentially be achieved. The Panel also queried whether there would be additional civil enforcement officers employed, which would assist with meeting the income target and Councillor Mrs Wright advised that there would be five additional civil enforcement officers to be trained.
- 2.3.2 The Panel challenged whether more could be done to maximise the income received from the Council's property portfolio. Councillor Blackburn advised that the target for income derived from Council owned property for the current financial year was on course to be met and provided details of the assets owned by the Council that generated an income, noting that any buildings that were not considered financially viable for the future were removed from the estate. Councillor Mrs Wright added that a number of houses had been transferred to the Blackpool Housing Company for renovation and subsequent letting, which would achieve an income for the company and therefore, potentially have a positive effect on the dividend that the Council received.



## **2.4 Procurement and Commissioning**

- 2.4.1 The Scrutiny Panel challenged whether the proposed savings in Public Health contracts would prove to be more expensive in the long run, should there be an adverse impact on the health of the town's population as a result. Councillor Cross assured the Panel that the saving would be achieved through renegotiating contracts to provide services and that the Public Health Team was confident the savings could be achieved without having an adverse impact on performance.

## **2.5 Demand Management**

- 2.5.1 The Panel raised questioned whether the proposal to introduce a charge for concessionary travel on the tramway would have an adverse impact on the dividend that Blackpool Transport Services Limited would be able to pay to the Council. Councillor Blackburn advised that appropriate work would be undertaken to develop financial models that considered the potential for an adverse impact on the dividend and any decision would be considered in consultation with Blackpool Transport Services Limited before any charge was introduced.
- 2.5.2 The Panel considered the proposed savings relating to demand management in Children's Services. It was noted that there was an assumption in the savings proposal that Looked After Children numbers would reduce to 450 saving an additional £1 million in 2019/2020. The Panel questioned the level of confidence in achieving that savings target and Councillor Blackburn explained that he recognised there was an element of hope involved with achieving the target, with the number of Looked After Children reaching record levels recently. It was noted that there was a statutory duty of care for the children, but the current levels of referrals and numbers of Looked After Children were not sustainable. Therefore investment and new methods were required to reduce the number of children in care.
- 2.5.3 The Panel was further advised that in relation to the Children's Services savings proposals, the most expensive placements for Looked After Children would be under review in the New Year. Councillor Blackburn also noted that expanding local provision would also be considered as a way to help reduce costs. Mr Neil Jack, Chief Executive, advised the Panel that a Vulnerable Adolescent Hub was due to be created which should help to focus resources for the children most vulnerable and at risk. He also informed the Panel that a 'Crash Pad' model would be considered, for which there was evidence that it helped to alleviate stresses and kept children out of care through providing a temporary break whilst challenging home conditions were improved. Mr Jack further advised the Panel that there was due to be a redesign of Health Visitor services and that the Better Start and Head Start programmes should begin to have an impact in the coming years. He assured the Panel that as a result of the measures being implemented, reducing the numbers of Looked After Children to 450 by 2019/2020 was a realistic target.
- 2.5.4 Members requested further details relating to the savings provided through reviewing transport arrangements for children with special educational needs, with concerns being raised that the service made use of specialist vehicles and provisions, which could not easily be provided by alternative means. Councillor Cain explained to the Panel that the

review would not encompass an assessment of how the service operated, rather it would consider the individual needs of the service user to assess whether they did require special transport arrangements or whether more suitable, cheaper alternatives would be appropriate.

## **2.6 Structural Reform**

- 2.6.1 The Panel questioned what the likely impact would be of reducing the PCSO funding, with concerns being raised in relation to a potential increase in anti-social behaviour. Councillor Blackburn advised that there were a wide range of funding arrangements in place for PCSOs, with different local authorities contributing with different levels of funding. It was also considered that there was little correlation between the level of funding provided for the PCSOs and the level of service received. It was explained that there was not an intention to have a reduction in the number of PCSOs, but rather to ensure that the amount of funding provided was in line with the level provided by other local authorities across the county.
- 2.6.2 Questions were raised with regards to the establishment of the cultural company. It was noted that there was a cost associated with establishing and maintaining a company that did not exist when the services were provided by the Council. It was also noted that a previous attempt at establishing a similar company had not been successful. Councillor Blackburn explained that Marketing Blackpool had not benefitted for a well-defined remit and had not had its own source of funding. He explained that the Arts Council England was keen to encourage the establishment of models of cultural companies that had their own sources of income. He reported that the source of income would be negotiated, but suggested it could relate to either the illuminations or car parking. Councillor Blackburn assured the Panel that the Council had invested significantly in arts over the past five years and that he wanted to ensure sustainability and not a reduction in the cultural offer of the town.
- 2.6.3 With regards to the potential sources of income discussed in establishing a cultural company, the Panel challenged whether handing over car parking to a cultural company would contradict over savings proposals for income generation. Councillor Blackburn explained that it was subject to negotiation, but that control over all car parking income would not be transferred to the cultural company, rather a proportion of the total income received would be provided and the income generation target was therefore still achievable.
- 2.6.4 The Panel raised questions relating to the review of Pupil Welfare Services and Councillor Blackburn advised that there would a phased requirement for schools to start paying for the pupil welfare services that were provided.

## **2.7 Service Reductions and Cuts**

- 2.7.1 Upon questioning from the Panel, Councillor Blackburn provided assurances that staff would not be able to take redundancy and then be re-employed by the Council on the same terms.

## **2.8 Summary**

- 2.8.1 Following questions from the Panel regarding the level of confidence in being able to deliver the budget savings, Councillor Blackburn advised that there had been many difficult decisions taken when drafting the budget and that it made significant cuts to public spending in Blackpool. However, he was confident that it could be delivered and that it maintained the principles contained within the Council Plan and would minimise harm on the public.

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**February 2017**

Department: **Corporate**

Team or Service Area Leading Assessment:

**Coordinated by Head of Community Engagement and Equalities**

Title of Policy/ Service or Function:

**Council Budget 2017- 2018**

Committee:

**Executive**

Lead Officer:

Steve Thompson / Andy Divall

**STEP 1 - IDENTIFYING THE PURPOSE OR AIMS**

1. What type of policy, service or function is this?

**New/ proposed**

2. What is the aim and purpose of the policy, service or function?

The proposals are intended to support the management of a large reduction in funding from the Government and other financial pressures which have led to a funding gap of approximately £19 million in 2017/18 and further pressures anticipated in future years, as set out in the Medium Term Financial Sustainability Strategy.

The purpose of this equality analysis is to:

1) Describe the work and decision making processes to assess potential impacts on key equality groups (protected characteristics) of the Budget proposals and highlight potential areas of adverse impact that could constitute discrimination.

2) Set out actions to ensure procedures are in place to continue to monitor and review the Equality impact of reduced funding and consequent service and staff reductions.

Background and legal context

The Council has a statutory responsibility under Equality Law, known as "Public Sector Duty " to examine and analyse the impacts on equality issues on all related decisions. This is set within the context of our overarching requirement under Equality law, as a designated public authority to have "due regard" to the need to –

- Eliminate discrimination, harassment, victimisation and other prohibited conduct
- Advance equality of opportunity
- Foster good relations between different (defined) groups

## Council commitment to Equality and Diversity

The Council's priorities and commitments are published in two key publications a). The Equality Objectives <sup>1</sup>b) The Council Plan 2015-20

Both these documents describe the importance of this agenda to the Council and set out four overarching Objectives. The Council monitors and evaluates its work to advance all these objectives.

## The Councils approach to Equality Analysis of the 2017-18 Budget proposals

The Council adopts a multi level approach to the equality analysis covering impact of the current Budget decisions arising from the Government's financial settlements.

This is in recognition of the complex effect on service users, staff, citizens and visitors of these decisions. This process involves a number of elements , key stages are :

September –November 16

- Initial service level proposals and scoping of equality issues. Focus is on the expected and known impact of service reduction proposals on key equality groups/ protected characteristics; this work is conducted by Senior Managers responsible for the services. The work is aimed at this first stage on identifying the scope of possible impacts, in order to inform Chief Officer Deliberation and Elected Members selection of proposals to take forward to consultation.
- Detailed advice, guidance and standardised Pro forma paperwork for all key decision makers involved in the budgetary decision process.
- Briefing sessions with all Directorate heads to explore possible scope and impact of proposals on key Equality issues.
- Concurrently, initial engagement sessions on the likely scope of the overall Budget position has been conducted with the Community wide Equality Engagement groups including the town wide Equalities Forum, Disability partnership, LGBT and Faith Forum. Further details on this exercise and the outcomes- in terms of agreed recommendations are summarised in section 10 of this report.

December 16 – January 17

- All budget related proposals with significant equality implications are identified to decision makers and an appropriate level of impact work is commissioned through data analysis and consultation with service users and others affected.

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<sup>1</sup> The Council's Equality Objectives are :

**Services** – We will deliver services that are fair –measured by more people telling the Council they experience fair treatment by Council services

**Staff** – We will ensure that the workforce is more representative of the community the Council serves and equality and diversity is embedded in our staff culture

**Decision making** – We will involve people from diverse backgrounds in decision making at every level

**Cohesion** – We celebrate the growing diversity in Blackpool and increase respect and understanding for all

- Assessing staffing impacts. At this stage we are able to assess the effects of budget reductions on staff diversity issues. We do this by preparing a benchmark analysis of the current levels of workforce diversity for each of the key equality characteristics – Race, Gender, Disability, Age, Religion and Belief, and Sexual Orientation, as at August 2016. This is then compared to the demographic profile of the pools of staff that have been placed at risk of redundancy through the specific service proposals, and any significant variances highlighted and investigated. This work is important for two reasons, firstly, to ensure there is no discrimination through the selection process and secondly, to track our process in working towards a workforce that better represents the community we serve.
- At appropriate stages, all the above is communicated and discussed with senior decision makers at Chief Officer and Elected Member levels. This in turn informs the final decisions which are included within the February Budget report.

3. Please outline any proposals being considered.

Funding and budgetary proposals as set out in the Executive report entitled General Fund Revenue Budget 2017/18 and in the report's appendices.

4. What outcomes do we want to achieve?

To manage the impact of a further large reduction in funding from the Government and other financial pressures which have led to a funding gap of approximately £19 million in 2017/18 and further pressures anticipated in future years as set out in the Medium Term Financial Sustainability Strategy.

5. Who is the policy, service or function intended to help/ benefit?

Many of the Council's services are specifically aimed at addressing social and economic inequalities and have a wide impact on inclusion and community cohesion in Blackpool.

6. Please summarise the main data/ research

### Population Demographics

The population of Blackpool<sup>i</sup> is estimated at 139,580, with a larger proportion of residents aged 60+ compared to national age structure. Residents are mostly of White British ethnicity. Black and Minority Ethnic groups, including Irish and European residents, are estimated to make up 6% of the population approximately 8,500 people, compared with the estimated proportion for England of 20%

According to the most recent mid-year population estimates the population of Blackpool continues to gradually fall year on year. This goes against both the regional and national trend as the population of the North West and England are both seeing gradual increases each year.

**7. Table 1: Population Demographics**

<b>Age<sup>ii</sup></b>	<b>Blackpool</b>	<b>England</b>
Aged 0-17 years	20.55%	21.3%
Aged 18-24 years	9.55%	10.4%
Aged 25-59 years	43.89%	45.3%
Aged 60+	26.02%	23.0%
<b>Ethnicity<sup>iii</sup></b>		
White British	94%	80%
White Other e.g. European, Irish	3%	6%
Mixed/multiple ethnic groups	1%	2%
Asian/Asian British	2%	8%
Black/African/Caribbean/Black British	0.2%	3%
Other ethnic group	0.2%	1%
<b>Tenure<sup>iv</sup></b>		
Owned or Shared Ownership	62%	64%
Social Rented	11%	18%
Private Rented	26%	17%

The most recent data for Blackpool shows a higher percentage of residents who are described as separated or divorced, 12.5%, compared to 9.2% in the Northwest region and 8.7% in England & Wales.<sup>v</sup>

### Age

Blackpool has a slightly older demographic in comparison to the regional and national average with 19.2% of people over the age of 65 compared to 16.6% for the North West and 16.3% for England. The percentage of people who are of working age in Blackpool is below that of the regional and national averages with 63% of people aged between 16 and 64 compared to 64.6% in the North West and 64.8% for England. The number of people aged under 16 in Blackpool is also slightly lower.<sup>vi</sup>

### Race and Ethnicity

Blackpool has a predominantly white population with 94% of people describing themselves as White British compared with 80% for England. The Black and Asian community make up 3% of Blackpool's population, whilst another 3% of the population are of Eastern European origin.<sup>vii</sup> According to the 2011 census 94.6% of people living in Blackpool were born in the United Kingdom as opposed to 91.8% regionally and 86.6% nationally. Of those born outside of the UK, the highest percentages were born in Europe (2.5%) and Asia (1.4%).



Ethnic Group	Blackpool %	England %	North West %
White British / other	96.6	85.5	90.2
Mixed ethnic groups	1.2	2.2	1.6
Asian	1.2	6.2	5.6
Black	0.2	3.4	1.3
Arab	0.1	0.4	0.3
Other	0.1	0.6	0.3

### Gender and Transgender

Blackpool's population is composed of 49.3% men and 50.7% women (similar to national gender balance).

The census doesn't current include questions relating to Transgender. However, Blackpool has a significant LGBT entertainment industry and therefore the numbers of transgender people who visit and live in the town is also likely to be higher than the national average.

### Religion or Belief / Faith Communities

The majority of the Blackpool population are Christian, with 67.2% of people describing themselves as Christian compared with 67.3% in the North West and 59.4% in England. Over 24% of people in Blackpool describe themselves as having no religion. This is similar to the national figure of 24.7%. However, the percentage of people with no religion in the North West is smaller with only 19.8%.

The remaining population is very small with only 0.7% of people describing themselves as Muslim, this equates to just over 1,000 people in Blackpool. This is significantly lower than the figures for both the North West and England with 5.1% and 5.0% respectively. Blackpool also has lower proportions of its population who describe themselves as Buddhist, Hindu, Jewish and Sikh compared with the rest of the country. <sup>viii</sup>

Religion	Blackpool	North West	England
Christian	67.2	67.3	59.4
Buddhist	0.3	0.3	0.5
Hindu	0.2	0.5	1.5
Jewish	0.2	0.4	0.5
Muslim	0.7	5.1	5.0
Sikh	0.0	0.1	0.8
Other religion	0.4	0.3	0.4
No religion	24.5	19.8	24.7

### Sexual orientation

There is anecdotal evidence to suggest that Blackpool has one of the largest gay and lesbian populations outside of the country's largest cities. The 2011 Census shows that 0.5% of the Blackpool population aged 16 and over was registered as being in a same sex civil partnership. The figure for England and Wales was 0.2%. In 2015/16 there were 524 marriages carried out in Blackpool, 9.5% of which were same sex civil ceremonies. <sup>ix</sup>

## Health and Disability

Blackpool has poor life expectancy, with life expectancy for males the poorest in England at 74.7 years compared to 79.5 years. Life expectancy for females is similarly poor, at 79.9 years, compared to 83.2 years for England – joint second with Manchester, with Middlesbrough being the lowest at 79.8<sup>x</sup>. The biggest contributors for both men and women are circulatory diseases, digestive diseases including cirrhosis, and respiratory disease. These three areas contribute over half of the overall life expectancy gap in Blackpool. Lung Cancer is also a significant contributor to Female Life Expectancy<sup>xi</sup>.

A high proportion of residents describe their health as “not good” and state that they have a “limiting long term illness”. 8.2% of working aged people in Blackpool is classed as long-term sick and economically inactive. This is a higher percentage of people compared with both the North West and England which have 6.5% and 4.7% respectively.<sup>xii</sup>

Substance and Alcohol misuse is considered high, with alcohol-related death the joint highest, alongside Manchester, in England for males<sup>xiii</sup> (cirrhosis being one of the major drivers of the life expectancy gap). Admissions to hospital in Blackpool for alcohol related conditions are much more prevalent than the regional and national average. With 1223 per 100,000 compared to 741 in the North West and 641 in England.<sup>xiv</sup> Further estimates suggest that the prevalence of problematic heroin and/or crack cocaine use in Blackpool was 21.89 per 1,000 populations<sup>xv</sup>. Blackpool has the highest drug prevalence rate across the region, and is within the top ten nationally.

The number of people registered with severe long-term mental health problems and who are actively accessing treatment is higher than the regional and national average. Blackpool has the fourth highest rate of male suicide in England with 27.4 per 100,000 cases per year.<sup>xvi</sup>

While not directly a health damaging issue, teenage Pregnancy rates in under-18s are the 10<sup>th</sup> highest in England & Wales. In addition, Blackpool has a lower proportion of teenage pregnancies leading to abortion (43%) compared to England & Wales (51%).<sup>xvii</sup> This implies a greater relative proportion of teenagers go on to become parents. Teenage conceptions have associated risks for both parent and child’s health and social wellbeing.

The most recent figures show that over a hundred people in Blackpool are registered blind with nearly 200 registered as having sight impairment. Nearly 200 people are registered deaf or have a hearing impairment. According to the DfE most children with hearing and visual impairments are educated within the mainstream school system and do not generally attend special schools<sup>xviii</sup> In March 2016, there were a total of 390 children or young people (aged 0-24) with a statement of SEN (Special Educational Needs), and 190 EHC (Education, Health and Care) plans. This is around 1.4% of the Blackpool 0-24 population and slightly lower than the England (1.5%) and North West (1.6%). The majority of children with an EHC plan or Statement are of secondary school age with a strong peak in statements for 15-16 year olds. Studies have shown that SEN is more prevalent among boys than girls. This is reflected in the figures for Blackpool; 67% of all SEN pupils are boys compared to 33% girls. The most accepted explanation for this is the difference in prevalence of disabilities for example; boys are five more times likely to be diagnosed with Autism than girls. It may also be related to differences in child development with boys generally maturing at a slower rate than girls.

When looking at the number of children who require SEN support (children identified as having Special Educational Need but who do not have a statement or EHC plans) Blackpool supports around 2,813 children. This is around 14.7% of all pupils in Blackpool, higher than England (12.7%) and the North West (12.7%). This indicates that Blackpool has higher levels of SEN but that a lower proportion of these receive statements or EHC plans.

### Learning Disabilities

The Blackpool population has a higher prevalence of learning disabilities compared to the national figure. In Blackpool 0.9% of the total population claim Disability Living Allowance for learning disabilities whilst the figure is only 0.07% for the whole of England.<sup>xix</sup> There are relatively few children with severe learning difficulties in the mainstream education system; 26% of all special school SEN pupils have severe learning disabilities. In addition a large proportion (23%) of special school SEN pupils are considered autistic.<sup>xx</sup>

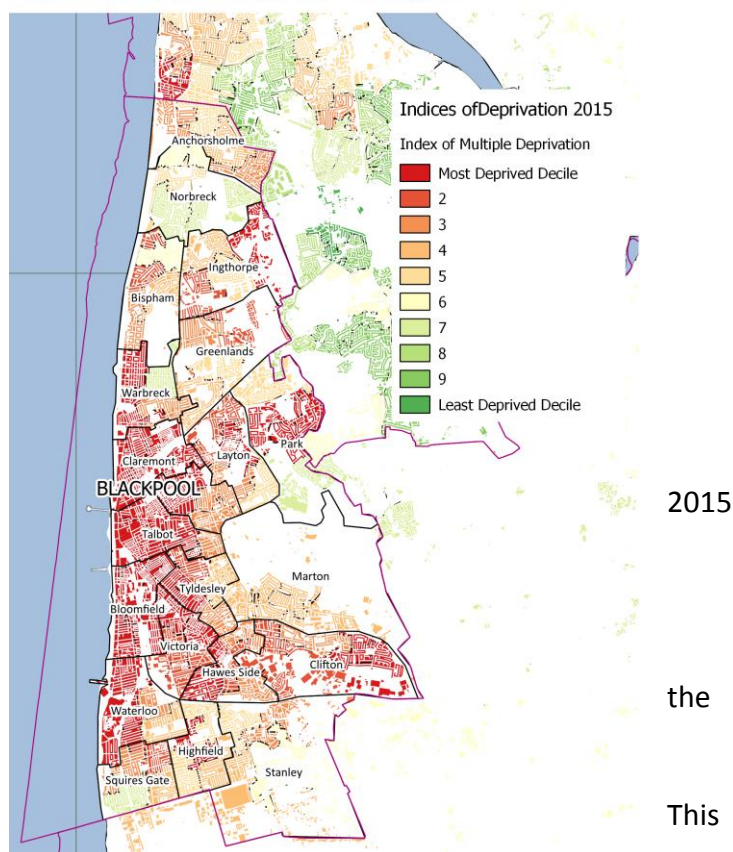
People with learning disabilities and autism are one of the most excluded groups in the community and more likely to be living in poverty than the general population, partially because they are less likely to be in paid employment. People with learning disabilities are at increased risk of many health conditions compared to the general population. Common problems include respiratory diseases, sensory impairment, gastrointestinal cancer, anxiety and depression and dementia.

### Poverty and Deprivation

Blackpool has a large proportion of residents living in deprived areas and is currently ranked the most deprived authority in England under the Indices of Deprivation 2015, a higher rank than in 2010, (6<sup>th</sup>) 2007 (12<sup>th</sup>) and 2004 (24<sup>th</sup>), based on the 'rank of average scores' measure. Additionally, in the 2010 and Indices, Blackpool ranked 1st for the concentration of deprivation within the town.

Poverty is a significant factor in Blackpool. In 2014, Blackpool was ranked 11<sup>th</sup> worst local authority for child poverty with 31.1% of children in Blackpool living in low income families. This is compared to an average of 19.9% of all children in England. Further analysis highlights that 62.8% of children in poverty live in lone parent families

Indices of Deprivation 2015 - Blackpool



7. What are the impacts or effects for Key Protected Characteristics?

## ***General impacts covering protected characteristics***

In drawing together the detailed proposals the authority has been mindful of the need to assess the Equality impact and wherever possible, mitigate the adverse effects on service provision .

Although the scale and continuing patterns of cuts have made it impossible to protect all services to the most vulnerable children and adults in our community, we have made these decisions having regard to the impact this will have on people who share protected characteristics, and have tried to mitigate and reduce impact, wherever we can.

The collective effects of combined service cuts alongside other government initiatives such as welfare reform are difficult to judge at this stage and will only really become apparent over time. The opportunity for these issues to be explored further through consultation and engagement with key community groups and service providers will be important in the year ahead.

The effect of the Budget in respect of the Council's workforce diversity will continue to be measured and assessed for the impact on the overall balance of employees, compared with the Blackpool population. This will help us to assess progress towards our target of becoming an employer that better reflects the composition of the community we serve.

## ***Specific impacts***

As the budget report explains, the approach this year has been based on securing the Council's sustainability over the next 6 years and as a result a new Medium-Term Financial Sustainability Strategy (MTFSS) has been developed covering the period 2016 to 2022.

The plan makes clear that service reductions and cuts were the last resort and only considered after the following reviews had been exhausted:

How we manage our money, including debt, reserves and capital  
How we generate income, including fees and charges, business loans and investments  
How we negotiate contracts to get best value from the market place  
Preventative measures to reduce demand on services  
How we work together with our partners and companies

Some of the proposals in these themes do impact on equality issues and in some areas direct services are significantly affected within the Council's various departments. These equality issues and impacts have been – and will continue to be - explored in detailed Equality Analysis, which has in turn informed the decision making process. This work has particularly focused on proposed changes / reductions in the following areas :

- Street lighting
- Income and fees and charges
- Library books
- Commissioning services
- Housing support
- Channel shift
- Concessionary travel
- Bus routes
- SEN transport
- Families in need

- Pupal welfare
- Structural reforms
- Dealing with Vacancies

***Relationships between or within communities (cohesion)***

The continued reduction in Council funding for deprived communities across much of Blackpool will have an inevitable effect on services and support for these neighbourhoods, and therefore add to the pressures and tensions within these areas. The Council will keep a close dialogue with key community groups and leaders, as well as engagement through our Fairness Commission and Equality forums - to monitor this, and react if / when required.

The Council will also continue to fulfil obligations and responsibilities in recording and monitoring Hate Crime and related incidents.

Monitoring the levels and patterns of Hate Crime will be a very important means of tracing the effects on community tensions of the reductions in the wider public sector spend in Blackpool in the period ahead.

8. What do you know about how the proposals could impact on levels of socio –economic inequality, in particular poverty?

Given the widespread and deep levels of deprivation in Blackpool, outlined above, the proposals have the potential to have an impact on groups and individuals who may be vulnerable directly as a result of their protected characteristics or whose vulnerability is increased by their protected characteristics. These issues have been considered by decision makers through this process.

9. What can be done to improve the policy, service, function or any proposals in order to reduce or remove any adverse impact or effects identified?

Significant budget reductions on this scale, by their very nature, have an unavoidable adverse impact on service delivery and people. However, the decisions on individual service areas, as far as possible, have been made with regard to the impact on particular vulnerable groups and people sharing protected characteristics.

The impact on staff sharing protected characteristics will also be equality monitored to ensure, wherever particular groups do not suffer disproportional adverse impact due to this.

In due course, further Equality engagement will be important as the effect of combined service cuts are difficult to measure at this stage and will only really become apparent over time. The budget reductions over the last few years are completely unprecedented in scale and the opportunity for these issues to be explored further through consultation and engagement with key community groups and service providers will be important in the year ahead.

The effect of the reduction in budget in respect of the workforce diversity will be measured and assessed and the long term impact on the staffing profile in respect of the overall balance of the workforce will be tracked

10. Consultation

Consultation meetings on the broad budget position facing the Council have been undertaken with the community equality groups during 2011/12, 2012/13, 2013/14 and 2014/15 and 2015/16 budget cycles. The Council's Director of Resources or his representative has personally attended and briefed a number of these groups.

Wider communication has also taken place via the Council's extensive corporate communication methods – which include web site, social media, media briefings & press statements and interviews.

Once specific proposals were published in December 2016, detailed consultations with all affected stakeholders-amongst them staff, service users and communities of interest / equality groups –have taken place. The outcomes of these consultations have been considered by key decision makers, and accordingly have informed the final proposals contained in the budget.

Consultation with the Trades Unions with regards to staffing issues has been embedded into normal working practices and has also met all formal consultation requirements.

In addition to the above, for this year the Council has also undertake an extensive outreach exercise with a wide range of community , equality and third sector groups and organisations during September – November 2016.

This, together with a commissioned opinion research exercise has further helped to inform the Council's direction and decision making on this year's budget.

Below are the report's conclusions and recommendations. The full report including the feedback from sections held with the Community Equality groups is amended to this report.

*Partnership working between the Council and Third Sector can and needed to be enhanced and improved in order to realise the ambitions for a sustainable and resilience community for Blackpool. In the past, relationships were impeded by a disconnect due to very different cultures and a perceived lack of openness and communication.*

*More collaborative working needed to be built both within the highly diverse groups that make up the Third sector and between the sector and the Council / other agencies.*

#### *Recommendations*

- 1. To encourage the nurturing of genuine dialogue and trust it is vitally important for the Council to feedback on each of the specific proposals, within a reasonable timeframe. It is therefore suggested that this report is shared with relevant Cabinet Members, before recommended responses are taken back to the Council Executive, and then communicated to these groups in the New Year, once the Budget has been approved.*
- 2. To consider the developing this exercise into a more permanent cycle of strategic engagement with the sector, through piloting a thematic approach to meetings.*

## ACTION PLAN

Please outline your proposed action plan below.

Issues/ adverse impact identified	Proposed action/ objectives to deal with adverse impact	Targets/Measure	Timeframe	Responsibility	Comments
1. Need for continued dialogue and engagement with vulnerable groups and providers on the long term impact of budgetary reductions	To maintain current support for structures of community engagement in equality and diversity	To engage key groups over the long term impact of service reductions on specific Equality issues in Blackpool	On going throughout 2017.	Director of Resources  Head of Community Engagement/ Equalities	
2. Need for a full examination of the effect of service reduction on workforce diversity and continued dialogue and engagement with staff over budgetary reductions in future years	To conduct equality monitoring on staff at risk of redundancy and take appropriate action if adverse impacts are identified  To track staff equality monitoring data to ensure an accurate picture of current workforce diversity.	To mitigate any disproportional effect on staff who share protected characteristics, and monitor the target of becoming a more diverse employer.	Within current and any future redundancy processes	Head of HR/OD  Head of Community Engagement/Equalities	
3. Need for detailed examination of the effect of service reductions on specific service users and continued dialogue/ engagement with them over budgetary reductions in future years	To conduct equality analysis as part of service redesign/commissioning review proposals and take appropriate action if possible to mitigate adverse impacts are identified	To mitigate any disproportionate effect on service users who share protected characteristics if possible, and monitor the outcome of changes.	Within current and any future budget reduction exercises	Relevant Chief Officers	

## ARRANGEMENTS FOR MONITORING AND REVIEW

Please outline your arrangements for future monitoring and review below.

Agreed action	Monitoring arrangements	Timeframe	Responsibility	Comments
1. To maintain current support for structures of service user and provider engagement.	To be built into the Directorate Business planning and Performance review processes	2017 and ongoing	Chief Officers Head of CEE	
2. To conduct equality monitoring on staff at risk of redundancy and take appropriate action if adverse impacts are identified To track staff equality monitoring data to ensure an accurate picture of current workforce diversity.	To be built into the Directorate Business planning and Performance review processes	2017 and ongoing	Head of HR Head of CEE	
3. Where appropriate to conduct equality monitoring on service changes and take appropriate action if adverse impacts are identified	To be built into the Directorate Business planning and Performance review processes	2017 and ongoing	Relevant Chief Officers	

<sup>i</sup> ONS Mid-Year Population estimates 2015

<sup>ii</sup> ONS Mid-Year Population Estimates 2015

<sup>iii</sup> ONS Census 2011 Ethnicity, 2011

<sup>iv</sup> ONS Census 2011 Tenure, 2011

<sup>v</sup> ONS Census 2011 Living Arrangements, 2011

<sup>vi</sup> ONS Census 2011, Age, 2011

<sup>vii</sup> ONS Census 2011 Ethnicity, 2011

<sup>viii</sup> ONS Census, Religion, 2011

<sup>ix</sup> Blackpool Registrars, 2016

<sup>x</sup> ONS Life Expectancy, 2012-14

<sup>xi</sup> Public Health England –2009-11

<sup>xii</sup> ONS, Annual Population Survey, April 2015 – March 2016

<sup>xiii</sup> NWPPO Local Alcohol Profiles 2012 - 14

<sup>xiv</sup> Calculated by Public Health England: Health and Social Care Information Centre - Hospital Episode Statistics (HES) and Office for National Statistics (ONS) - Mid Year Population Estimates. 2014 – 15.

<sup>xv</sup> Blackpool Drug Health Needs Assessment 2014

<sup>xvi</sup> Public Health England (based on ONS source data) 2012 - 14

<sup>xvii</sup> Public Health England – 2014

<sup>xviii</sup> Department for Education, SEN and EHC Plans England, 2015

<sup>xix</sup> ONS, DLA by condition, February 2016

<sup>xx</sup> Department for Education, SEN and EHC Plans England, 2015



## Revenue Budget 2017/18

### Assessment of Significant Financial Risks to Substantiate Target Level of Unearmarked Working Balances

Nature of Risk <i>[and rationale for quantification]</i>	Mitigation	£m
Budget savings of £18.7m in 2017/18 are not achieved, resulting in service budget overspendings <i>[delivery of 93% full-year effect in 2016/17 and additional risk assessment re delivery of larger savings proposals]</i>	Robust and realistic series of plans for each Directorate to demonstrate how the savings are to be achieved, monitored at Corporate Leadership Team and by Portfolio Holders on a monthly basis	2.4
CT collection rates deteriorate as a result of economic climate, CT Reduction Scheme and cap on Attachment of Benefits, and changes to CT discounts and exemptions <i>[13/14 -&gt; 16/17 deterioration]</i>	Ongoing monitoring of collection rates and by client group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place.	1.2
Business rate collection rates deteriorate as a result of economic climate and success of business rate appeals <i>[Safety Net less Contingency]</i>	Ongoing monitoring of collection rates and by business group, enabling early intervention by Council support staff. Robust and consistent recovery processes in place. Closer liaison with VOA to understand business rate appeals pending.	0.9
Interest rate changes <i>[impact of increase to weighted average interest rate by 0.4%]</i>	Prudent assumptions regarding the volume of temporary surpluses available to the Council and the interest rates at which these might be deposited. Rigorous Treasury Management procedures and an investment policy informed by proactive intelligence gathering on market conditions and prospects.	0.6

Revenue consequences of capital investment, including business rate liabilities and clawback of external funding	Full adherence to project management frameworks and methodology	0.5
Increased levels of sundry debt write-offs owing to economic climate	Clearly defined policies and procedures applying to the recovery of outstanding amounts. Swift and effective use of recovery powers. Feasibility study into the centralisation of a debt-raising team.	0.4
Current year service over-spending are replicated in 2017/18 <i>[based on forecast as at month 9]</i>	Additional funding of £4.0m in 2017/18 Budget to reflect demographic pressures in Social Care and recovery plans drawn up by services and monitored by the Tourism, Economy & Resources Committee	-
Changes in Final Settlement Funding Assessment	Government commitment to 4-year Settlement for those signed up.	-
	<b>INDICATIVE TOTAL</b>	<b>6.0</b>